

# Attachment C - Methodology for Critical Success Factor Assessment

To progress identification of service model options a set of critical success factors were adopted to guide options identification and assessment. These critical success factors will be applied and scored to each asset and associated service/s. Presented below are the critical success factors, definitions, supporting evidence and associated scoring.

## Critical Success Factors

Criterion	Definition	Evidence
Access for all	The option that Council implements will ensure that the facility and service offerings have equity of access for all members of our community including: <ul style="list-style-type: none"> <li>• Affordability</li> <li>• Geographic spread aligned with demographics</li> <li>• Support for vulnerability</li> <li>• Support for additional needs (disability, CALD, income, transience etc)</li> </ul>	<ul style="list-style-type: none"> <li>• DDA compliance audits</li> <li>• vulnerable/disadvantaged community profiles</li> <li>• Capacity, supply &amp; demand assessment</li> <li>• Kindergarten participation rates</li> <li>• Childcare subsidy by income for users</li> <li>• Forecast population demand - 0-4-year olds and families with children</li> </ul>
Financial sustainability	The option that Council implements will be financially viable. Council's obligations under the Local Government Act are to: <ul style="list-style-type: none"> <li>• manage financial risks prudently, having regard to economic circumstances</li> <li>• align income and expenditure policies with strategic planning documents</li> <li>• undertake responsible spending and investment for the benefit of the community to achieve financial, social and environmental sustainability over the long term</li> <li>• provide value-for-money services and infrastructure which are accessible and responsive to the community's needs</li> <li>• consider the use of Council's subsidies to incentivise alternative provision by the NFP or profit providers.</li> </ul>	<ul style="list-style-type: none"> <li>• NCP evaluation</li> <li>• Subsidies information (commonwealth, state), for CoPP (operational and quality subsidies)</li> <li>• Infrastructure and maintenance levies for CoM</li> <li>• Market analysis and fee benchmarks</li> <li>• Service and business efficiencies analysis</li> </ul> Facilities strategy: <ul style="list-style-type: none"> <li>• Property valuations</li> <li>• QS report on cost of compliance works and upgrades</li> </ul>
Future-focused	The option that Council implements will meet the population growth and be adaptable to changing children's services market requirements into the future. Council's role as planner is to ensure that decisions are made and actions are taken having regard to their financial effects on future generations.	<ul style="list-style-type: none"> <li>• Facilities strategy</li> <li>• Capacity, supply &amp; demand assessment</li> </ul>

		<ul style="list-style-type: none"> <li>• National, State and Local policies &amp; literature review on best practice</li> <li>• Forecast population demand – 0-4-year olds and families with children</li> <li>• Development applications</li> </ul>
Ability to implement	<p>The option that Council implements will identify actions that are able to be delivered effectively, within the approved budget and timeframes.</p> <p>The option chosen is feasible to deliver in consultation with community and service providers.</p>	<ul style="list-style-type: none"> <li>• Engagement qualitative data</li> <li>• CSRG input and feedback</li> <li>• Independent focus group feedback</li> </ul> <p>Facilities strategy:</p> <ul style="list-style-type: none"> <li>• Identified projects and timeframes (which will be aligned to agreed service model TBD).</li> </ul>
Legislative compliance	<p>The option that Council implements will enable all facilities and services in the market to comply with legislation including but not limited to:</p> <ul style="list-style-type: none"> <li>• Disability Discrimination Act</li> <li>• Occupational Health and Safety Act</li> <li>• Competitive Neutrality Policy</li> </ul> <p>National Construction Code</p>	<ul style="list-style-type: none"> <li>• Building Condition Audits</li> <li>• NCP evaluation</li> <li>• OH&amp;S Audits</li> <li>• DDA compliance audits</li> </ul>
Meeting National Quality Standards	<p>The option that Council implements will support all services in the market to “meet” or “exceed” expectations in line with State Government assessment and rating process.</p>	<ul style="list-style-type: none"> <li>• NQS ratings for all services in CoPP</li> </ul>

### Critical Success Factor Scoring

Each criterion is scored according to the following:

SCORE	EXPLANATION	
10	Option excels in satisfying the criterion	
8-9	Option is significantly effective in satisfying the criterion	
6-7	Option is effective in satisfying the criterion	
5	Option marginally satisfies the criterion	
3-4	Option is ineffective in satisfying the criterion	
1-2	Option is significantly ineffective in satisfying the criterion	
0	Criterion is not applicable	