



STAR
Community
Services

Strategic Plan 2016-2020



Message from the Chairman of the Board

From humble beginnings in 1996 to a multi million-dollar business today, STAR has been an ongoing success story. The concept was an initiative of Government and non-Government Health organisations following concerns of social isolation among elderly and frail residents of Redlands. It was felt that one reason these folk were disadvantaged was due to their inability to access transport in order to partake in social, family and entertainment outings. So STAR Community Transport was born, with a few vehicles, about the same number of drivers, some volunteers and even fewer staff.

Financing came from a number of sources in the early years, including Queensland and Federal Governments through the HACC system, client contributions and donations from the community. As the business evolved and grew, due to, in part, promotions, population growth, population ageing and perceived needs, the method of providing the services, the system of management, the emphasis on the business also developed.

Certain milestones are evident. Some of these include: moves to more substantial premises; changes in numbers and expertise of staff; financial and vehicle management; branching out into other areas, such as EasyShopper, Community Bus, Volunteering Redlands and Star Care, came to fruition over a period of years as the need for additional services arose.

The previous 5-year plan saw much consolidation and growth. This occurred within the community as well as within the market and commercial sector. It was accompanied by some huge shifts in Government and bureaucratic systems of dealing with service providers and not-for-profit organisations. So, now to the next 5 years, as exemplified in this plan.

In 2015, STAR changed from an Incorporated Association to a Company limited by guarantee, a large client base, significant turnover and skilled staff. Our Mission and Vision statements have changed, and our focus expanded. We are not just “transport”, although this remains our core business, but we are:

- Star Care with approved provider status in Aged Care
- Community Bus offering tours and charters
- Star Disability where we seek to offer services to NDS clients
- Volunteering Redlands
- A valued and popular member of the Redland Community, and
- We see ourselves as valued outside the Redlands.

None of this development and growth just “happened”. There was much debate, discussion, research, work and negotiation to arrive where we are, and where we want to go. We owe so much to so many people and stakeholders. The staff and volunteers over the years have been exemplary in their support and dedication. We have enjoyed the assistance and mentoring from many private, community and government organisations, from whom STAR has benefitted financially, communally and socially.

To all involved in STAR over the years, management, staff, volunteers, clients, stakeholders and supporters, this plan is geared to take us into the unchartered next 5 years. Thanks to one and all.

Rob Spencer

Vision

Collaborative communities that enjoy diverse, sustainable and innovative services.

Mission

We lead, facilitate, support, develop and deliver services within our communities for our communities.

Values

People

- Customer Driven: Focused on the needs of the client
- Social Justice: Fairness and equity for all
- Respect and Dignity: Recognising the worth of each individual
- Inclusive: Allowing a voice for all
- Honesty: Accountability and transparency

Service

- Best Practice: Continuous improvement in all areas

Safety

- Focused on the safety of staff, volunteers and clients

Environment

- Ecologically Sound: Caring for our environment
- Sustainability: Through responsible financial management
- Ethical: Doing right by others and the environment for the right reason

Core Business

The current agreed core business segments at STAR Community Services is to provide:

TRANSPORT

To ensure transport remains as an integral component of the business, and part of social and community activities.

CARE

To respond to the need within the community of frail, elderly, disadvantaged and disabled people.

VOLUNTEERING

To offer an effective business segment that manages Volunteer placements, both within STAR and with other community organisations.

COMMUNITY SERVICES

To provide community groups with services and resources, which contribute to the goals and objectives of these organisations.

OTHER

Future services to be offered to our client base.

Future Directions



Strategic Goals

The key characteristics and components that will define us by 2020 are:

1. Economic Growth and Competitiveness

We will pursue growth within our current financial model and seek strong revenue streams in new areas. STAR recognises that the current block-funding model of government grants may change, and STAR will compete with other organisations for revenues from clients who receive package funding directly.

2. Diversity and Innovation

We recognise that with the ever-changing environment, we need to seek new ways to grow and prosper for the benefit of our clients, staff, organisation and the Redlands Community.

3. Client and Stakeholder Relationships

We appreciate the environment in which we function, the value of the past, present and future relationships and the need to recognise and foster those relationships as well as seek new and mutually beneficial partnerships.

4. Sustainability

We will ensure that STAR places a strong emphasis on viability and sustainability. We have skilled staff, volunteers, assets and a strong reputation to maintain and foster.

5. Standing in the Community

We are seen as an icon in Redland City and we intend to maintain and grow that reputation.

The Market

REDLAND CITY

Redland is a city south of the Brisbane River, on the shores of Moreton Bay. The city comprises 12 mainland suburbs, plus a number of islands, collectively called Southern Moreton Bay Islands and North Stradbroke Island. The centre is Cleveland, and the city has been experiencing population growth in many suburbs. Based on the 2011 Australian Census, the population of Redland City was 138,670.

Based on the 2006 and 2011 Census, the relevant sections of the population market are expected to grow over 20 years:

- Total population by 36%
- People aged 55 years+ by 78%
- Persons with disabilities by 54%

Other facts:

- Redland has a lower proportion of pre-schoolers and a higher proportion of retirees than Greater Brisbane
- 18% of the population engages in some form of voluntary work.
- There are over 12,000 carers providing unpaid assistance
- In 2011, Redland scored 1,029.4 on the SEIFA index of disadvantaged



How we measure our achievements

KEY PERFORMANCE OUTCOMES

- Financial measures
- Client surveys
- Stakeholder and supporter rapport
- Attraction for growth of existing and addition of new partnerships
- Growth parameters – quantitative and qualitative



Client Testimonials

Following years of relentlessly diminishing sight, I've now found weekly shopping items too difficult to identify. STAR has given me the option of shopping with a caring, younger volunteer who is able to identify and locate items, tell me prices, pack my shopping, transport me without me feeling I'm taking advantage of faithful, ageing friends. Thank you STAR for providing such a dignified service, while offering people like me the opportunity to be functioning citizens and, in my case, a functioning 24/7 carer.

Robyn Bree

I have been privileged to be part of Star's companionship program. I live in a retirement village which has good community relationships. Even so, since the death of my wife two years ago, I feel that I have been too much on my own. Having regular visits from a Star representative, John Smallwood, has been a great help in this respect. We have had congenial conversations and I have enjoyed the sharing of experiences. We have also played games of dominoes which, I am sure, as well as being fun, also stimulate mental activity. Star should certainly be commended for introducing this companionship program.

John Hainsworth

When I was younger and just retired I found time on my hands. So I started to visit people both in nursing homes and hospitals who had no visitors. That was when I had my own car also found out that not only was being a friend to them but also stopped me from being lonely and friendless. I learnt a great lesson from this which was that no matter who you are or what you do in life we all need a friend in life when young, single, married or old aging that's why when I saw the add in the star letter they were starting a friendship visiting program for people who would like to join I made my phone call. So since then even though I have a little doggy friend I still need a human friend Star has provided me with a well suited friend. They can do the same for you while there are still vacancies to join. Please don't let this scheme die. This is an invaluable service and I would recommend it to anyone.

PS. Star will need more volunteers to keep this well on the move.

Leslie (John) Roberts

What we do best



We know transport, for medical AND social trips



We're involved in Fitness and Wellbeing



We take you on Day Trips



And to the Lunch Club, called Wheels to Meals



We offer Companion Care



Some of our Staff and Volunteers