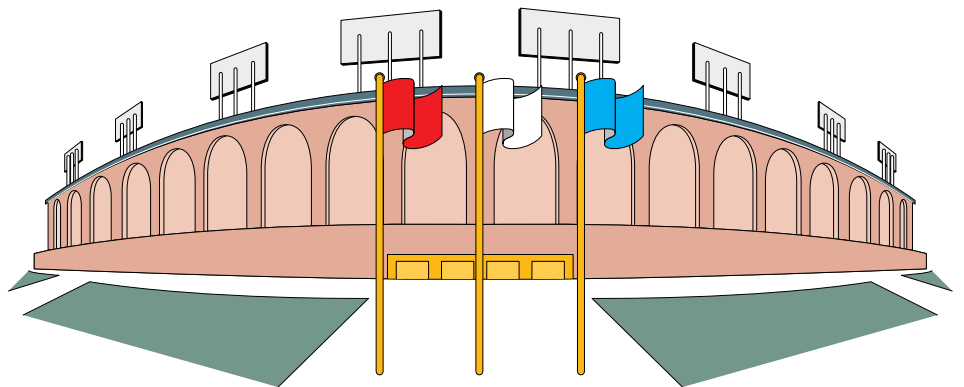


NEEDS ASSESSMENT

# *How To...*

## *UNDERTAKE A NEEDS ASSESSMENT FOR A SPORT AND RECREATION FACILITY*



*A GUIDE FOR SPORT AND RECREATION FACILITY PLANNERS*

October 1997



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# NEEDS ASSESSMENT

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Coordinated by

Ashley Wilson and Graham Brimage from the Ministry of Sport and Recreation

Draft Prepared by

Jill Powell & Associates for the Ministry of Sport and Recreation

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## 1.0 Introduction

### 1.1 What is a Needs Assessment?

The first stage in the planning of successful sport and recreational facilities is the identification of the needs of the community.

A Needs Assessment will comprehensively test whether a new facility is required or whether the need can be satisfied in some other way. If it is found that a new facility is required, the Needs Assessment will provide clear direction with regard to the most appropriate scope, scale, component parts and the like of the proposed facility. Such a concept can then be tested in a feasibility study which is the second stage in the facility planning process.

Needs Assessment studies may essentially be undertaken to determine:

- The potential need for a project which has been proposed or is being discussed within the community.
- To assess the sport and recreation needs of a community within a particular area. The size of the area being studied may be a single suburb, a local authority or a region comprising several local authorities.

### 1.2 The Importance of Needs Assessment

Too often, the planning for a facility commences on a whim or at best a perception that a facility is required without any assessment of whether it is in fact needed by the community it is intended to serve. This often results in facilities that are inappropriate or worse still, not needed by the community. Needs Assessment is therefore a vital first step in the facility planning process.

Recent policy changes and trends have also emphasised the importance of Needs Assessment in the facility planning process. Such changes include:

#### **Changing Role of Recreation**

Recreation is no longer an 'add-on' to the social fabric of society but a necessary and essential component in the enhancement of the community's lifestyle. A Needs Assessment will identify the real needs of a community and thus will ensure that the community's lifestyle is enhanced in the best possible way.

#### **Access and Opportunity**

The need to ensure that facilities are accessible to all members of the community and any special needs are catered for is now fundamental in the design of facilities. This will require the clear identification of needs at the earliest opportunity.

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## **Effective Use of Resources**

The need to effectively use available resources, either existing or proposed is now paramount in the provision of facilities. The under utilisation of facilities requires consideration in the identification of needs as well as sharing of facilities, partnerships and general cost reduction models.

### **1.3 The Benefits of Needs Assessment**

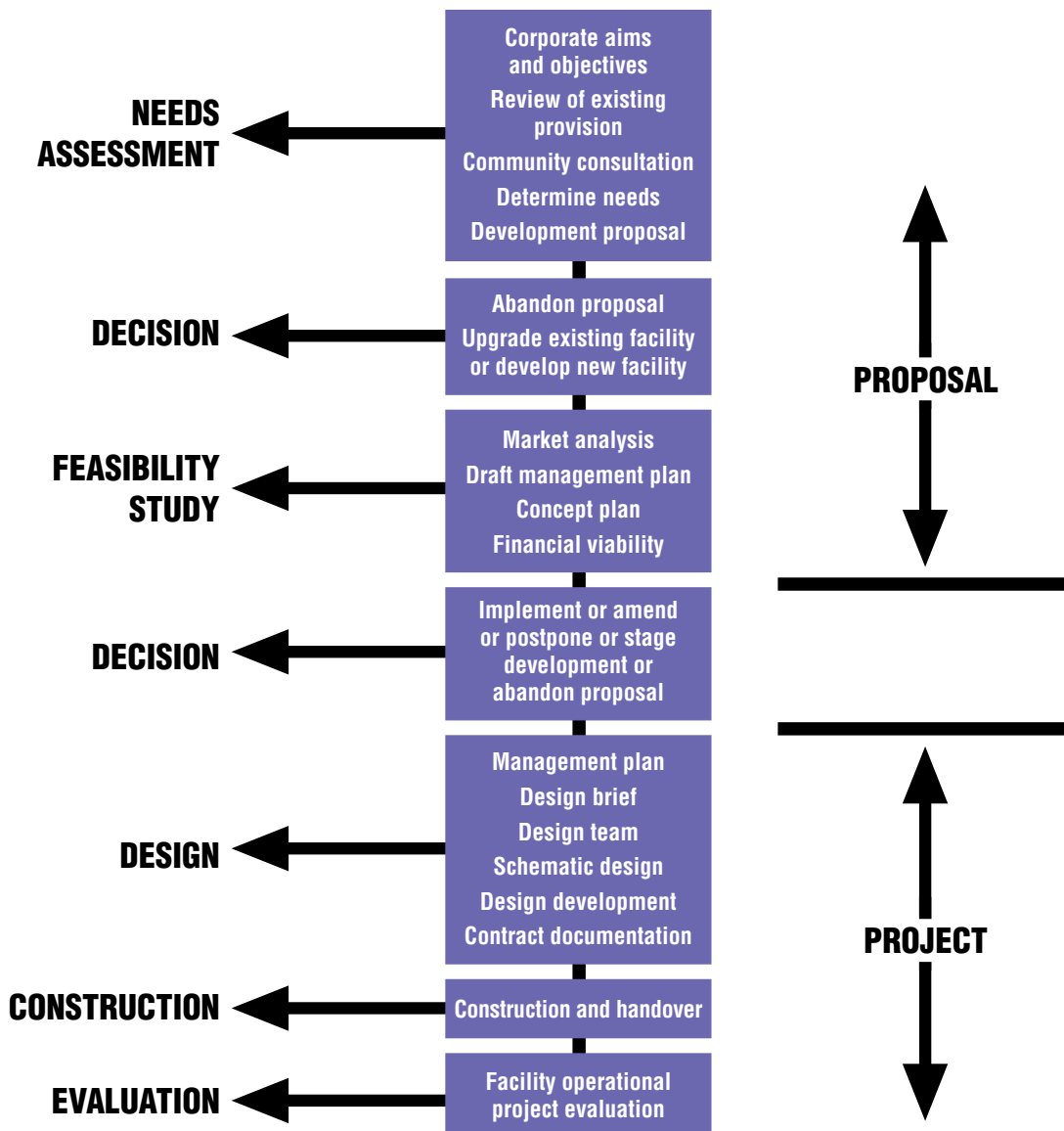
Undertaking a Needs Assessment will provide benefits to both the community and the providers of facilities. The benefits will cover a range of economic, social, political and democratic issues, such as:

- provision of facilities which are appropriate to the needs of the community;
- unnecessary duplication or over-provision of facilities and programs will be avoided;
- involvement of the community in the needs assessment process will foster the ownership of facilities and programs which are ultimately provided;
- new opportunities may be identified which will enhance the lifestyles of persons within the community; and,
- orderly municipal development of facilities prioritised according to the needs of the community.

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## 2.0 Needs Assessment in the Facility Planning Process

The six key phases in the Facility Planning Process for a sport and recreation facility are illustrated in the following diagram:



This kit addresses the first phase in the Facility Planning Process being Needs Assessment. **A thorough assessment of needs is fundamental to the success of the entire process and any facility which may ultimately be developed.**

Insufficient allocation of resources at this stage is a false economy and may jeopardise the long-term success of the project. For example, it may result in the development of facilities which are inappropriate for the community they are intended to serve.

## 3.0 Where Do We Start?

Prior to the commencement of any Needs Assessment it is important to clearly identify the parameters within which the study will be undertaken. Matters such as the purpose of the study, preparation of study briefs, the extent of study required, the resources required and who should undertake the study should be addressed.

### 3.1 Defining the Purpose

The purpose and reasons why the Needs Assessment is being conducted should be clearly defined at the commencement of the study. This should include precisely defined objectives which identify the overall aims of the study.

For example, “To examine the aquatic recreational needs of the southern suburbs of the City of...”.

Clearly identifying the purpose is crucial to ensuring the appropriate methods and extent of data collected is relevant.

### 3.2 Preparing Study Briefs

A study brief should be prepared which identifies the extent of tasks to be undertaken in order to fulfil the defined objectives.

The Study Brief contents should include:

- The reason and background underlying the perceived need for the study
- The overall study purpose, aims and objectives
- The extent of community participation required
- The scope of planning including services, programs and facilities
- The timing and phasing of the study
- Method and frequency of reporting
- Areas to be addressed in the final report
- Budget and project costs
- Support available
- Existing information and availability

An outline of a Needs Assessment study brief is contained in Appendix A.

### **3.3 Extent of Study Required**

The extent of study required varies, according to the facility or service in question.

Obviously, an extension to a clubroom or the construction of a new bore on a reserve will not require the same level of study as a major recreation or aquatic centre. However, the extent of study required is not merely determined by the capital costs involved.

A preliminary assessment of a number of key factors will assist in the determination of the extent of the study. These factors include:

- Location
- Size of the proposed development
- Potential social, environmental and financial impacts
- Access to and scope of the proposed development.

For example, a large aquatic centre will require detailed Needs Assessment as the potential impacts (both positive and negative) may be significant. Also, the nature and scope of the proposed development may vary significantly depending on the outcomes of the Needs Assessment. The proponent may even decide not to proceed with the project.

It will be necessary to clearly define what should be addressed in the study as this will effect the extent of study required. Be selective about the information that is gathered. For instance, there is little gained from compiling a detailed comprehensive facility inventory if the study is focussed on the Aquatic Needs of the study area.

### **3.4 Resources Required**

Once the extent of the study has been determined, it will be necessary to determine the availability of staff, expertise, time and financial resources needed to complete the study.

A budget should be determined which allows for marketing, purchase of Australian Bureau of Statistics information, engagement of consultants etc.

Timeframes should be agreed upon which will assist in determining who is in the best position to undertake the study in relation to other work commitments.

### 3.5 Who Should Undertake the Study?

You will also need to decide who will manage and undertake the study. Local government commonly uses one of the following options.

- **In-house Recreation Officer**, as part of their normal duties.
- **In-house Team** selected from relevant departments and undertaking tasks as a team.
- **In-house Contractor** who is employed on a short term contract as an employee to undertake the tasks.
- **Consultants** who are selected to undertake the tasks following assessment of submissions.
- **Academic / Student Assistance** involving academic staff and / or students to perform tasks related to their specific expertise and level of competence.
- **Community and Sporting Representatives** having relevant skills and knowledge may be engaged to undertake the tasks, either in an advisory capacity or to undertake specific tasks.
- **Combinations** of the above in which case the overall coordination of the process becomes important.

Information dealing with the appointment of Consultants can be found in the Ministry of Sport and Recreation's publication "*How To... Appoint a Design Consultancy for a Sport or Recreation Facility.*"

## 4.0 The Needs Assessment Process

A Needs Assessment should be undertaken in stages to ensure that all possible factors are considered. A simple five-step process, which covers all aspects of the study is illustrated on Page 8. Each step of the process is described in detail below.

### 4.1 Identify Key Community Values and Organisational Philosophy *STEP 1*

The values that influence sport and recreation provision in a community may differ between the local authority, community groups and other key stakeholders.

It is vital to determine and agree upon common values and philosophies at the beginning of a study.

The values identified may relate to:

- equity;
- access and availability;
- participation;
- integration;
- cultural relevance;
- quality;
- efficiency and effectiveness; or,
- flexibility.

Useful data which could be used to determine values includes sporting clubs/ association development and marketing plans and local authority principle activity, corporate and business plans. These documents will provide base value starting points to enable common ground to be defined and areas of conflict to be resolved.

### 4.2 Review of Previous Reports *STEP 2*

A review of previous reports and related material is essential at the commencement of the study. An understanding of what has occurred previously will help provide an understanding of past decisions and the basis for those decisions. It also provides information which can be of assistance in understanding the issues raised. In essence, previous reports provide background data on current issues and the community to be studied.

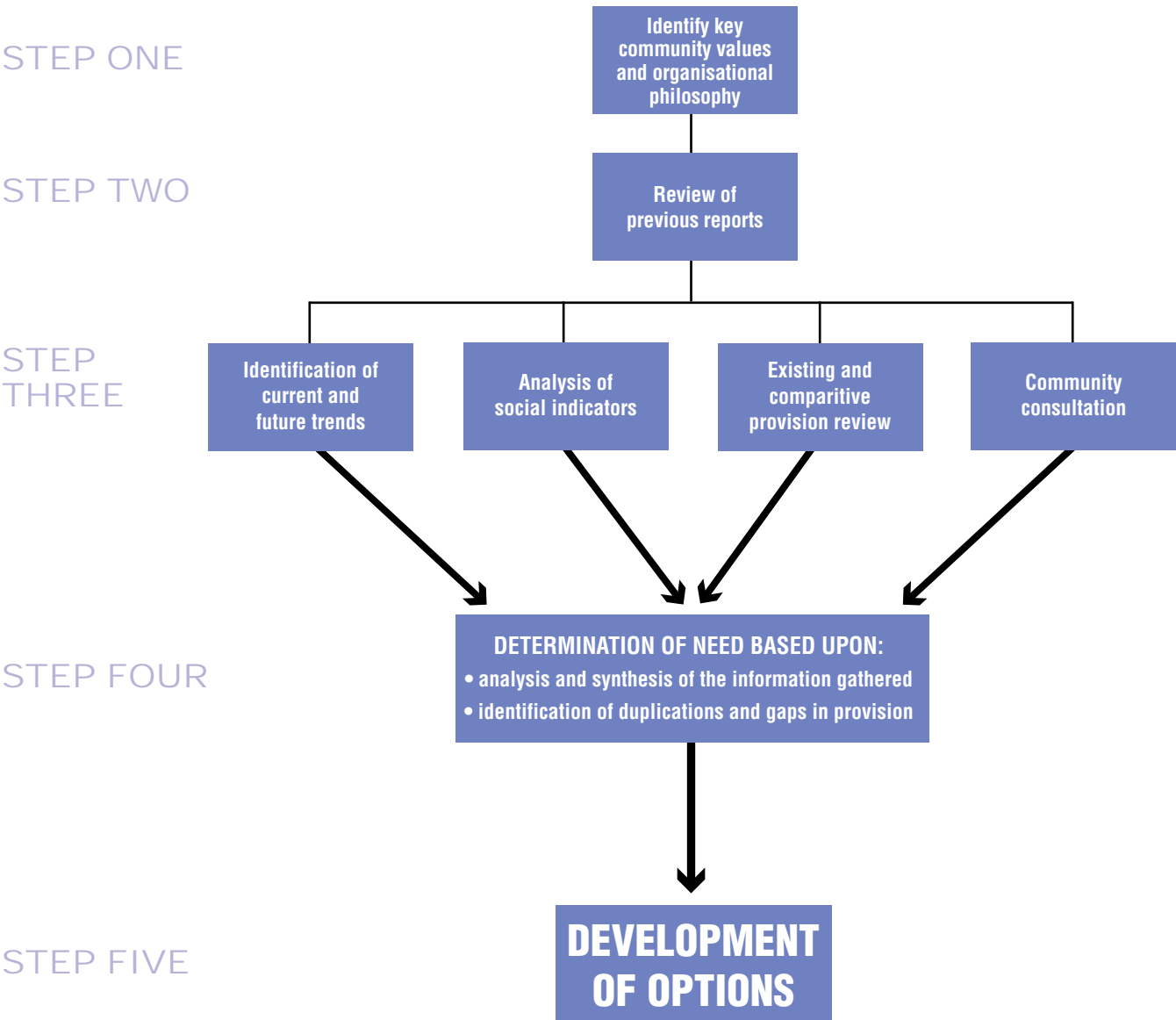
# NEEDS ASSESSMENT

Previous reports and information which may be appropriate to the Needs Assessment may include:

- council files and reports;
- previous recreation reports relating to policy, utilisation and trends;
- recreation plans prepared for the adjoining local authorities;
- reports from regional planning studies;
- commercial planning studies;
- academic studies and thesis.

Additional to these formal documents, a scan of issues in the local newspapers may also provide useful supplementary information.

## The Five Step Needs Assessment Process



### **4.3 Identification of Current and Future Trends** *PART OF STEP 3*

The trends in sport and recreation need to be identified. Changes in trends of sport and recreation activities will obviously affect the demand for facilities.

### **4.4 Analysis of Social Indicators** *PART OF STEP 3*

#### **4.4.1 Community Profiles**

A community or population profile is an outline of those demographic, economic and social characteristics of a community which are likely to influence demands for human services. It is used as a base against which community needs and the assessment of services can be measured. The profile may be of the whole community or of a particular subgroup of the community, depending on the scale of needs assessment required.

The characteristics used in the profile can be grouped in three different ways:

- Broad population groups that are likely to have specific needs, such as groups at various life cycle stages and special needs groups such as migrants or single parents for whom access to services should be a consideration.
- Functional categories of needs, such as education, housing, ethnicity.
- Geographical areas in which specific needs can be identified and satisfied.

The profile normally includes the following information:

- A description of the demographic, economic and social characteristics of the population.
- An analysis of trends over time of these characteristics.
- Projections of population size and age structure and anticipated changes in economic and social characteristics in the future.

The major characteristics of interest are:

- the size of the population;
- the age/sex structure;
- ethnicity;
- mobility;
- the family structure;
- education; and,
- housing.

#### 4.4.2 Recreation Participation Survey

National and State data is available from the Recreation Participation Survey compiled by the Commonwealth Department of Arts, Sports, Environment, Tourism and Territories. Its use at the local level involves comparing the age/sex structure of survey participants with that of the local community and then making inferences about local recreational activities based on the survey results. This data gives an indication of expected activities for differing age groups and may not depict the specifics of any given location.

#### 4.4.3 Data Analysis

Data should only be collected if it is directly related to the study purpose. For example, there is little value in providing detailed information on community composition if the study is determining the need for a bore on a reserve. However, the age composition of a particular location becomes vital when considering the development of a bowling club.

It is important to analyse and provide brief written commentary on relevant statistics. Matters to be considered include the following.

- **Identify significant characteristics**  
For example: "Over 52% of the population is under 25 years of age".
- **Identify significant trends**  
For example: "The 0–14 aged group has declined consistently over the 1981–1991 period while the Over 55 age group has increased consistently".
- **Provide reasons for an apparent situation**  
For example: "The population density is centred on the Western half of the study area. This is due to the Industrial Park occupying the eastern sector".
- **Indicate factors which may cause changes to present patterns**  
For example: "The population base is currently quite small being only 6,500 but the recent approval for a high density sub division in the area is expecting the population to double and will have a significant impact on the future needs".
- **Draw comparisons of data**  
For example: " The population statistics of the City of ..... indicate there is a high concentration of 10-14 year olds when compared to the overall state demography".

- **Identify any problems with the data**

The Australian Bureau of Statistics collects census data every five years. Publication of this data currently takes some 18 months to be collated. Therefore, if studies are undertaken towards the latter end of a census period, the situation may have changed considerably in some areas.

In conclusion, the development of a community profile provides valuable information about the study area but it should not be the only source of information about the community. In most cases the information obtained should be supplemented with some form of community consultation.

## **4.5 Existing and Comparative Provision Reviews** *PART OF STEP 3*

### **4.5.1 Inventory of Existing Facilities and Services**

Preparing an inventory essentially involves gathering information on the availability and usage of services and facilities provided for the community. The primary function is to allow an assessment of the adequacy of existing provision. Once existing provision is known and recorded and potential demand identified from the community profile, it is then possible to determine:

- areas of need for which there are no or few services provided;
- special needs groups for whom there are no or few services provided; and
- any imbalance in the distribution of services in respect to potential need.

#### **What to Include in the Inventory**

All services and facilities relevant to the study brief and available for use by community groups and individuals should be included. Those services and facilities, which are located outside the area but cater for the local community, should also be included.

The multiple use of facilities is common and all activities must be identified. Some inventories identify only the primary use of a facility and thereby risk omitting small but important service provision.

The following details may be obtained for each service or facility depending on the nature and scope of the study.

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- Name
- Address
- Contact person and telephone number
- Sponsor or provider
- Type of service provided
- Type and components of facility
- Age groups catered for
- Geographical area covered
- Opening times
- Cost to user
- Frequency of use
- Staffing levels, paid and voluntary
- Source of funding
- Building capacity
- Building condition
- Level of accessibility.

Proposals that are likely to go ahead in the foreseeable future should be noted.

## **The Scope of Inventories**

Preparing inventories is a resource intensive exercise. Information should be collected only on services and facilities related to the proposed project.

The need to create a full inventory will only be necessary when undertaking a comprehensive Community Needs Assessment.

### **4.5.2 Comparative Assessment**

A comparative assessment is based on participation trends in other comparable communities or facilities to that being considered. For instance, when considering the use of recreation facilities within the Central Business District of Perth it would be appropriate to consider a comparative assessment of other capital city information.

Two reasons for using comparative information are:

- It will assist in providing an understanding of the likely behavioural patterns in a particular community.
- It will help to confirm the accuracy of participation trends identified through consultation in the study.

### **4.5.3 Standards Assessment**

Standards of provision are an even more indirect way of determining facility requirements and care must be taken with their use. They should never be used in isolation or as absolutes.

Standards are determined based on the premise that communities need a certain numbers and types of facilities in relation to the total population.

For instance, a Council may have standards which dictate that one aquatic centre, is needed for every 40,000 people. Standards should be used with caution however, as this standard takes no recognition of facilities provided in an adjoining local authority which may be located within the catchment of the facility. Also there may be numerous other factors, which may influence the use of a given facility in a given area.

### **4.5.4 Facilities and Geographic Information Systems**

Major developments in collating inventory information have emerged over the past few years with the advent of Geographic Information Systems (GIS) and Facilities Information Systems (FIS).

Two of the most widely used GIS systems are MapInfo and ArcInfo. Both are computer-based tools for recording and mapping a wide range of information, including recreation provision, which will assist planners and managers with their work.

A GIS has considerable potential as a planning tool, especially for municipalities with a large diverse range of opportunities or where identifying regional patterns of provision is important to making effective planning decisions.

Computer based GIS systems require resources including the cost of installing and maintaining large integrated systems, the need for considerable user training and a commitment to regularly updating information.

While it is recognised that GIS and FIS systems may not have an application in the 'small' Needs Assessment, the existence of these tools for large complex studies and their importance to regional planning should not be overlooked.

## **4.6 Community Consultation** *PART OF STEP 3*

Community consultation is a vital and integral part of the Needs Assessment process. Involving the community in the process is almost as important as the outcomes and should not be underestimated in its ability to be used as a tool in the community development area.

No one consultative technique is likely to provide all the answers. A range of techniques should be used in conjunction with information gained from literature reviews, community profiles, inventories and other relevant data.

An important task in Needs Assessment is separating 'wants' from 'needs'. In many facility developments it can be seen that sometimes the 'wants' have been translated into a need that has not been tested and examined fully, leading to under-utilised, and or poorly-located facilities.

Through an extensive consultation phase, many of the identified 'wants' can be tested against community values and desired futures. That is, what may be a need of one individual or group can be questioned and analysed against other identified wants in order to determine the priority needs of a community.

Methods of consultation include the following.

- Public Meetings
- Community Surveys/Questionnaires
- Consultative Groups
- Press Releases/Advertisements
- Interviews
  - Individual
  - Telephone
  - Group
  - Service providers
  - Key community members;
- Observations
- Search Conference
- Steering Committee

Full details, limitations and benefits of each method are covered within the Ministry of Sport and Recreation's publication, *How To Undertake Community Consultation*.

## **4.7 Identification of Gaps and Duplications** *PART OF STEP 4*

A number of differing methods can be utilised to analyse the information gathered. The analysis must ensure the study's purpose is to the forefront and avoid over-analysing the data.

Some analysis methods, which have been found to be useful, include the following.

- A simple totalling of facilities by numbers and type.
- The plotting of facility catchment areas on a map.
- An analysis of the 'mix' of services available at each facility.
- The geographic assessment of duplications and gaps.
- The distribution of facilities by other characteristics such as cost, management, flexibility in program delivery and land availability for redevelopment.
- Examining the appropriateness of facilities and programs to the community in which they are located, i.e. a sporting facility located in an aged community may be more appropriate to convert to a seniors centre.

It is important that assessments are undertaken within an appropriate catchment. They should not be restricted by local government boundaries.

The information gathered should be presented in a clear and concise manner. The listing of 200 or even 20 facilities and their services in a table form will have little impact on the reader who may not have the time to consider the detail.

A more appropriate method would be to graphically depict the information on a study area map thus clearly showing the spatial relationship of one facility to another.

## **4.8 Analysis and Synthesis of the Information Gathered** *PART OF STEP 4*

The information collected during the Needs Assessment is of little use unless it is effectively analysed. This means identifying trends, patterns, relationships and themes running through the information gathered.

It is at this stage that the 'wants' identified in the community consultation is assessed in relation to the other information gathered and the 'needs' are identified.

These findings must be assessed in the context of the purpose of the study and the corporate and community values identified in Step 1 of the Needs Assessment process.

## **4.9 Development of Options *STEP 5***

It is important to keep an 'open mind' to the possible outcomes of the Needs Assessment process. The Needs Assessment should not be undertaken with the preconceived idea that a facility is needed. A number of options might be identified which meet the needs of the community. These options could include:

- the development of a new facility;
- the upgrading of existing facilities;
- providing new programs at existing facilities;
- increasing the advertising of existing programmes; etc.

The Needs Assessment should provide as much detail as possible with regard to any new facilities, services or programs which are being proposed. This will assist planners in the concept development stage of the Feasibility Study, which is the next phase in the Facility Planning Process.

## 5.0 The Needs Assessment Report

Once the analysis of the information has been completed it will be necessary to consider how to present the findings. Presentation formats include: reports, submissions, speeches and information papers.

The main difficulty in any form of presentation is trying to include too much data.

In most cases a written report will be required and a few basic principles should be followed.

### 5.1 Planning the Report

When planning the report it is important to answer the fundamental questions raised in the study brief which may include:

- **Where are we now?**  
This question leads into what facilities and services are available at present and do they fulfil the needs of the community.
- **Where would we like to be?**  
What has the community consultation identified as needs and what facilities and services are required to meet these needs.
- **How do we get there?**  
What is to be provided and how will it be best achieved.

### 5.2 Report Outline

A report outline should be prepared which provides for a logical reporting of the data and information. The outline should consist of:

- a title that is precise, concise and contains all information necessary to clearly identify what is contained in the report;
- a clear statement of purpose and aims so that information gathered and reported on can be tested against the purpose and aims; and,
- the ordered arrangement of headings and sub-headings for each area of analysis and reporting.

# NEEDS ASSESSMENT

The contents of the Needs Assessment report may include the headings listed below.

**1 Introduction**

**2 Executive Summary**

**3 Recommendations**

**4 Study Brief**

**5 Methodology**

**6 Review of Literature**

6.1 Reports

6.2 Organisational Philosophy

**7 Community Profile**

7.1 Current Population

7.2 Projected Population

7.3 Summary

**8 Facilities and Services Inventory**

8.1 Community Facilities

8.2 Commercial Facilities

8.3 Summary

**9 Identification of Gaps and Duplications**

9.1 Facilities

9.2 Services

**10 Consultative Process**

10.1 Questionnaire

10.2 Public Meeting

10.3 Submissions

10.4 Summary

**11 Analysis and Synthesis of the Information Gathered**

**12 Development Options**

**13 Attachments**

## 5.3 Writing the Report

Analytical writing rather than creative writing is generally used in a report. The basic qualities of analytical writing include:

- precision;
- conciseness;
- clarity; and,
- objectivity.

The common errors to be avoided include:

- ambiguity (more than one meaning);
- circumlocution (roundabout expression);
- Verbosity (wordiness);
- tautology (writing the same thing twice);
- clichés (stereotyped expression); and,
- jargon.

## 5.4 Executive Summary

The executive summary is usually found at the beginning of the report or may be presented as a separate document. It should be able to stand alone from the rest of your report. After all, it may be the only information which is read!

Your executive summary should include:

- an overview of the outcomes;
- a summary of the major findings;
- a suggested future direction and proposed actions; and,
- recommendations.

The recommendations, should not only be transparently obvious, given the data and information received during the planning process, but also achievable.

Recommendations should clearly address the issues raised. They should provide direction and strategies to achieve them.

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Recommendations need to:

- be consistent with the organisation's philosophy;
- be achievable within the political, economic, social and environmental constraints relevant to the situation;
- have measurable outcomes that are reviewed regularly; and,
- identify responsibilities, timing and resources.

If it is concluded that a new facility **is required**, the recommendations should provide clear directions with regard to the scope, scale, possible component parts and the like for consideration in a feasibility study.

Alternatively, if it is concluded that a new facility **is not required**, the recommendations should provide clear directions with regard to the alternatives available.

## 6.0 Conclusion

The Needs Assessment should be the first stage of any facility planning process. It provides the basis on which the needs of the community are determined.

The process involves a logical accumulation of facts in terms of the communities expressed needs and the existing provision of facilities and services.

The extent of study will vary depending on factors such as:

- the location;
- the size and complexity of any proposed development;
- the potential social, environmental and economic impacts of the proposed development; and,
- the level of access to the proposed facility.

Regardless of the extent of study required, a Needs Assessment should be undertaken for all proposed facilities and services to ensure the development is needed and that it will be appropriate to the real needs of the community.

A Needs Assessment will not guarantee a successful sport and recreation facility. However, the lack of a Needs Assessment will definitely limit the opportunities for success.

## 7.0 References

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*Recreation Planning, A Manual for Local Government*, August 1987, South Australian Department of Recreation and Sport

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*Recreation Facilities: Needs, Planning and Management*, 1987 Office of Local Government, Department of Immigration, Local Government and Ethnic Affairs

*Getting it Right, A Guide to Planning and Developing Sport and Recreation Facilities*, 1994 Hillary Commission for Sport, Fitness and Leisure in conjunction with the Queensland Department of Tourism, Sport and Racing

*Recreation and Sport Planning and Design, A Guidelines Manual*, Jim Daly 1995 for the Office of Recreation and Sport South Australia.

## APPENDIX A: **Example of Needs Assessment Study Brief**

Following is a brief overview of some of the pertinent matters which should be included in a Needs Assessment study brief.

### **1 Background**

*Enter a brief description of the area to be studied including demographic trends, infrastructure etc.*

For Example: “The City of ..... is a major regional centre situated 30kms from the centre of Perth. The area has long supported a diverse community with rural population towards the east and new residential subdivisions to the west. The City has experienced an annual growth rate of 6.2% over the past ten years and its population now stands at 45,640.

The Council is aware of the impacts on its current facilities and programs of this population growth and is now in a position to undertake a Needs Assessment for its community”.

OR

“The need for a new aquatic facility (or bowling green, tennis court etc.) has been raised on a number of occasions in recent times. The purpose of this study is to determine whether a new facility of this nature is required or whether existing facilities can be modified to meet the demand”.

### **2 Study Purpose, Aims and Objectives**

*Specific aims and objectives to direct the study outcomes*

For Example: “The Study’s main objectives are to:

- identify the sporting and recreational needs of the community; and,
- determine the need for a multi-use indoor recreation centre in the ———ward”.

## APPENDIX A:

### **3 Community Participation Approach to be Taken**

*Details of specific consultation methods and /or key identified people*

For Example: “It is recognised that the involvement of the community in this study is vital and as such consultants are expected to undertake extensive community consultation.

Methods of consultation are to be included in the consultant’s submission. It is expected that a Community Workshop will be held at an appropriate time during the study.

The Council is committed to ensuring that the consultation is apparent throughout all phases of the study”.

The Ministry of Sport and Recreation’s *How to Kit* on Community Consultation will assist with the various techniques available.

### **4 Scope of Planning Including Facilities, Services and Programmes**

*A brief outline of the study methodology expected*

For Example: The study should:

- identify key community values and organisational philosophy;
- provide a review of previous reports;
- provide an analysis of social indicators;
- include existing and comparative provision reviews;
- incorporate community consultation;
- identify gaps and duplications in provision;
- include an analysis and synthesis of the information gathered; and,
- provide a range of development options.

### **5 The Timing and Phasing of the Study**

*The commencement and completion dates*

For Example: The study is to commence on ————— and take —— weeks to complete with the final report being provided by——.

# NEEDS ASSESSMENT

*APPENDIX A:*

**6 Method and Frequency of Reporting**

*Specify what is expected of the consultant in terms of formal reporting structures*

For Example: The consultant shall report to the Project Officer (Name of Project Officer) on an agreed frequency (weekly, fortnightly, monthly) and attend Steering group meetings at least three times during the project to present progress reports.

**7 Budget and Project Costs**

*Specify the maximum funding available if known*

For Example: The Council has allocated a total of \$20,000 to complete this study.

Submissions from consultants are expected to clearly state their total costs to complete this study.

It should be noted that ..... copies of the final report are required by the Council and the successful consultant must allow for the cost of printing the reports within their quotation.

**8 Support Available**

*Identify who will provide support and to what level*

For Example: During the study period, assistance and enquiries will be handled by the Project Officer. It is expected that the successful consultant will have all the resources necessary to undertake the study.

**9 Existing Information Available**

*Identify any relevant documentation which must be considered*

For Example: Other reports which will be made available are:

—————Ward Structure Plan 1994

The City of —— Corporate Plan 1996–2000

Recreation Services Business Plan 1996–2000

Population Growth in the City of ——1993

# NEEDS ASSESSMENT

## **10 Submission Deadline and Lodging Details**

*List what is required to be addressed in submissions and where and when the submission should be sent*

For Example: Submissions to undertake the Needs Assessment should include:

- an outline of the relevant experience of the consultancy and consultants;
- the methodology to be used;
- the demonstrated understanding of the issues and process necessary to complete the study;
- the proposed fee to undertake the study; and,
- the names and contact details of at least two referees familiar with the consultants relevant work.

Submissions addressing this brief must be received at the City of — no later than (Date and time). Submissions sent by facsimile will not be considered for appointment.

Canvassing of Councillors or Council Employees will disqualify.