

STARservice Development Program

18 Steps to successful community services



Government of South Australia
Department for Communities
and Social Inclusion



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The Department for Communities and Social Inclusion acknowledges that *STARservice* has been adapted from a tool originally developed for the Office for Recreation and Sport.

The Department for Communities and Social Inclusion believes a successful community organisation is one with a clear vision going forward, is financially stable, has quality employees and a strong participant-base with a pool of volunteers sharing the workload. It is a place where employees work alongside valued volunteers in a safe and welcoming environment, creating a quality service.

The *STARservice* Development Program aims to guide your community organisation along this path to sustainability and success.

The *STARservice* Development Program

The *STARservice* Development Program is all about continuous improvement for community organisations. It was developed through consultation and research with local community organisations and is based on the principles of:

- working in partnership
- valuing customers and people
- clear direction with accountability
- continuous learning
- evidence-based decision making
- social, environmental and ethical responsibility
- collaborative work practices

Should my organisation complete the *STARservice* – Development Program?

If you are a community organisation looking to develop but are not ready or required to undertake a quality accreditation program, the *STARservice* Development Program was created specifically for you.

Where do I start?

Start by reading through this booklet, and think about how your organisation meets or is working towards each of the criteria.

Discuss these questions with participants of your organisation from the board/committee level to employees and volunteers. Discussing where different people think your organisation is positioned can be a very positive process in itself.

Don't worry if you cannot answer 'Yes' to every question the first, second or even the third time. The process is all about organisations identifying areas that need work and then planning positive actions to address those concerns over time.

To operate legally within South Australia, all organisations must meet the criteria in items 1, 2, 4, 6, 7, 8, 11, 13, 17 and 18. These are identified by asterisks (**) and we suggest that you work on these questions first.

Once your organisation provides a 'Yes' response to all 18 questions, it will be recognised as a *STARservice*.

How to complete the online *STAR*service assessment tool?

Making notes and putting together a basic action plan can be done using this booklet. You can also choose to go straight to the online version at www.starservice.sa.gov.au where you will find resources and links to help you to achieve your goals.

The first part of the online *STAR*service assessment tool will ask for some basic contact information about your organisation. This will enable the Department for Communities and Social Inclusion to keep you updated with information on becoming a *STAR*service community organisation.

When you answer 'Yes' to a question, you will be asked for additional information to help the Department for Communities and Social Inclusion build a better profile of community organisations throughout South Australia. You don't need to be able to tick every box, but if you can't, you might wish to reconsider your answer or decide how your organisation can further improve in this area.

When you answer 'No' to a question, suggestions and links to resources are provided so you can address that criteria and gradually improve your organisation. These resources are being constantly updated and new links will be added over time.

Answering a question with 'In progress' allows you to show that you are addressing the issue but that you still have some work to do. It also allows you to suggest the type of resources and assistance that would make it easier for your organisation to improve.

Once you have completed all of the assessment questions, follow the instructions provided for saving, printing and submitting your answers.

Your organisation's action plan can also be produced at this stage for further reference and motivation to keep your organisation moving ahead.

Setting out your action plan – six easy steps

There is an action plan template included with this booklet to help you get started.

By completing the online assessment tool, a more detailed action plan can also be generated including all the necessary links and resources.

Six easy steps to setting out your action plan:

- As you work through this booklet, identify what you currently have, what you will need, and what would you like. Add them to your organisation's action plan.
- At the same time, make a list of the resources that will help you achieve your objectives. You may need to check the internet for suitable programs and resources.
- Once you have finished the *STAR*service Assessment, prioritise the actions on your list.
- Next, set target dates for each action. Be realistic. You might only achieve one or two priorities in the first year.
- Identify who will be responsible for each task and then start to take action.
- Give support and celebrate your successes along the way.

Q1****Is your organisation incorporated?
Or does it have an equivalent legal structure?**

A STARservice community organisation has a legal status which protects employees, volunteers and participants and allows the organisation to enter into contracts and agreements. A robust management structure is essential for effective leadership and accountability in the best community organisations.

- | | |
|---|------------------------------|
| <input type="checkbox"/> Yes, we meet this requirement | Add to the Action Plan? |
| <input type="checkbox"/> The organisation is in progress to meet this requirement | <input type="checkbox"/> Yes |
| <input type="checkbox"/> No, we do not meet this requirement | <input type="checkbox"/> No |

Q2****Does your organisation have a risk management policy
to protect employees, volunteers and participants?
Does it have a Work, Health and Safety (WH&S) policy?**

A STARservice community organisation provides a healthy and safe work environment. Australia's work health and safety laws require people work and volunteer in an environment where any risks have been identified and everything is being done to eliminate, manage and minimise them. You need to plan for and manage risks. If your organisation is an employer, it is required by law under the Work, Health and Safety Act and Regulations to have a work, health and safety policy.

- | | |
|---|------------------------------|
| <input type="checkbox"/> Yes, we meet this requirement | Add to the Action Plan? |
| <input type="checkbox"/> The organisation is in progress to meet this requirement | <input type="checkbox"/> Yes |
| <input type="checkbox"/> No, we do not meet this requirement | <input type="checkbox"/> No |

Q3**Is your organisation in partnership with other community
organisations or peak bodies?**

A STARservice community organisation can benefit from support provided by peak bodies, including access to training, funding, resources and other opportunities.

- | | |
|---|------------------------------|
| <input type="checkbox"/> Yes, we meet this requirement | Add to the Action Plan? |
| <input type="checkbox"/> The organisation is in progress to meet this requirement | <input type="checkbox"/> Yes |
| <input type="checkbox"/> No, we do not meet this requirement | <input type="checkbox"/> No |

Q4**

Is your constitution (and/or regulations/by-laws) regularly reviewed?

A constitution describes the way community organisations are managed and need regular (two to three yearly) review to ensure the organisation grows and develops with time. Regulations (by-laws) give day-to-day guidance to employees and volunteers on the organisation's processes and procedures and comply with legislative changes.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Q5

Does your organisation have a strategic plan?

STARservice community organisations plan for the future and consider employees, volunteers and participants. A strategic plan sets out a shared vision for the organisation and allows everyone to be a part of moving the organisation forward.

A business plan describes your planned actions to achieve your strategic plan.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Q6**

Does your organisation have a governance structure?

A STARservice community organisation has well managed governance structures (e.g. boards, committees, senior executives) that are accountable and provide purpose, leadership and direction. They ensure the organisation's finances are sound and its operations are legal. The statutory obligations they are required to abide by vary depending on its size and legal structure. They might include an audited annual financial report, board member liability, acquittals, reports, conflict of interest and delegations of authority. These governance structures understand that they may be liable under the *Wrongs Act 1958* and the *Corporations Act 2001* for the actions of volunteers and employees in the organisation.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Notes

Q7**

Does your organisation have a human resource management policy?

The *Fair Work Act 2009* and the *Volunteer Protection Act 2001* give legal protection and guidelines to manage employees and volunteers in your organisation. The best community organisations have written volunteer and human resource management policies. These policies protect employees and volunteers and demonstrate the organisation’s commitment to recruiting, retaining, and rewarding the best people. Employing a volunteer coordinator may assist the organisation retain volunteers and ensure their knowledge is passed on to others.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Q8**

Do you provide training and recognition for your employees and volunteers?

A STARservice community organisation ensures its employees and volunteers receive information about the organisation and training in their work. This ensures employees and volunteers have the skills and resources to fulfil their role. For some roles, training is a legislative requirement. Training can also motivate and lead to other opportunities in the workforce. The best community organisations manage employees and volunteers in a way that maximises each individual’s potential by supporting their professional development.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Notes

Q9

Is your organisation environmentally responsible?

*STAR*service community organisations aspire to minimise their impact on the environment. They have policies and communication strategies that foster responsible environmental behaviour amongst employees, volunteers and participants.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Q10

Does your organisation source its income and funding through a variety of options?

*STAR*service community organisations access a variety of income streams to guarantee long term viability, business continuity and financial sustainability. *STAR*service community organisations have financial sustainability plans that include other resources, such as in-kind support, engaging mentors or volunteers, utilising philanthropic or social impact investment, securing endowments, bequests and giving arrangements, developing a fee-for-service or consultancy structure, establishing membership fees, sharing activities and services with organisations that have a similar mission, starting a social enterprise or even include convincing another organisation to take on a project your organisation started. *STAR*service community organisations prepare financial plans, budget projections and marketing plans to increase income and raise money from a number of different sources to ensure financial security.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Notes

Q13** Do you comply with Equal Opportunity (EO) principles?

STARservice community organisations comply with the *Equal Opportunity Act 1984*, by having policies and procedures in place that ensure employees, volunteers and participants are not directly or indirectly discriminated against. STARservice community organisations will prepare a Universal Access and Inclusion Plan and comply with the relevant acts such as the *Disability Discrimination Act 1992*, *Human Rights Act 1993* and *Sex Discrimination Act 1994*. The best community organisations consider how the organisation is perceived by the wider community and seeks to maintain a reputation for being welcoming and inclusive.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Q14 Do you provide opportunities for your community to engage with your organisation?

Relationships matter STARservice community organisations collaborate with government, other organisations, businesses and the local community.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Q15 Are your participants and community better off for engaging with your organisation?

STARservice community organisations focus on whether customers are better off as a result of the services they receive. Measures also look at the quality and efficiency of these services.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Q17** Does your organisation comply with its legal obligation to provide a safe environment?

All community service organisations are subject to the *Children's Protection Act 1993*, *Aged Care Act 1997*, and the *Disability Services Act 1993*. To ensure the safety and wellbeing of employees, volunteers and participants STARservice community organisations develop policies and procedures to establish and maintain safe environments.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Q18** Does your organisation value the privacy of employees, volunteers and participants and comply with confidentiality, records management and other related legal requirements?

STARservice community organisations respect the privacy of participants, employees and volunteers and any information collected or held on their behalf. STARservice community organisations have documented policies and procedures that meet the requirements of the *Commonwealth Privacy Act (amendment) 2001*, *State Records Act 2009* and the South Australian Privacy principles. STARservice community organisations comply with the privacy and information laws that include the collection, use, storage access and disclosure of personal information.

- Yes, we meet this requirement
- The organisation is in progress to meet this requirement
- No, we do not meet this requirement

Add to the Action Plan?

- Yes
- No

Notes

Congratulations! You are on your way to becoming a *STAR*service!

Now that you have considered your answers, you can go online and complete the *STAR*service Development Program and access the resources to help improve your organisation.

You can save or print off a copy of your answers to share with your organisation's employees, volunteers, participants and wider community.

The Department for Communities and Social Inclusion will also use your information to develop more resources and programs to help increase the number of *STAR*service community organisations in South Australia.

A congratulatory email and certificate of recognition will be sent to all organisations who achieve the eighteen *STAR*service criteria.

Go to the *STAR*service Development Program at www.starservice.sa.gov.au where you will find more resources and links to help you achieve your goals.

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