



## Encircle Ltd Strategic Plan 2014 - 2017

<b>Organisational Vision</b>	Connected, vibrant, resilient communities
<b>Mission/Purpose</b>	Strengthening individuals and families to take informed control of their lives, together enriching our communities
<b>Strengths</b>	Integrated range of community support options Collaborative partnerships Community owned and operated Volunteer culture Professional governance Reputation for high quality service delivery

### EXECUTIVE SUMMARY

Encircle Ltd (formerly Pine Rivers Neighbourhood Centre) is a not for profit community owned and operated company, supporting individuals and families. It was established in 1987 and has approximately 40 staff and 270 volunteers. The organisation provides a flexible range of activities, supports and information in response to personal and community needs within a safe and welcoming environment. Central to this is supporting the most vulnerable and disadvantaged members in our community. Encircle prioritises the development of relationships with other organisations to build the most effective service delivery responses, as evidenced by multiple Memoranda of Understanding.

Encircle operates from 5 sites:

- Encircle main office, Lawnton
- Pine Rivers Community Legal Service, Strathpine

- Encircle, Redcliffe
- Encircle Undurba State School, Murrumba Downs
- Encircle Young Parents Program, Kedron

Services and supports include counselling (generalist and domestic violence), family therapy, family support, mentoring, homelessness early intervention, community information, legal service, workshops/courses on a range of personal development and learning topics, adult literacy, seniors' program, community events and community meeting spaces.

Encircle delivers early intervention and prevention services within a strengths based framework; its work is community development oriented, child and young person centred, and family focussed. The following Operating Principles apply: social justice; integrity; respect; partnership; transparency and professionalism.

Encircle manages various funding contracts for short term non recurrent funding, one-off grants, and longer term service agreements with various State and Federal Government Departments. Current service agreements include:

- Qld Government, Department of Communities Child Safety and Disability Services (7): Community Support Service x 2, Family Support x 2, Counselling x 2, Seniors'
- Qld Government, Department of Housing and Public Works (1): Homestay
- Federal Government, Department of Social Services (1): Family Relationship Services (Lead agent for a regional consortium), Families in Transition
- Legal Aid Queensland (administers State and Federal funding): Legal service
- Good Shepherd Family Services and National Australia Bank: No Interest Loans Scheme

Locally, Encircle is supported by a number of service clubs and access to Moreton Bay Regional Council grants. The organisation also accesses philanthropic grants to meet service needs and fund innovative solutions to local issues. Our budget for 14/15 exceeds \$2.8M. A recent financial sustainability strategy has been the establishment of the Riverstop Cafe at Encircle Lawnton – a 'business with heart'.

## **SITUATION ANALYSIS**

After a decade of planning, construction of Encircle's new purpose built centre at Lawnton by the State Government was completed in May 2013. As a result of enhanced community visibility and profile, demand for services has increased and partnership opportunities have expanded.

An invitation by the State Government to support a suite of services in the Redcliffe community saw Encircle (then PRNC) establish a new site there in 2013. This increased further our geographical spread, workforce and budget. This has created greater consciousness about the importance of integration across sites. The change of name from PRNC to Encircle, which does not geographically identify the organisation, may facilitate other similar opportunities.

In late 2013 the Young Parents Program (YPP) at Kedron and Encircle began conversations with a view to 'coming together'. As of 1<sup>st</sup> July 2014, YPP's funding agreement will transfer to Encircle and YPP will become a fully integrated focus area of Encircle.

With the growth and sophistication of the organisation a decision was made to change from an incorporated association to a company limited by guarantee (Encircle Ltd). This brings more rigorous accountability requirements and Encircle is currently in a transition and rebranding phase.

Further in line with growth, a decision was made to separate the strategic and operational responsibilities of senior leadership early in 2014. A new role of Services Manager was created and has enhanced the coordination and management of Encircle's diverse programs and locations. The organisation will also soon welcome a new incumbent to the strategic CEO role, with the departure of the previous long term Director.

Changes to the political and funding landscape pose both challenges and opportunities in the future.

- The Qld Government child and family reforms that emerged from the Carmody report will see greater reliance upon community to participate in the child protection process.
- The Qld Government's renewal agenda outlines the intent to fund fewer services. This creates a competitive and 'contestable' environment that requires more intensive collaboration. These are also priorities for the Federal Government and are impacting upon current funding arrangements.
- The move towards client directed care will see organisations changing the way they do business. Examples of this are the National Disability Insurance Australia and the Stronger Relationships counselling voucher trial.

## **STRATEGIC FRAMEWORK**

The Strategic Plan sets the future direction for the organisation. It is developed in a process that seeks broad input from volunteers, staff, community members, external agencies and supporters. Its implementation is overseen by the Board of Directors and is reviewed every three years, with annual planning events supporting its progress. The Strategic Plan is implemented through the development of focus area operational plans which detail objectives, strategies and outcomes. Individual work plans are then developed for each staff member based on their relevant focus area operational plan. Operational plans and work plans are reviewed annually.



# STRATEGIC DIRECTIONS AND OBJECTIVES

