

FACILITY MANAGEMENT MANUAL

13 Facility Development



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Authors: Robyn Cockburn, Trish Amos, Lucy Atkinson, Esther Bukholt and Marilyn Northcote, Lumin.

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The Facility Management Manual has been developed for managers of any recreation, sport or leisure facility. It provides detailed information covering the management and operation of a recreation, sport or leisure facility.

This document is a companion document to the Aquatic Facility Guideline, which can be found on the Sport NZ website and the NZRA website:

<http://nzrecreation.co.nz/index.php/facilities-home/facilities-guidelines>

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1 Introduction

This chapter gives an overview of the issues around planning, designing and building new or redeveloped facilities, including establishing a project team, community consultation, contracting and project management and completion. It is not intended to be a guide to the process but rather to give an indication of what is involved and direct the reader to further information.

Assessing the needs of users or potential users, and responding to those needs by upgrading a facility or building a new one is a complex and expensive process.

It is strongly recommended that, prior to commencing the process, advice, knowledge and expertise is sought from other groups or organisations that have successfully been through the process. Sport NZ has a dedicated facility team who can provide good advice.

This section links with the following Facility Management Manual chapters:

Chapter 1 – Community Engagement

Chapter 4 – Strategy and Planning

Chapter 7 – Financial Management

Chapter 8 – Risk Management

Chapter 11 – Asset Management

1.1 Legal and statutory requirements

The following laws and standards are relevant to the responsibilities and accountabilities of facility managers in facility development:

- Local Government Official Information and Meetings Act 1987
- Accident Rehabilitation and Compensation Insurance Act 1992
- Building Act 1991
- Contractual Remedies Act 1979
- Fair Trading Act 1986
- Health and Safety in Employment Act 1992,2003
- Goods and Services Act 1985
- Local Government Act 2002
- Public Finance Act 1989 (Local Authorities)
- Resource Management Act 1991
- Standards Act 1998

Further information:

<http://www.legislation.govt.nz/>

2 Reviewing Performance

2.1 Self-review

Prior to using this chapter, do a quick check on how the facility is currently performing and identify facility development needs.

Facility development self-review

Description	Self assessment
<i>Asset lifecycles</i> <ul style="list-style-type: none">Is this facility at the end of its lifecycle and due for upgrade or replacement?	
<i>Accessibility</i> <ul style="list-style-type: none">Is the facility fully accessible?	
<i>Flexible and multi-use</i> <ul style="list-style-type: none">Is the facility flexible with adaptable space to cater for a range of recreation and community needs and trends?	
<i>Changing community</i> <ul style="list-style-type: none">Have the demographics of the community changed?Is the facility meeting current and future needs?	
<i>Safety and security</i> <ul style="list-style-type: none">Is the facility easy to manage and supervise safely?	
<i>Sustainability</i> <ul style="list-style-type: none">Does the facility reflect and meet or exceed current requirements for sustainable operation.	

2.2 Key performance indicators

Area	Indicators	✓
Facility evaluation	Facility repair or replacement Strategic evaluation of facility performance Forecast life of building Condition assessment	
Changing demand	Evaluation of contemporary expectations Forecast population changes Gaps in facility provision Site analysis – location, accessibility, transport, water	
Facility efficiency	Energy usage Staffing efficiency Health and safety Cleaning and maintenance costs	
User groups and tenants	Evaluation of user needs Potential user groups Community engagement feedback	

3 Development Planning Phases

The facility lifecycle includes six distinct stages,¹ each of which is essential to the overall success of the facility development project.

- Concept
- Plan
- Design
- Construction
- Operation
- Improvement.

3.1 Establishing the project team

A project team needs to be established before embarking on the planning process. The team may include members of an existing board, local authority personnel, members of the local (affected) community, representatives of likely user groups, project funders, technical experts and other stakeholders. The team should be balanced in terms of skills and stakeholder agendas or focus. Ideally a range of opinions will be proffered and a skilled chairperson appointed who is able to manage the process effectively.

Where the managing organisation is a local authority (or a council-controlled organisation), the *modus operandi* of the project team will be dictated by the provisions of the Local Government Act, which include consultation, consideration of community outcomes, Community Board engagement (if applicable) and financial reporting and accountability.

Where the managing organisation is a separate entity, such as an independent community organisation or private business, it will be subject to the relevant laws and statutes, such as those listed under the legal and statutory requirements section.

Facility projects that are intending to apply to Lottery Grants Board and large community trusts for funding require comprehensive feasibility studies to be completed.

On large projects, it is likely that the team leader or chair of the group would seek independent legal advice on matters relating to accountability, financial management, and health and safety obligations.

3.2 Project Manager

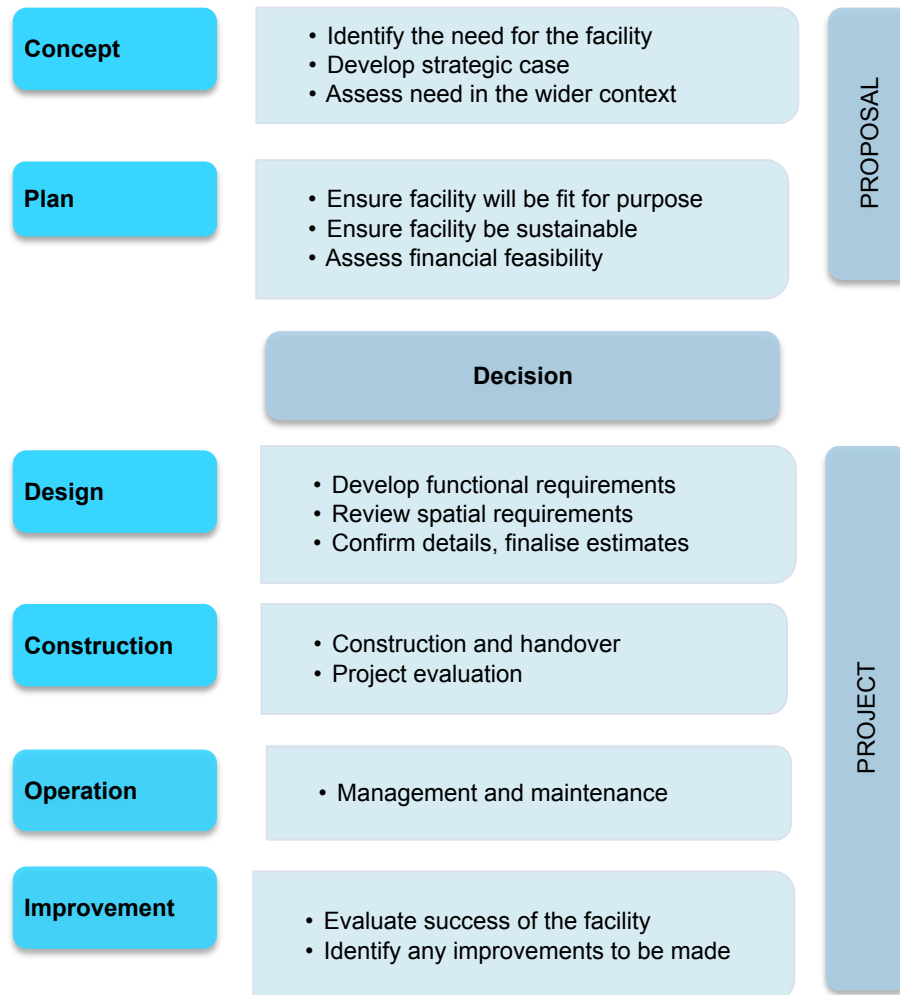
Key tasks of the project manager will be to:

- Outline the steps involved in the planning process
- Establish timelines for completion of each step
- Identify the strengths and roles of project team members
- Assign initial tasks and monitor progress
- Establish guidelines and boundaries for the team
- Outline any pre-established requirements in terms of reporting, attendance etc. (e.g. legal, Local Government Act etc.)
- Establish a budget for the needs assessment process.

¹ The New Zealand Sporting Facilities Framework (2014), Sport NZ

The Facility Lifecycle

The Sport NZ Facility Framework, developed to assist in the decision making process of developing sporting facilities, identifies the full lifecycle of a facility from concept to operation and improvement. When developing a facility it is imperative that the full lifecycle of the facility is considered.



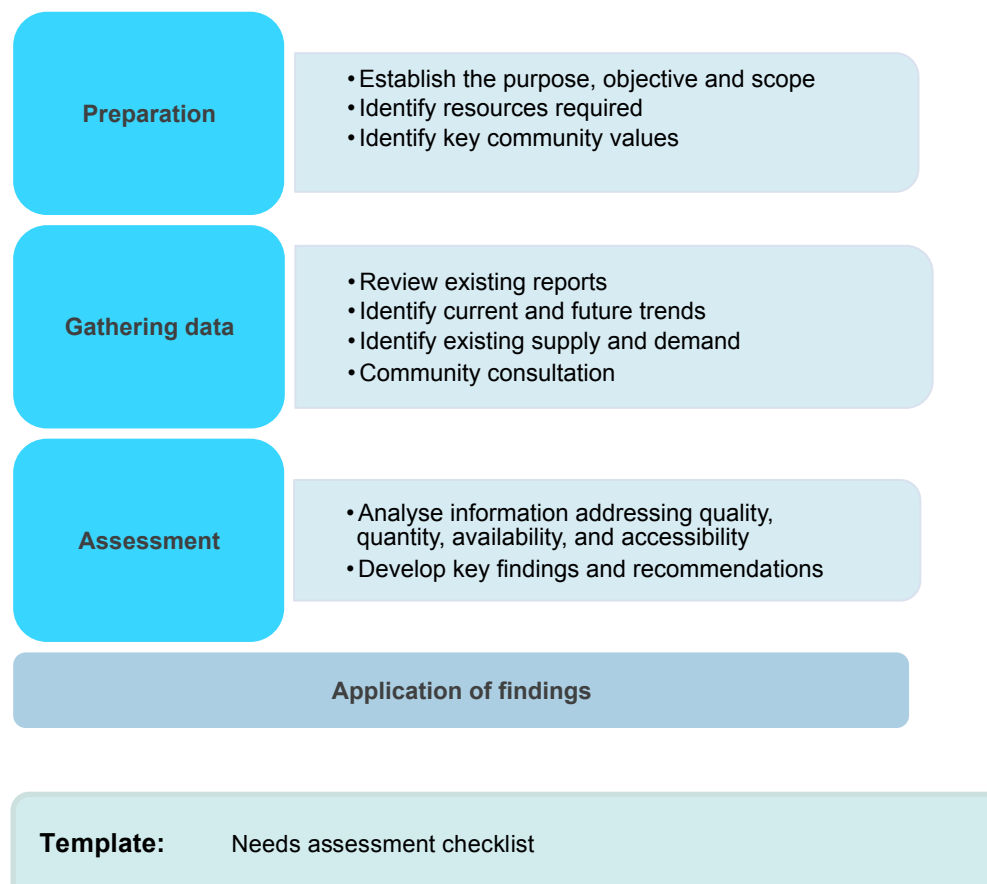
4 Concept

This stage involves identifying the need for the facility by undertaking a Needs Assessment. This is the process of gathering and analysing comprehensive information to establish whether a new facility or redevelopment is required or whether there are other ways of meeting the needs of the community. A thorough assessment of needs is fundamental to the success of the entire planning process of any facility development. Without this important step facilities may be inappropriate, a financial burden or have features that are not required by the community.

For local authorities, there is a statutory obligation (via the Local Government Act 2002) to consult with the affected community. However, any organisation that seeks to serve a need is more likely to have a successful outcome, if the groundwork of a needs assessment is undertaken prior to any development work starting.

4.1 Needs assessment process

A needs assessment has three distinct phases: preparing the project brief; gathering information; and assessing the information. Once this has been undertaken decisions can be made and action taken.²



² Adapted from *Assessing needs and opportunities for indoor and outdoor sports facilities*. (2014) Sport England

4.2 Community and stakeholder consultation

The community and stakeholder consultation process is central to the development of any facility, because it provides the opportunity to find out exactly what customers or potential customers want. If conducted properly, the process should dictate what, if anything, needs to change and how it needs to change. If a new facility or facility redevelopment is part of that identified need, information from the consultation process should provide the basis for a concept plan which relates directly to customers needs and wants.

If an upgrade or change to an existing facility is being considered, make sure existing facility staff are consulted. They have a good understanding and knowledge of the current use, gaps in provision and may have great ideas for improvement.

Changing community expectations

Communities change over time, and facility managers should track this so that they can respond when developing or retro fitting facilities. Examples of how to retrofit to accommodate the needs of the community include:

- Diversity of spaces, for example, can provide privacy for Muslim women
- Diversity of programmes e.g. wellness programmes for older adults, active social programmes for young people, inclusion of a fitness centre
- Accessibility for groups. Remember to consider timing, cost and service focus as well as physical access for customers.

4.3 Needs assessment decision

The needs assessment process should provide enough information for the project team to decide if the project is needed and proceed to the planning stage, or if the project should be stopped. If the decision is made to proceed, it provides direction on the scope and scale of the development. If it emerges that there is not enough demand for a new facility, information from the assessment can be used to meet other identified recreation programming and resourcing needs and wants.

The project team may be tempted to stop a process part way through e.g. if they discover the project cannot go ahead due to financial viability or other mitigating circumstances. However, concluding the process is crucial as it may be appropriate to amend the proposal, break the project into stages or simply postpone it to a future date.

4.4 Concept planning

Concept planning develops the overall idea of the development and involves:

- Reviewing the background to the proposal including examining existing reports, plans and studies
- Establishing the organisational philosophy ensuring the social, financial and environmental goals of the facility will be met
- Undertaking a market analysis of the community
- Examining the justification of the development
- Preparing a draft management plan including the management structure, estimates of usage, identifying target groups, programme and services, marketing and staff requirements
- Developing a concept plan, including the use and requirements of the different spaces within the facility

- Considering the location – can facilities be extended or upgraded, should other facility providers be included in the consultation, can the facility be co-located with other facilities.

4.5 Key questions

Before embarking on this process, consider the following key questions:

- What are the key reasons for developing a facility?
- Who is the facility being built for?
- How do we know it is going to be used by these groups and individuals?
- Where is the proposed location?
- How is it going to be managed?
- How will the design and construction costs be met?
- How will on-going operational and development costs be met?

Case study: Wellington City Council sports field development

Wellington City Council was experiencing significant demand on its sports fields, which were being used in excess of their maximum sustainable capacity. Ground closures occurred regularly, particularly during winter. A needs assessment was undertaken to determine the extent of the problem and identified the need to construct a number of artificial sports fields. The research included:

- Significant consultation with sports codes
- Usage of existing sites
- NZ Sports Turf field assessment
- Rainfall data
- Sports code membership and community demographics
- Emerging artificial sports field technology
- Assessment of potential sites.

The research identified a number of factors:

- Increased demand from sports groups due to more people playing sport and population growth
- High annual rainfall
- Limited land available for new sports field development
- Demand from professional sports
- Increased training demands on fields.

A preliminary assessment showed that installation of a 3G (third generation) artificial sports field would increase use from 6 hours to 60 hours per week during the winter months. The needs assessment was invaluable in providing a better understanding of the sport codes' needs and requirements, and what actions were necessary to meet the current and future needs. It also provided a framework for ongoing planning and policy around the provision of sport and leisure facilities for the Council.

Demand for the artificial sports field has been greater than anticipated by the Council and the popularity along with the information gathered and the experience of implementing the project, resulted in the Council committing to funding a further five fields.

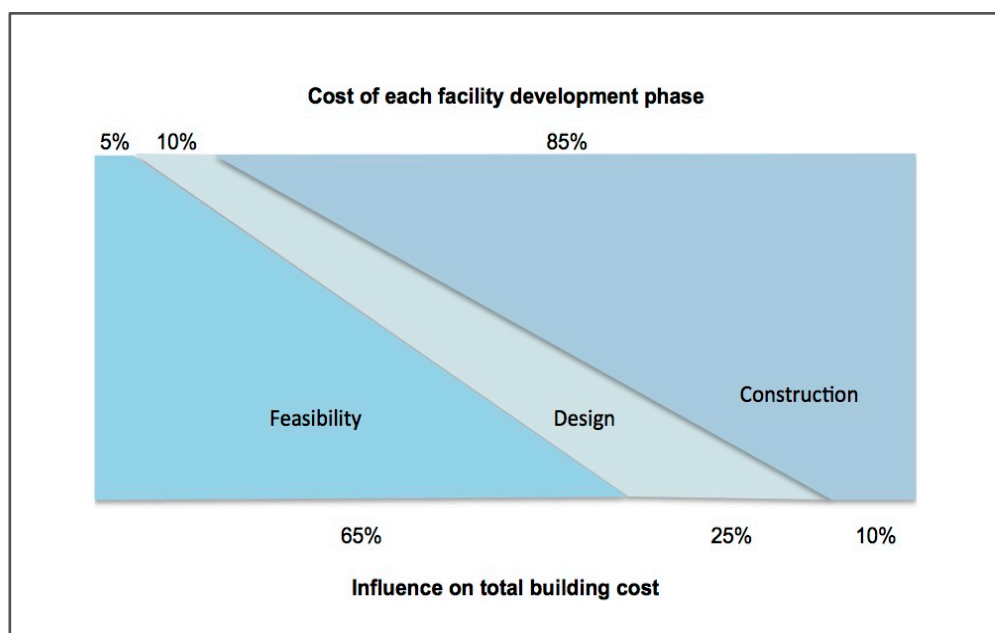
5 Planning

This step involves ensuring the facility will be fit for purpose, sustainable and future proof. An important element is undertaking a feasibility study. While there is often a clear need identified, a true test is the feasibility of both its development costs and more importantly the ongoing operational model and costs. A feasibility study will assess the viability of the proposal, and should determine:

- Facility opportunities and services
- Management model
- Location including road and public transport access
- Facility spaces and features
- The practicality of the design and technical aspects
- Whether the community and funders can afford the cost of both construction and operation of the facility
- The economic and social impact the proposed facility is likely to have on the community including other existing facilities.

This phase should be the most interactive, in which representatives of all user groups can discuss their wants and needs with the architects.

As a guide, the feasibility phase of the planning process may cost up to 5% of the total cost of the development, but can determine up to 65% of the final cost of the building project, as illustrated below.³



³ Adapted from Indoor Recreation Facility Management Manual (1981). Department of Youth, Sport and Recreation (Victoria)

5.1 Feasibility

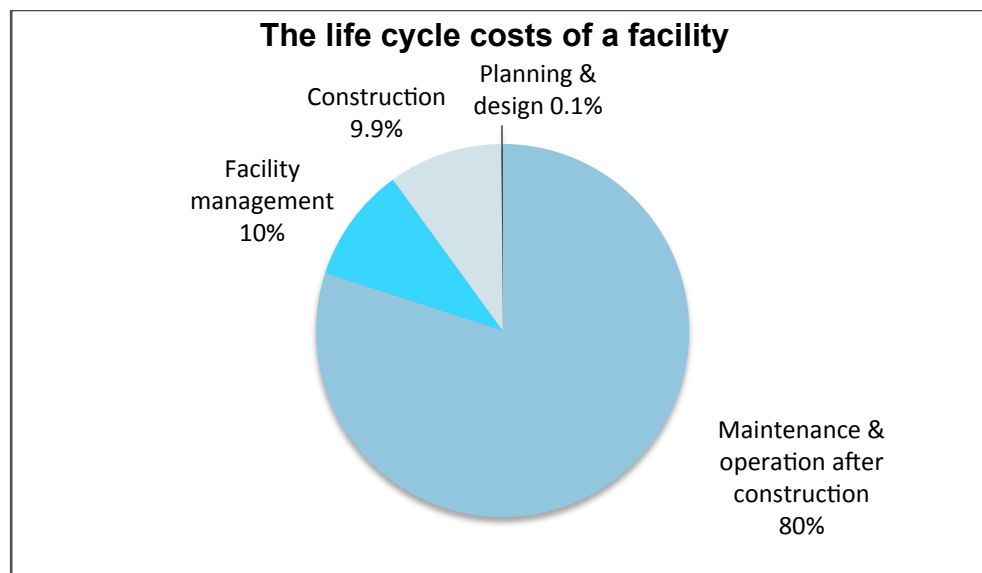
A feasibility analysis⁴ tests the practicality of the concept plan and includes:

- Design and technical evaluation
- Detailed estimates of capital costs including site preparation, construction, fixed equipment costs, consultants and administration costs, and funding sources. Consideration to facility life cycle costs should also be included.
- Financial analysis - identify the long-term operational costs of the facility to help determine the viability of the proposal. This should include operating income and expenditure, and cash flow.
- Staging alternatives – consider if the development is better undertaken in multiple stages rather one stage. This can be determined on a cost basis.
- Sustainability - is the economic, social and environment impact of the facility sustainable over the long term
- Needs assessment - compare the findings of the original needs assessment to the current proposal. Are they still aligned and will the proposal meets the sport, recreation or leisure needs of the community?

In the interests of impartiality, it is recommended that independent parties conduct the peer reviews at the end of the feasibility phase. Sport NZ and NZRA can provide assistance with establishing peer reviews for recreational, sport and leisure facility developments.

Financial viability

A key component of the feasibility study will be an analysis of the **capital costs** and sources of capital funding for the project, as well as an analysis of the likely **operating expenditure** and **potential earnings** of the facility. Bear in mind that the design and construction costs account for only 10% of the overall costs of running a facility over its lifespan, as shown in the following diagram.⁵



⁴ *Feasibility Study Guide, Sport and Recreation, Department of Sport and Recreation, Western Australia* (2007 2nd edition), page 7

⁵ *The Building Management Authority of Western Australia* (1991).

When assessing financial viability, the following should be included as a minimum:

<p>Draft budget checklist (capital costs)</p> <p><i>Planning, design and construction costs</i></p>	<ul style="list-style-type: none"> • Acquisition of land and site surveys • Site preparation • Construction costs • Technical systems and utilities • Fixed equipment and furniture (non-fixed items are budgeted separately) • Access road and support facilities • Consultants' fees and planning costs • Administration and legal costs • Contingency <p>Note: consideration needs to be given to the availability of funds throughout the planning, design and construction phases, and plans made accordingly.</p>
<p>Facility management (fixed and variable costs)</p>	<p>Financial projections should be made for a three to five-year period, depending on the size of the operation.</p> <ul style="list-style-type: none"> • Staff costs e.g. salaries and wages, training • Administration • Programmes • Auditing and insurance • Depreciation and loan servicing costs • Advertising and promotion • Technical systems and utilities • Asset management: cleaning and maintenance and minor alterations over initial 12-month period • Major building or plant maintenance • Plant replacement • Lease or rental costs of equipment.
<p>Operating income</p>	<p>This should be based on usage estimates and anticipated enrolments in programmes. A good needs assessment will provide the basis for estimating utilisation.</p>
<p>Financial forecasts</p>	<p>Statements of (estimated) income and expenditure should be prepared for a pre-determined period. These should be monthly for the first year of operation. A sensitivity analysis is a process used to identify financial risks and should also be undertaken.</p>

There has been a recent trend to taking an overly positive assessment of demand and income when conducting feasibility studies. There is a critical difference between realism and optimism – it's better to err on the side of caution!

5.2 Feasibility study decision

The feasibility study process should provide enough information to enable the project team to decide whether they:

1. Implement or amend the original ideas **or**
2. Postpone or stage development **or**
3. Abandon the proposal.

6 Design

Good design is more than drawing. It involves a project team working through a series of distinct stages to clarify values, develop a brief and address sustainability issues.

6.1 Project management

Note: There is considerable value in appointing an experienced facility manager to undertake a leadership role in the design phase. Practical, workable design solutions are critical to the ongoing cost effective operation of the facility.

A detailed project management plan will be drawn up detailing all aspects of the project. This will include a timeline for completion and time constraints, statutory and legal considerations, personnel requirements and constraints, communication policies, procedures and delegations of authority, financial policies, and the community liaison process.

6.2 Design brief

A design brief should include ideas from both the facility user groups and designers. It gives the building users the opportunity to influence the design process and their needs should be considered throughout the design process. The brief outlines the project and includes the process and communication systems used, planning, management process, performance expectations and programme outlines.

A successful design will need to take into account the following:

- Location
- Topography of the site
- Access (including parking)
- Design features
- Configuration of activity spaces.
- Storage
- Management and programming
- Maintenance
- Financial planning and management

6.3 Design team

The best design team will balance design leadership with a genuine interest in the project. Checking projects that the design team have undertaken in the past is a good starting point. Be clear about where the expertise lies: the expertise of the client user group and the design teams' expertise as architects, designers and engineers. Look for a range of expertise and relevant experience, excellent oral and written communication skills, proven large project management experience and experience as a team together.

Sustainability

Many buildings are now designed around concepts of sustainability, especially with regard to use of renewable materials, energy consumption and easily supervised and cleaned spaces and surfaces. When choosing a design team, consider a team with experience of sustainable design, and experience in building using sustainable materials and processes.

Case Study: ASB Sports Centre, Wellington

Wellington City Council ASB Sports Centre was built in 2011 because existing demand and growing popularity of sports highlighted the need for more indoor sports facilities. The facility is an example of where attention and detail in the design phase pays dividends in the overall operating costs of the facility.

Integral to the design were the concepts of sustainability, sensitivity to the build environment, consideration to the 'whole of life' of the facility and community consultation and engagement.

Community consultation

Community consultation was used from initial concept stages through to design with open dialogue with the local community including residents, sports groups and local businesses. The council was committed from the beginning to provide a facility that would be used by all groups, be welcomed by the immediate community and would challenge the traditional 'warehouse' style design of a sports facility.

Whole of life consideration

The WCC and design team demonstrated how the design and sustainable features would reduce the facility's overall operating costs over its lifetime, delivering increased value to the client. The life of the facility was taken over a 70 year period and consideration of building material used, their maintenance and replacement costs were included.

Sustainability

Sustainable features have resulted in savings of \$200,000 per year in operation costs and include the following features:

- Natural ventilation
- Use of natural lighting through skylights and triple glazed windows
- Solar panels for water heating
- Use of concrete panels for walls and long lasting aluminium roofing resulting in reduced maintenance and renewal costs saving millions over the life of the facility.

Build environment

The design of the facility reduces the visual impact on the environment by the use of curves and the undulating roofline. The building material used was treated to reduce the impact of the marine environment.

6.4 Design consideration

Areas which should be considered at the feasibility and design stage include features that ensure the facility is accessible and safe, the use of sustainable practices for lighting, heating, ventilation and water use, and environmental conditions affecting the build material.

Accessibility

Easy physical accessibility will be a top priority for disabled people or caregivers with young children. Ensure the design provides adequate parking close to the facility, doorways that are wheelchair and buggy-width, and not too heavy. To ensure that the building is truly welcoming and accessible consider an audit – especially if the building is older.

Parking

Providing good, accessible parking should be a major consideration when designing a new facility. It is especially important to provide accessible, well-marked disabled parking.

Exterior lighting

Safety is an issue for everyone, but if women and children are to feel comfortable using the facility at night, it's imperative that entrances, exits and parking areas are well-lit and don't feature dark corners or large trees and bushes. If the facility needs attention in this area, consider hiring an expert in environmental design to look at the safety aspects. Installing extra lighting may be money well spent.

Interior lighting

Where possible use of natural and low energy lighting should be used. The use of light sensors that detect room usage and natural lux levels can also help with the reducing energy costs.

Heating and ventilation

Providing effective and energy efficient heating and ventilation is very important for the long term running of a facility and should be considered during the design phase. During the lifecycle of a facility, expenditure on heating and ventilation contributes to a significant portion of the overall energy costs. Providing as much natural ventilation, allowing the building to 'breathe' also provides an optimal playing environment for the users.

Environmental conditions

The location of the facility and the impact of the local environment can significantly affect the lifecycle of building materials used. Consideration to the maintenance, and lifespan of the building material versus the lifespan of the facility is important.

6.5 Schematic design

At this stage there is a move from the general to the specific in terms of what is to be included in the design. Concept drawings are created and at the conclusion of this process, a schematic design report should include a project schedule, cost and estimate analysis, revised budget, information from architects, engineers (mechanical, electrical, plumbing, structural and civil) describing in detail the building systems they are going to use.

6.6 Design development

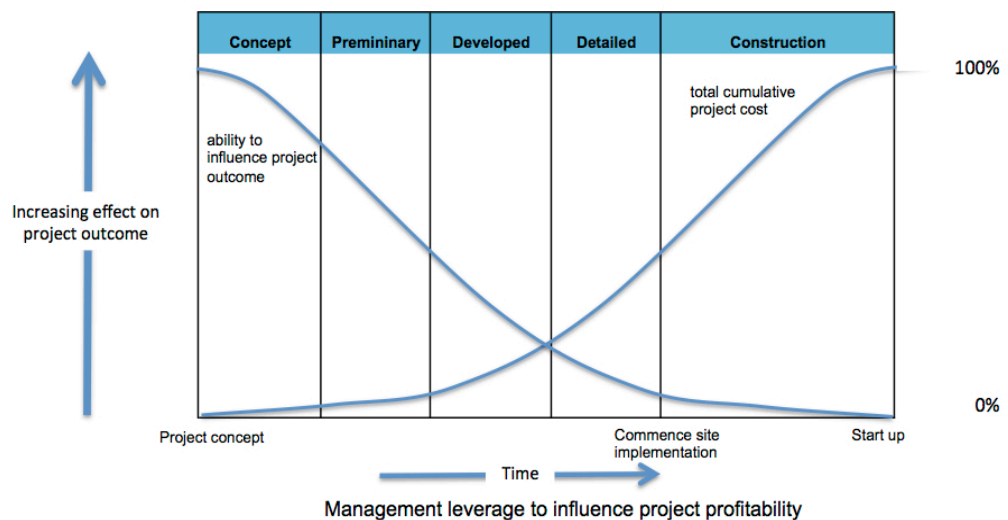
This is a refining of the schematic design where the conceptual ideas are further developed for resources consents. Once consents have been obtained, the detailed design can be made to enable tendering, preliminary selection of materials and selecting mechanical engineering systems and construction.

Value Management Study

The purpose of a Value Management study is to bring together the project stakeholders and design team to ensure the development of the facility will produce a creative and economical result. Participants are brought together in a workshop to create a shared understanding of the core values, requirements and key elements of the design brief. They then work collaboratively to determine what kinds of spaces are required for each facility or activity, finishing detail, furnishings and equipment, confirm a budget, ensure that core values are appropriately captured and to deliver a 'value for money' solution.

The process is best carried out at the end of the developed design but before detailed design and contract documentation starts. Participants are given the opportunity to question whether functional requirements outlined within the project plan have been met by the proposed design and whether value can be improved by simplifying, combining, relocating or changing anything.

Reviews undertaken too late can be ineffective and adversely impact on programme and costs. The sketch below⁶ graphically illustrates the opportunity of early reviews. Generally, Value Management reviews should be carried out at the end of the concept and/or preliminary design stages, when the design has been co-ordinated between the design disciplines and there is a consistent basis for a cost estimate. The necessary revisions that are identified as part of the Value Management review can then be input to the start of the next design phase.



6.7 Contract and specification documentation

All documents describing the project to contractors must be completed during this phase. Everything from door hardware to plumbing fixtures to air-handling units to fire alarm pulls must either be designed, or described in detail. Equipment fit out must be considered so that wall support structures or correct concrete depths are included. Specialist lighting or electrical requirements may require three phase power. Leaving this until later in the design process will restrict options.

A review meeting between the project manager, architects, engineers and the owner should occur half way through and prior to the final stages of this phase.

⁶ Beca Consulting Engineers

Tender bidding and negotiation phase

The following methods may be considered for project delivery:

- Stipulated sum contract
- Design-build system (builder is project manager)
- Construction management contract (project manager appointed for the task).

During this phase, a pre-bid conference may be organised, so that all tenderers have the opportunity to get the information they need. Once tenders are received they are typically evaluated using a weighted attribute system where each bid is ranked against key criteria previously identified. Criteria evaluated usually include experience and track record, qualifications, methodology, presentation and content and price.

7 Construction

To a large extent this part of the process will be handled by the architect, construction company or project manager. An experienced design team will be aware that excellent communication skills are a pre-requisite for this role and they should establish clear communication protocols.

7.1 Commissioning and handover

In new and existing facility development projects the project's contractors, builders and consultants are responsible for the commissioning phase which involves ensuring that the facilities, structure, systems and operational components meet the project's specifications and the client's operational expectations. It is important that this is clearly written into the contractual agreement and should include certifications and tests for:

- Building Code of Compliance
- Fire systems and evacuation
- Mechanical plant commissioning data, 'as built' drawings, and records
- Electrical systems and load tests
- Client inspections and approvals.

In addition to the "plant" being tested, the commissioning phase should also involve the writing of instruction manuals, staff training and operation of all equipment.

It is essential that the facility's operating systems are tested under 'real life' situations before opening to the public. Inviting groups, clubs and individuals that are likely to be regular users of the facility to come and test the facilities and services is an important phase of the commissioning process. It also allows some familiarisation with the new amenities for clubs and groups prior to the facility opening and enables staff to become familiar with facility and plant operation under low demand conditions.

For new recreation facilities, it is recommended that a minimum two to three weeks be included in the project's timetable over and above the contractors' commissioning period, for this 'work up' component to be undertaken.

8 Operation

Ongoing management and operation of the facility should ensure the facility is delivering:

- A quality experience to customers
- An effective and efficient operating model
- An effective and efficient programme.

The earlier chapters of the Facility Management Manual provide more detailed information on the different aspects and requirements of operating a facility.

Community Engagement: Includes engagement with customers, stakeholders and the local community. It provides information on community profiling, how to identify stakeholders, tools to establish community needs and suggestions on how best to engage and work with the community and stakeholders.

Customer Care: Looks at customer experience and care, and provides information on how to build customer relationships, understanding customer behaviour and information on customer feedback systems.

Human Resources: Covers key topics of personnel management from recruitment, induction and training through to employment agreements, team building and managing staff.

Strategy and Planning: Discusses the need for planning and describes the difference between strategic and business planning, detailing responsible for planning and provides an outline of the planning process.

Marketing: Identifies the key principles of marketing, provides information on how to create a marketing plan and outlines the basic tools required for promoting a facility.

Programming: Looks at the programming cycle, provides an overview of the programming process from planning and identifying target groups through to programme design and implementation.

Financial Management: Includes information on general financial management including monitoring and reviewing performance, planning and budgets, setting prices, and reporting.

Risk Management: Covers principles and guidelines of risk management practices, including best practice, assessment and treatment, documentation and responsibilities, health and safety. It also discusses high-risk issues such as serious harm, crowd management and emergencies.

Monitoring: Discusses monitoring and evaluation processes, the use of key performance indicators in monitoring and how collected data can be incorporated into the planning process. Also discussed in this chapter are the purposes of evaluation and the evaluation process.

Governance: Describes the differences between governance and management, details the major roles of the governing board including developing policies and monitoring, and addresses the issue of board and management relationships.

Asset Management: Describes the key elements in an asset management plan, gives an overview of compliance, monitoring and review processes. It highlights some of the more important operational aspects of asset management such as managing energy use, and risk management.

Facility Contracts: Discusses the different types of contracts, reasons for engaging in the contract process and provides useful tips on negotiating and on-going management of contracts and leases.

9 Evaluation and Improvement

Once the facility is commissioned and operational, it is prudent to track actual performance against the needs identified in the needs assessment and feasibility study. The results of this process can be used to inform future programme and management decisions, and drive additional value from the facility. These could include:

- Accessibility by community users
- Community engagement with the new facility
- Customer usage trends
- Efficiencies and energy usage
- Financial performance
- Health and safety records
- Resource savings.

10 FAQs

Q: I have been directed by my Council to undertake a Needs Assessment in my area as there is high political will for a new centre. Personally I don't think the expense is warranted and we would be much better to spend our money on partnership projects and improving existing facilities. What is the best way to handle this?

A: If your Councillors have directed you to undertake a Needs Assessment, then it will be built into your KPIs and it is a requirement of your job. On the positive side, a good Needs Assessment will help establish the best outcome for your community, which in this case should include alternatives such as partnering and improving existing facility features. If you have important information about the community needs and expected costs, then make sure this is included in the needs assessment. Good luck!

Q: Our facility is completely over-subscribed and no matter how often I talk to the powers-that-be, no one is interested in my ideas for re-development. What should I do next?

A: Get approval to start a Needs Assessment process. If you don't have the resources for a full assessment, then at least start a process that gets your issues on the table in a way the organisation responds to e.g. business planning. Once you have more concrete information, use the organisational processes to get the topic discussed at official level.

Q: My facility development project team is at loggerheads and our facility development process has been stalled. How can I get them to move forward positively?

A: In this case, your project team is absolutely crucial to a positive outcome. Get help immediately. Find and recruit the best advice and support you can to help you figure out why the group is not functioning to the best of its ability. This may include outside expertise.

11 Templates

11.1 Needs assessment checklist

Step	Action
<i>Prepare study brief</i>	<ul style="list-style-type: none"> • Reason and background for study • Purpose, aims and objective • Level of community involvement required • Scope of planning including services, programmes and facilities • Timing of study • Method and frequency of reporting • Budget and project costs • Existing support available • Availability of existing information
<i>Resources</i>	<ul style="list-style-type: none"> • Financial • Time • Staff
<i>Key community values and organisational philosophy</i>	<p>Values identified may relate to:</p> <ul style="list-style-type: none"> • Equity • Access and availability • Participation • Cultural relevance • Quality • Efficiency and effectiveness • Flexibility
<i>Review existing reports</i>	<p>Previous reports can provide useful background information on the community and current issues. Sources include:</p> <ul style="list-style-type: none"> • Council reports • Academic studies • Sporting bodies plans • Statutory planning policies • Strategic sporting plans • Local media can provide supplementary information
<i>Identify current and future trends</i>	<ul style="list-style-type: none"> • Sport NZ Active Survey • Participation Survey • New Zealanders and the Arts 2014, Creative NZ
<i>Analysis of social indicators</i>	<ul style="list-style-type: none"> • Create community profiles
<i>Review existing supply</i>	<ul style="list-style-type: none"> • Type of service provided

Step	Action
	<ul style="list-style-type: none"> • Capacity of existing providers • Who do they cater for – age, ethnicity, interest groups • Facility condition • Accessibility • Geographical area covered
Community consultation	<ul style="list-style-type: none"> • Public meetings • Local interviews • Surveys and questionnaires • Provisions for individual submissions • Consultation groups • Meetings with key players of stakeholder groups
Identify gaps and duplications	<ul style="list-style-type: none"> • Gaps in service delivery • Duplication of service delivery • Mapping of service providers
Analysis of information gathered	<ul style="list-style-type: none"> • Trends, patterns and relationships • Comparison of 'wants' to 'needs'
Develop recommendations	<p>Recommendations could include but are not limited to:</p> <ul style="list-style-type: none"> • Provision of new facility • Upgrade existing facility • Provide new programmes • Status quo

12 Questions for Educational Context

Phases of facility development

Demand from a range of sources for new facilities can be a big challenge for local authorities. Ideally before facility development is even considered, some key questions are asked and answered. List at least FOUR of the seven suggested questions, and what information would be generated through them.

There are five phases in the facility development process. Name these and give a brief overview of the key tasks.

Needs assessment study

Local authorities, clubs and other providers don't have unlimited budgets and must be strategic in terms of how money is spent. Name and discuss several compelling reasons for undertaking a needs analysis prior to making plans to build a new facility, or even upgrade an existing one.

13 References and Further Information

13.1 Further information

Barrier Free Trust for information on accessibility audits on facilities

<http://www.barrierfreenz.org.nz/>

Department of Sport and Recreation, Government of Western Australia. (July 2007)
Feasibility Study Guide Sport and Recreation Facilities,)

Energy Efficiency and Conservation Authority NZ at www.eeca.govt.nz

New Zealand Legislation at <http://www.legislation.govt.nz/>

NZ Government Electronic Tenders Service (GETS) at www.gets.govt.nz

Panstadia International Quarterly Report accessed from www.panstadia.com

Sport Discuss (international sport database) at <http://www.sportdiscus.com/>

Sport England at <https://www.sportengland.org/facilities-planning/>

Sport NZ at <http://www.sportnz.org.nz/>

Sport NZ “Community Sport and Recreation Facility Development Guide” (Due late 2015)
at <http://www.sportnz.org.nz/>

Western Australia Department of Sport and Recreation at <http://www.dsr.wa.gov.au/support-and-advice/facility-management>

13.2 References

Campbell, K. Sports Council UK (1995). *Handbook of Sports and Recreational Building Design*; Volume 2, Chapter 10.

Department of Sport and Recreation, Government of Western Australia. (March 2007)
Needs Assessment Guide, Sport and Recreation Facilities 2nd edition

Department of Youth, Sport and Recreation (Victoria) (1981) *Indoor Recreation Facility Management Manual: Savings Potential of the Various Planning Phases*

Sport England (2014) *Assessing needs and opportunities for indoor and outdoor sports facilities*

Sport NZ (2014) *The New Zealand Sporting Facilities Framework*

