

## **CHECKLIST SERVICE DELIVERY MODEL - AUDIT**

### **Community Services – Example for in-house service delivery**

Determining the viability and sustainability of your current service delivery model for community services is essential when looking to future demand and service provision.

Below is a tool to assist you in that effort by identifying the factors you should consider and some of the information you may want to gather to help undertake the service delivery model evaluation. This list can be used for evaluating your current model compared to other existing models i.e. outsourced services vs. services delivered in-house.

The audit checklist does not address all of the possible factors you may need to consider, but this should serve as a starting point. Some of these items will require evaluation by accountants, human resources personnel or other professionals.

#### **Future funding opportunities**

- Consider if your current service delivery model may be at risk of not receiving further funding into the future or missing out on further funding/growth opportunities?

#### **Financial**

- Determine how much your current model costs over one year taking into consideration staff wages, training, overheads, resources, equipment etc.
- If services are brokered, consider how much is paid per hour for each service type, office staff costs, and any other ongoing costs related to brokering services.

#### **Customer**

- How many active clients do you have?
- Does the client data base you use cater for changes in service delivery model?
- Consider how your clients currently communicate with you. Could this be improved?
- When was the last time you completed a customer satisfaction survey and what were the results in regards to service delivery - direct services, customer satisfaction and suggestions for improvements? Did the organisation respond to the survey?

*If a decision is made for ceasing brokered services and changing the service delivery model to an in-house model, the following items should be considered:*

#### **Terms and conditions of contracts.**

- How many hours of service are delivered per year (include all service types)?
- Are there contractors involved - do you broker out any services? If so, how many contractors are involved, how much are they paid per service type?
- Locate the original contracts. What are the terms and conditions of these contracts - can they be terminated early if required?
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- Have you discussed the intent to change the service delivery model with funding bodies
- Setting a date for when the change over should be completed - what is the time frame?
- Have you met with other service providers to discuss their operations/observe their operations and to identify any gaps, new ideas?

#### **Communication with Contractors/ brokered agencies**

Consider meeting with all agencies who have a contract with you to explain the vision and ongoing communication strategies. Refer to supporting material for a final letter sent to a contracted agency.

- Consider what communication strategies you will use to communicate the new 'vision' with contractors. You will need to be transparent in your approach.

### **Communication with clients**

Consider if your organisation will lose any clients due to the change in service delivery model.

Have you communicated verbally and in writing to clients explaining the change in worker and possible times of service delivery and that their actual service types would / would not change?

How will you follow up and evaluate the service with clients to ensure good customer service?

- Consider what communication strategies you will use to communicate the new 'vision' with existing clients.

### **Communication with public**

How will you communicate the changes to the public?

Consider media releases and any promotional materials / publications that will showcase the changes as benefiting the community and enhancing quality of services and the relationship between the client and organisation.

- Consider what communication strategies you will use to communicate the new 'vision' with the general public.

### **Staffing issues**

- How many new positions would need to be created?
- Have you developed a position description for those new positions?
- What is industry standard rate of pay for those new positions?
- Have you considered a staged introduction of new staff into the program (taking only a few clients from contractors at a time) or having a set date for a large scale change over?
- What induction process do you have for new staff?
  - recruitment (will contracts be for permanent positions, casuals)
  - supervision
  - ongoing training
  - OSH and personal protective equipment
  - handbooks/ induction documents
  - uniforms, identification
- Do you have sufficient office staff / supervisors to oversee new staff - do you have office space if additional administration staff is required?
- Who will the new staff report to?

### **Other considerations**

- Are there sufficient parking facilities for staff when they visit the office i.e. staff meetings, training etc.