



Government of South Australia
Department of Human Services

ANNUAL REPORT 2017/18

AUSTRALIAN
SERVICE
EXCELLENCE
STANDARDS



and
STARservice
DEVELOPMENT
PROGRAM

ANNUAL REPORT – 2017/18

This report is based on the collation of surveys, data from the accreditation process and specific feedback received during 2017/18 for the Australian Service Excellence Standards and STARservice Development Program.

Our Purpose:

Supporting organisations to deliver better service outcomes for consumers

Acknowledgements

The Quality and Organisational Development Team in Community Services Directorate (CSD) acknowledge and thank all ASES organisations for their commitment to quality, continuous improvement and improved service delivery for the Australian community.

Case Studies

Special thanks to the following organisations for sharing their experience, which have been referenced in this report:

- Grandparents for Grandkids
- Lifeline South East
- Multicultural Communities Council SA Incorporated
- Plaza Youth Centre
- Port Augusta Youth Centre
- Tutti Arts SA
- Uniting Country SA

Partners

We thank our partners for their support and contribution towards ASES achievements.

- External Assessors
 - Arcadia Quality Systems
 - Assessments, Quality Performance
 - BDO Industrial and Organisational Psychology
 - CAJEBI NOMINEES PTY LTD
 - Global Mark PYT LTD
 - Highwire Training and Development PTY LTD
 - Quality Innovation and Performance
 - Standardwise
- Breaking New Ground
- Department of Health,
- Department of Industry and Skills
- NSW Department for Families and Communities



Managers' Report

Welcome to our new look annual report for ASES and STARservice.

Each year I am very pleased to see that organisations continue to value ASES and that we continue to grow across Australia. This year 104 organisations have undergone ASES assessments and we have our first 14 organisations achieving STARservice recognition.

Surveys indicate that 91% of our ASES organisations view ASES as a valuable tool, and a similar number believe that STARservice provides a very valuable service. We are very proud that we have consistently achieved these positive results over our 18 years of operation.

Working with the community sector for the community sector remains central to our growth.

In preparation for the rollout of the National Disability Insurance Scheme (NDIS) in July 2018, we experienced a surge of requests for assessments from disability services organisations. While disability service providers are now required to use the NDIS Practice Standards, the number of organisations choosing to use ASES across Australia has grown, especially with the New South Wales Government endorsement of ASES as the preferred quality improvement program for their 170 specialist homelessness services.

Our small dedicated team remains committed to supporting community services sector organisations to build their business capacity, thereby ensuring the growth and sustainability of the sector.

We are committed to continuous improvement of the standards to ensure that we continue to be a relevant and valuable capacity-building tool for community service organisations into the future.

Thank you again to all of our partners, supporters and mentors. We look forward to working with you again next year.

Janet Haydon
Manager, Capacity Building and Partnerships



KEY POINTS ABOUT THE AUSTRALIAN SERVICE EXCELLENCE STANDARDS

ASES is a quality framework designed for and with community services organisations. It supports organisations to strive towards continuous improvement in quality service delivery through effective management of resources, better understanding of customer needs, and improved accountability and reporting.

ASES encompasses industry service standards, governance, financial stewardship, legislative requirements and service provision.

ASES has as its foundation the principles of quality and the values of trust, respect and inclusiveness. It uses a rights and ethics based approach, which means that accredited organisations can feel confident that they are not only meeting legislative requirements, but are also keeping the focus on the best services and outcomes for consumers.

ASES is available across Australia and New Zealand. ASES is internationally accredited by the International Society for Quality in the Health Care (ISQua).

ASES has formal mutual recognition with other standards, including National Standards for Disability Services, Homelessness, and South Australian Problem Gambling Standards.

INTERNATIONAL BEST PRACTICE

ASES provides an integrated approach across the organisation that places consumers at the core of everything.

ASES is built on international quality principles and the values of trust, respect, and inclusiveness.

The quality principles require a customer focus, clear direction and accountability, continuous learning and innovation, valuing people and diversity, collaborative work practices, evidence based decision making, ethical and human rights values and reflects social, environmental and ethical responsibility.

Improved consumer outcomes is an integral and unique feature of ASES. ASES ensures that the voices of service users inform the accreditation process and the design of services.



PART ONE: **STARservice OVERVIEW**

STARservice is a simple, online self-assessment and development tool designed to help small community service organisations to improve their practices and systems relating to essential legislative requirements.

The tool uses 18 interactive governance and management questions and other supporting online resources. It is often used as an organizational 'health check' and as a first step toward ASES accreditation.

Two general **STARservice** workshops were held in 2017, along with a number of individualised presentations for a wide range of multicultural organisations.



Organisations recognised in
STARservice gain extra points
when applying for
GRANTS SA

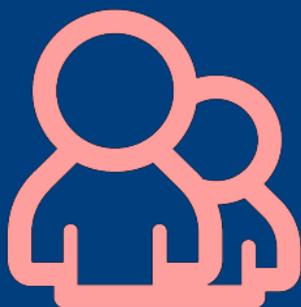
South Australian Snapshot – 2017/18

119 Service Providers are accredited.
These organisations deliver services to
145,500 participants.



252 service providers
engaged in total.

1456



People Interviewed During
Assessments



Revenue raised goes back
into the sector. This
helped **15** organisations
gain accreditation

99%

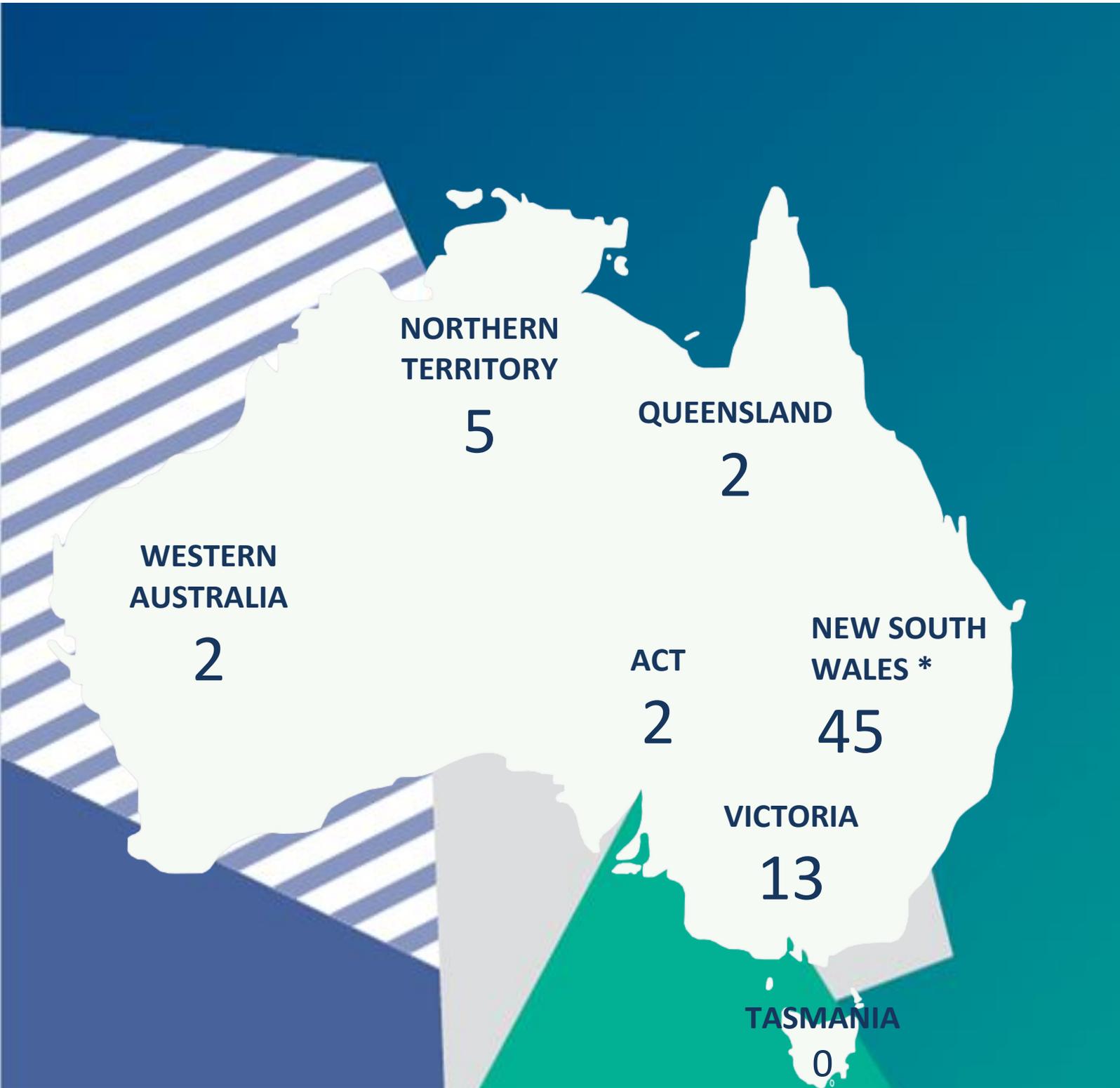


Satisfied with
The ASES team
customer service



National Snapshot in 2017/18

- Accredited organisations



* Additional **170** NSW Specialist Homelessness Services (SHS) implementing ASES.

QUALITY IN THE COMMUNITY SERVICES SECTOR

Community sector organisations face unique challenges and need to continually improve services to provide the highest quality at the best cost. At times, quality is forsaken for low cost, poor service delivery or seen as surplus to requirements. To meet standards and remain competitive, organisations need to commit to continuous improvement. Adopting a quality improvement program such as ASES helps realise positive outcomes, learn new concepts and strategies for sustainability and positive outcomes for consumers.

A quality improvement program provides a systematic and planned framework that encourages the workforce to play a critical role in understanding existing issues and processes. They do so by using a collection of continuous improvement tools that generate ideas, identify causes, their impact and design remedial actions.

ASES is designed to support, improve and assess effort, while reassessing aspects of quality and incorporating future efforts to improve. Our experience shows that, in the Community Services Sector, the deployment of quality by taking a consumer-centric and outcomes focus promotes better health and social care for individuals, their families and the community overall.

STREAMLINING QUALITY AND ACCREDITATION MECHANISMS

Many non-government organisations provide a wide range of services, each requiring a different set of Commonwealth standards to be met (e.g. National Disability Standards, Mental Health Standards, and National Homelessness Standards). For larger organisations, some are being accredited to often more than ten standards. This can lead to duplication of effort and diversion of resources in complying with these standards as well as the organisation's accreditation status from different accredited service providers.

This growing proliferation of standards within and across jurisdictions that is driving increasing compliance costs for the NGO sector and thereby potentially reducing the capacity of organisations to deliver services to target groups.

Research from BNG in 2015 demonstrated that 85% of the NFP sector undertake multiple assessments against quality or service standards. This represents staff dedicating 290 hours annually towards preparing for assessments and reporting.

ASES has successfully achieved mutual recognition of a number of Commonwealth standards.

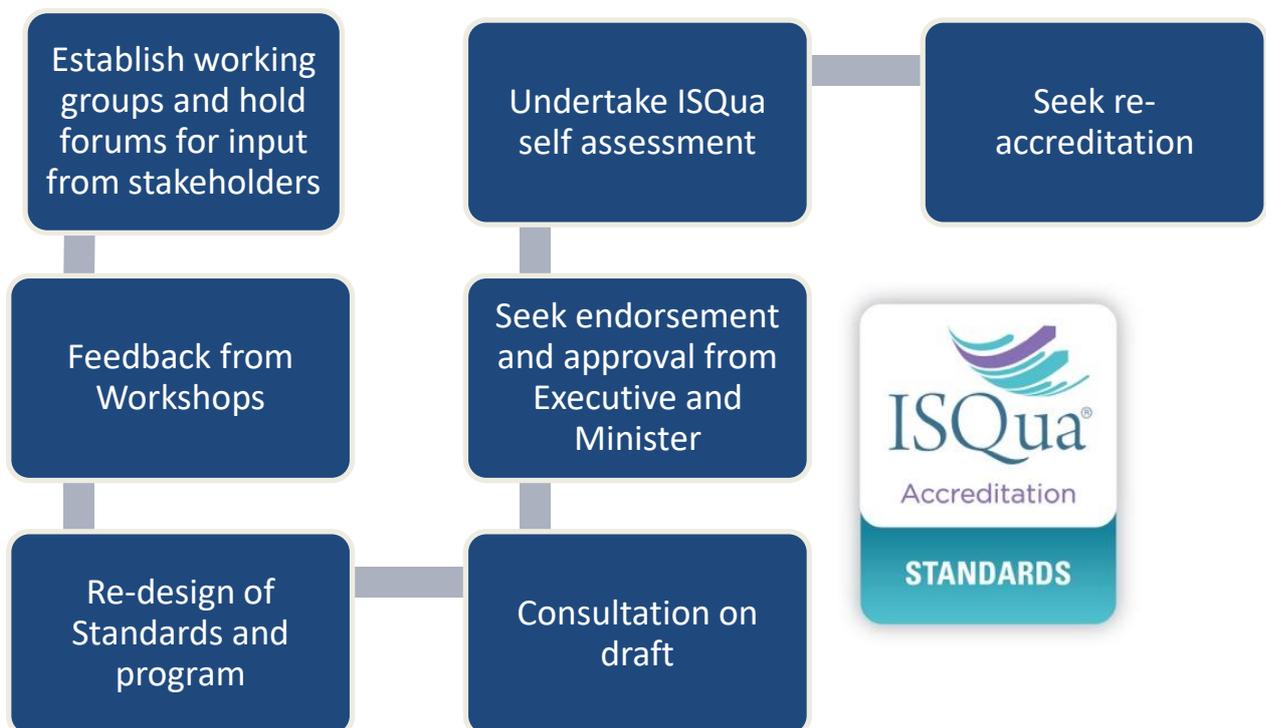
Mutual recognition allows for review with one template and one assessment against multiple standards at the same time. This provides potential savings in cost of assessments and considerable savings in preparation for only one combined review on one template for the NGO's being assessed.

ASES continues its own quality improvement journey

To ensure continued excellence and relevancy in the changing landscape of the community services sector, a comprehensive review of ASES and STARservice is currently in process. A broad range of stakeholders across Australia are providing input and recommendations through this review. The outcomes will be available in 2018 and will inform future directions and improvements of the ASES and STARservice resources.

ISQUA ACCREDITATION

International acknowledgement and reaccreditation of ASES in **2020** will be our goal. The pathway ahead will include consultations and workshops to give our key stakeholders the opportunity to provide input. Please contact the team via email serviceexcellence@sa.gov.au



EXTERNAL ASSESSORS - Activity in 2017-18

8 External Assessor companies

Panel was expanded to ensure more assessors are available nationally.

Arcadia Quality Systems
Assessment, Quality and Performance
BDO Organisational Psychology
CAJEBI Nominees
Global Mark
Highwire Training and Development
Standardswise
Quality Innovation Performance



104 assessments undertaken in 2017/18 across Australia.

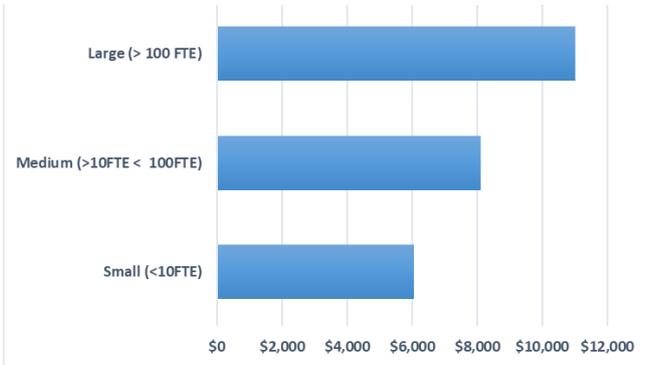


The voice of participants is an important feature in ASES. External assessors interviewed **1476** people.



Average costs

Cost structures are dependent on the size as determined by the number of staff and volunteers working within the organisation. The graph shows the average costs of assessments by the size of the organisation.



ASES EXTERNAL ASSESSORS: Feedback

85%

Satisfied with the external assessor

74%

highly satisfied

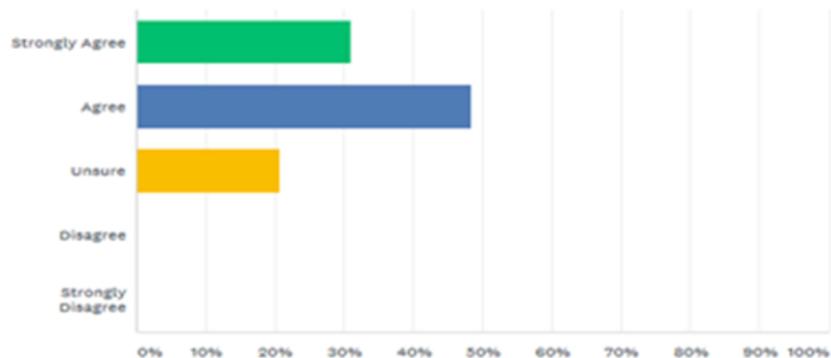
'The external assessor was supportive and conducted the assessment in a non intrusive way. Made the process very streamlined and in plain language'.

'Very friendly and reassuring. Assessor had a strengths based approach which made the process easy'.

'External assessor was professional, supportive and so helpful during the process'.



According to **72%** of organisations, the benefits of undertaking ASES outweigh the costs.



There is a growing number of organisations that are now using the online tools available through Breaking New Ground (BNG NGO Online tool) and QIP Accreditation Pro.



25 use BNG Online Tool

81 use Accreditation Pro

212 use STARservice online tool

In 2017-18, there was a **100%** retention rate

Organisations continue to choose ASES as their preferred quality improvement program.

They also added that:

- “In addition to raising the quality of service within the organisation and improving outcomes for clients, we now have good quality improvement processes in place to monitor improvements needed. Accreditation has become an essential criteria with many government funding bodies“.
- “ASES is embedded within our organisation. Workers are developing further understanding of the language of standards and the process of continuous improvement in systems and processes; and how this links to their role and responsibility to deliver consistently high quality services“.
- “Our organisation is promoting accreditation as a sector membership requirement - we need to walk the talk and participate in external review of our own practices. Standards are a good tool to demonstrate a minimum standard in accountable service provision“.

FEEDBACK ABOUT ASES

“Our road map to excellence provided a solid foundation”

Uniting Country SA supports vulnerable people living in regional areas of the Mid North region of South Australia.

“Achieving 100% compliance at Certificate and Award Level in the Australian Service Excellence Standards (ASES) in July 2017 is the motivation we need at Uniting Country SA to continue on our journey trying to do our best, and then some.

Adopting ASES as our road map to excellence and taking a whole of organisation approach has enabled us to establish and maintain solid foundations that support our people adopt change and embrace innovation.”

*Deb Devlin,
Quality Manager
Uniting Country SA*

“ASES was such a rewarding experience. My staff and I gained so much from the process....it was a bit like a spring clean, with many small but neglected jobs identified and completed.

Teamwork was outstanding as we all pulled together to fulfil the requirements. Yes, the outcome, the destination was wonderful but it was the process of getting there, the journey that has had lasting effects. Thank you for all your help with ASES.”

*Eve Barratt
Lifeline South East*



“Prepared us for the roll out of the National Disability Insurance Scheme”

“It is with great pride that Tutti Arts received its Certificate of Accreditation in the Australian Service Excellence Standards. This allowed Tutti to fine tune quality systems, like administering medication, motor vehicle use, and critical incidents and people compliance. The standards helped to drive a continuous improvement agenda for professional development and lever Tutti Arts to experience continued growth”

*Dorothy O’Brien
Tutti Arts
(Disability Services)*

Performance and outcomes

In 2017/18, Australian Service Excellence Standards achieved the following outcomes:



over 91%

of organisations are satisfied with the accreditation process



99%

Of organisations improved their policies, procedures and systems.



over 92%

attendees at workshops felt confident to proceed through the self-assessment

ASES Feedback

Port Augusta Youth Centre (PAYC) has received its ASES Accreditation. The process has taken 2 years to complete with a number of past and present staff involved. The team based approach overseen by the PAYC Board contributed to a positive outcome. The assessor, the ASES team and contract management team from the Department of Human Services were a great help to us.

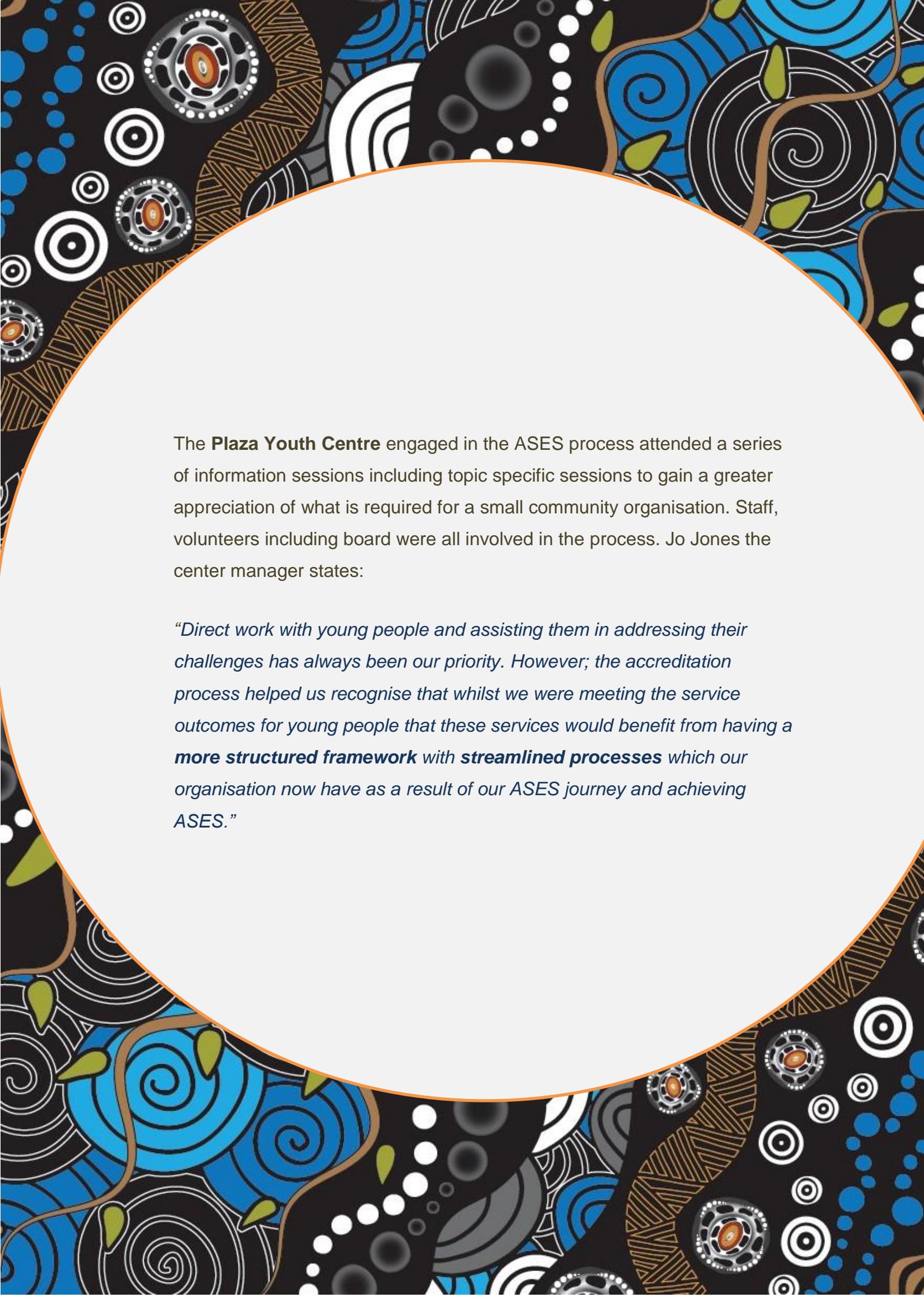


They gave us direction and steered us onto the right track with policy and procedural ideas for the centre. This multi-faceted approach worked extremely well during difficult stages of finalising the documentation for auditing. There were many lessons learnt, a Senior Management change slowed progress down. New staff were getting their heads around things at a time when end of financial year reporting was due. However the team at PAYC pulled together and were able to submit the 15 final policies for auditing.

Without a full commitment from PAYC Staff and the board we would still be finding our way I'm sure.

ASES has given the Youth Centre a more controllable management system. The centre's processes and operational stream is all documented. There are policies and procedures for the total running of the centre and improved systems in place ASES is a continuous improvement system. PAYC looks forward to the future we now have ASES Accreditation which we can add to our funding submissions

PAYC would like to thank all Department of Human Service personnel for helping and giving advice and giving us extra time to complete the policies."



The **Plaza Youth Centre** engaged in the ASES process attended a series of information sessions including topic specific sessions to gain a greater appreciation of what is required for a small community organisation. Staff, volunteers including board were all involved in the process. Jo Jones the center manager states:

*“Direct work with young people and assisting them in addressing their challenges has always been our priority. However; the accreditation process helped us recognise that whilst we were meeting the service outcomes for young people that these services would benefit from having a **more structured framework with streamlined processes** which our organisation now have as a result of our ASES journey and achieving ASES.”*

Feedback on STARservice

The STARservice Development Program has **212** registered service providers. There are now **14** organisations recognised.

“Grandparents For Grandchildren SA Inc. is very proud to have been recognised by the departments STARservice program, on the 10th August 2017. We are grateful to the assessment team for their guidance, suggestions, and seemingly endless supplies of patience, as they helped GFGSA on this very important step in our journey.

While the process was not overly easy, it was invaluable in making our organisation take an objective examination of all aspects of our operations, both now, and into the future. It required us to assess honestly, what we were doing well, and to face what needed improvement. I highly recommend this program to all organisations that interact with clients, customers and, particularly, with volunteers. You should be aware that the STARservice Team wants you to succeed as much as you do, and are always available to guide you to recognition.”

“For our organisation it initiated us pulling together policies, which was a good outcome. Board and Executive were conducting a policy review also. The online tool was effective and easy to comply.”

Peter Biber,
Chief Executive
Grandparents for Grandkids

‘New skills learnt
and developed’

‘Successfully secured
additional funding’

“Working through the development program, I found that it provides a comprehensive and detailed insight to what is optimal for effective practice and implementation; the democratic and inclusive principals that must apply, and this is particularly so for our Slovenian community interacting widely with numerous multicultural groups and accordingly true for both our member and those from broader multicultural base”.

Dinka Jerebica-Emes

STARservice: Feedback

The positive

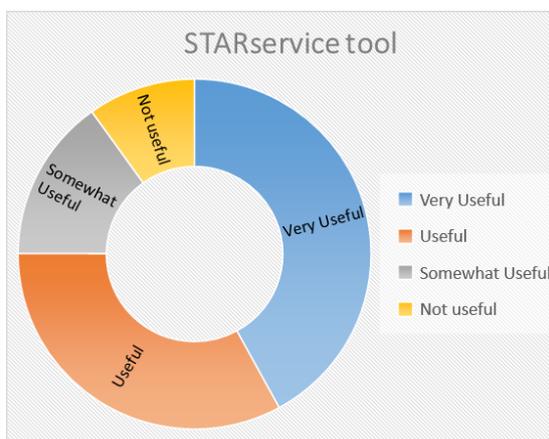
- We think the STARservice structure is useful, relevant and well organized
- Good to see STARservice link with the GRANTS SA

18 interactive questions

Easy and incremental steps.



73%
Customer
Satisfaction



Areas for improvement

- It would be good to have evidence documents listed and reviewed to see if they are applicable.
- It might be useful to link organisations moving through the process to a particular support person, through both formulation and implementation

APPENDIX 1: CERTIFICATE LEVEL ACCREDITED ORGANISATIONS IN SOUTH AUSTRALIA

- Aberfoyle Community Centre.
- Aboriginal Family Support Services.
- Accept Care Group Pty Ltd.
- Access2Arts.
- ACH Group Inc.
- Adelaide Therapy Hub.
- Anglicare SA Housing Ltd.
- Arthritis Foundation of South Australia Inc.
- Australian Red Cross – SA.
- Autism SA.
- Barossa Enterprises Inc.
- Bedford Group Inc.
- Brain Injury Network of SA.
- Brook-Lyn Supportive Care.
- CanDo Group.
- Carers and Disability Link.
- Carers SA Inc.
- Christie Downs Community House.
- City Of Marion.
- City of Onkaparinga.
- City of Playford.
- City of Port Augusta (Miriam High Special
- City of Tea Tree Gully.
- Common Ground Adelaide Ltd.
- Communities Morphettville for Eureka C
- Community Access and Services.
- Community House Port Lincoln.
- Community Living Australia Ltd.
- Community Living Project Inc.
- Community Support Inc.
- COMREC Australia Pty Ltd.
- Continuum Care Australia.
- Country North.
- Diane's Home Care Agency.
- Down Syndrome SA Inc.

- Encounter Centre Inc.
- Enhanced Lifestyles Inc.
- Eureka Care Communities Mount Gambier.
- Eureka Care Communities Salisbury.
- Eyre Futures Incorporated.
- Finding Workable Solutions Inc.
- Gawler Community House Inc.
- Gawler Supportive Care.
- Glenelg Supportive Care.
- Help at Home.
- Hepatitis SA Inc.
- Hills Community Options.
- Hindmarsh Lodge Supportive Care.
- Holiday Explorers.
- Home Place Living Support Inc.
- Hutt Street Centre.
- Inclusive Directions Inc.
- Inclusive Sport Inc.
- Junction Australia.
- Junction Community Centre Inc.
- Kornar Winmil Yunti Aboriginal Corporation.
- Lifeline South East SA Inc.
- Lutheran Community Care.
- Magill Lodge Supportive Care.
- Marra Dreaming.
- Mary McKillop Care – Ain Karim Community.
- Mid Murray Support Services.
- Midway Road Community House.
- Milang and District Community Association.
- Miroma Cottage.
- Mission Australia.
- Morella Community Centre Inc.
- Multicultural Communities Council of SA.
- Multicultural Youth SA.
- Murray Bridge Community Centre.

- Muscular Dystrophy Association.
- My Therapy House.
- No Strings Attached Theatre of Disability.
- North East Community House.
- Northern Area Community and Youth Services Inc.
- Northern Carers Network Inc.
- Northern Domestic Violence Service.
- Nunga Mi: Minar.
- Ocean Grove Supportive Care.
- Orana Inc.
- Parkinson's SA Inc.
- PLANnet SA Ltd.
- Piazza Youth Centre Inc.
- SA Support Services
- Seabreeze Villa.
- Semaphore Hostel.
- Shelter SA.
- South Australian Council of Social Service.
- St John's Youth Services.
- St Vincent de Paul (Vincentian Centre).
- Sunnydale Support Care
- Survivors of Torture and Trauma. Assistance and Rehabilitation.
- SYC Ltd (Service to Youth Council).
- Tailem Bend Community Centre.
- Technology for Ageing and Disability.
- The Food Centre.
- The Hutt Community Centre.
- The Mighty Oak Group.
- Time for Kids.
- Tutti Arts.
- Vietnamese Woman's Association.
- Walkerville Lodge.
- West Coast Home Care.
- West Coast Youth and Community Support.
- Windamere Park.
- Women's Safety Services SA.
- Workers Educational Association of SA.
- Xlent Disability Services.
- Yarredi Services Incorporated.
- YMCA SA Youth and Family Services.
- Young Women's Christian Association of Adelaide.
- Youth Affairs Council of SA.

APPENDIX 2: CERTIFICATE AND AWARD LEVEL ACCREDITED ORGANISATIONS IN SOUTH AUSTRALIA

- a.c. care.
- Australian Migrant Resource Centre of SA Inc.
- Community Centres SA Inc.
- Community Living Options Inc.
- Junction Australia.
- Lutheran Community Care.
- Minda Incorporated.
- Paraplegic and Quadriplegic Association SA Inc.
- PsychMed.
- Relationships Australia Inc.
- Uniting Communities Inc.
- Uniting Care Wesley Bowden.
- Uniting Country SA Inc.
- UnitingSA

APPENDIX 3: NATIONAL ACCREDITED ORGANISATIONS

- ACT Mental Health Consumer Network
- Adele Dundas Inc
- All About Support
- Anchor Incorporated
- Asthma AustraliaLtd
- Bankstown Women's Health Centre
- BetSafe
- Blacktown Women's and Girls Health Centre
- Blue Mountains Women's Health and Resource Centre
- BushMob Aboriginal Corporation
- Carer's Victoria Inc
- Central West Women's Health Centre Inc.
- Combined Pensioners & Superannuants Association of NSW Inc.
- Community Access
- Concern Australia
- CORE Community Services
- Cumberland Woman's Health Centre
- Dawn House Incorporated
- Engadine Community Services
- Genetic Alliance Australia
- Goldfields Women's Health Care Centre (GWHCC)
- Guthrie House
- Health Promotion Service for Older People
- Holyoake Alice Springs Inc
- Hunter Women's Centre
- Karumah Inc
- Kidsafe New South Wales Incorporated
- Kimberley Stolen Generation Aboriginal Corporation
- Laverton Community Integrated Services Inc
- Linkwest
- Liverpool Women's Health Centre
- Living Learning Australia
- Loddon Campaspe Centre Against Sexual Assault
- Macarthur Adolescent Alcohol Support Service, Mission Australia

- Malabam Health Board Aboriginal Corporation
- Manly Warringah Women's Resource Centre Ltd
- Mental Health Community Coalition ACT
- Mental Illness Education ACT (MIEACT)
- Network of Alcohol & Other Drugs Agencies (NADA)
- New Beginnings Centre
- No to Violence - Men's Referral Service
- Northern Rivers Social Development Council t/a Social Futures
- NPY Women's Council
- OzChild: Children Australia Inc
- Penrith Women's Health Centre
- Queens Court Clinic Pty Ltd
- Queensland Country Care Navigation
- Samaritans Gambling and Financial Counselling Service
- Sex Workers Outreach Project Inc.
- Shalvey Community Centre
- Shoalhaven Women's Health Centre
- SMART Recovery Australia Ltd
- Somerville Community Services Inc
- Southern Youth and Family Services
- Stay Standing Pty Ltd
- Sydney Pharmacotherapy Clinic
- Sydney Women's Counselling Centre - Gambling Counselling
- The Buttery
- The Compassionate Friends NSW Inc
- The Family Centre
- The Station
- The Wayside Chapel
- The Women's Centre for Health and Wellbeing Albury/Wodonga Inc
- Theodore Council on the Ageing Inc
- Try Mentoring Inc
- United Gardens Clinic
- Upper Murray Family Care Incorporated
- VANISH - Victorian Adoption Network for Information and Self Help
- Volunteers for Palliative Care Inc
- Wagga Woman's Health Centre

- 
- Walalakoo Aboriginal Corporation
 - Weave Youth and Community Services
 - WILMA Women's Health Centre
 - Women's Alcohol and Drug Advisory Centre Inc., trading as Jarrah House.
 - Women's Centre for Health & Wellbeing Albury Wodonga Inc
 - Women's Health NSW
 - WRISC Family Violence Support
 - Youth Solutions

APPENDIX 4: STARSERVICE RECOGNISED

- Grandparents for Grandchildren SA Inc
- Health Consumers Alliance SA
- Australia Day Council of South Australia
- Power Community Ltd
- Southern Volunteering SA Inc
- Emo'ya'Basango of South Australia Incorporated
- SupportSystem Options Pty Ltd
- EMT Ambulance South Australia



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Department of Human Services

