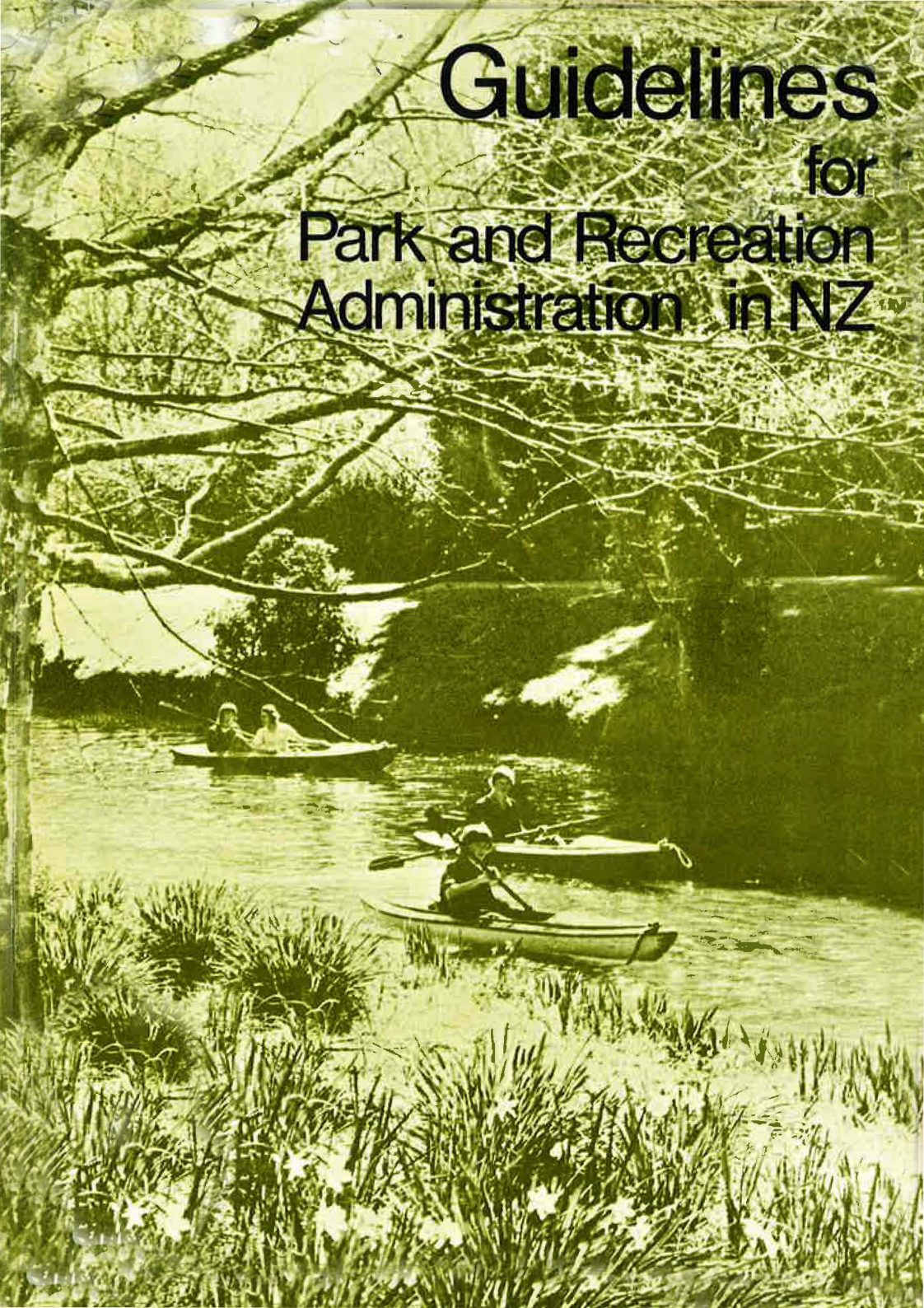
Guidelines for Park and Recreation Administration in NZ



Guidelines for Parks and Recreation Administration in New Zealand

GUIDELINES

for personnel involved in policy making, administration, and management of Parks and Recreation within managing authorities in New Zealand

T. R. Deppe
Visiting Fulbright Professor

J. O. Taylor
Senior Lecturer

Department of Horticulture, Landscape, and Parks
Lincoln College, Canterbury, New Zealand.

Prepared in collaboration with the
N.Z. Institute of Park and Recreation Administration
and the
Department of Horticulture, Landscape, and Parks, Lincoln College.

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FOREWORD

Traditionally, local authorities have been concerned with the provision of parks, scenic reserves, botanic gardens and other natural resource amenities for their citizens. Also, New Zealanders have long been noted for their deep interest in sports and the provision of outdoor recreation areas and facilities has received high priority in most communities, both large and small.

The necessity for supplementing the traditional park services with the community's recreation needs has received increasing attention in recent years. It is the purpose of this study to determine the role of local authorities as it relates to the careful integrating of the recreation aspect to the existing park department. Also, the assumption that the leisure needs of citizens can best be provided by consolidating recreation services with the park services was made so that overlapping costs can be eliminated and local authority responsibility for both services can be increased.

Guidelines should reflect the current thinking of park, recreation, and elected officials as to the best approaches in planning, organising, and operating departments so that problems might be minimized and adequate and quality services provided. With this in mind, lay (elected councillors) and professional leaders were asked to assist in developing guidelines for the integrating of parks and recreation into a united department.

With assistance from the New Zealand Council for Recreation and Sport and the New Zealand Institute of Park and Recreation Administration, regional meetings were conducted with the purpose of establishing a dialogue among community leaders and to gain their best thinking as to desirable approaches for operating local authority park and recreation departments.

A steering committee composed of the following professionals was established to guide the study.

J. O. Taylor, Senior Lecturer, Parks & Recreation Administration, Lincoln College (Chairman)

T. R. Deppe, Chairman and Professor of Recreation & Park Administration, Indiana University (Fulbright Scholar, Lincoln College).

G. G. Henderson, Director of Parks and Recreation, Dunedin.

A. D. Jellyman, Director of Parks and Recreation, New Plymouth.

R. N. Larkin, Chief Adviser, N. Z. Council For Recreation and Sport, Wellington.

Members of the steering committee submitted guideline statements that were eventually organised into an evaluation and discussion document. The authors are indebted to the counsel and advice received from the other members of the committee and the co-operation of the regional representatives of the Institute who convened meetings to discuss the material developed by the committee. All members of the Institute, not contacted through the regional meetings, received the draft document through the mail.

As a result of the comments received and the evaluation of the guideline statements, a summary report of the survey was presented at the Annual Conference of the Institute of Park and Recreation Administration held in Dunedin in September 1976.

It is hoped that the document now finalised will prove valuable to local authorities as they organise and operate park and recreation programmes in their communities.

INTRODUCTION

Local authorities have a prime responsibility for providing basic park and recreation services needed by citizens of all ages who are living in a primarily urban environment. Most public officials are concerned as to how these needs might best be met and the most economical and efficient manner of organising these services so that the best possible services can be provided in line with the fiscal resource available.

The basic assumption of this publication is that parks and recreation services should be consolidated into one department so that a united and co-ordinated approach of providing not only areas and facilities but also leisure services can be achieved. This concept received an almost unanimous endorsement by both park and recreation professionals and the elected officials taking part in this study.

DEFINITIONS

Recreation is any enjoyable leisure experience in which the participant voluntarily engages and from which he receives immediate satisfaction. The activity may be active or passive, formal or informal, organised or unorganised, spectator or participant, and may consist of such things as: sports and games, arts and crafts, music, drama, dance, outdoor recreation and camping, or mental, literary and linguistic activities.

A **park** is land administered for the passive or active recreational use of people. It may be a recreational resource or be set aside for conservation, preservation, scenic or some other specific purpose.

Community recreation denotes those recreation activities that society provides through various social institutions such as the local authority park and recreation (or other) department, the school, the home, the club, the church, or industry.

Recreation programmes are those recreation offerings that are made available to a community by public and private organisations. Programmes should provide equal opportunities for recreation for all the community and make the best use of areas and facilities. Programmes do not have to be time allocated (like a concert programme) but they may be. They do not have to be organised, but they may be.

Recreation Officer:

A person trained in the management and promotion of recreation. Depending on the size and scope of the recreation demand the duties of a recreation officer may include all or some of the following:

1. Manage or administer recreation centres, community centres, sports centres to ensure the proper and efficient use of areas and facilities.
2. Assess, organise, motivate and activate leisure time activity within communities.
3. Supervise personnel both professional and volunteer and show leadership in recreation programming, development and research.
4. Carry out policy and administrative requirements of Parks and Recreation departments.
5. Co-operate with appropriate and kindred organisations for the proper community development of recreation.

Goals are statements of general purpose. i.e. what the department seeks to accomplish by its entire operation. They may be short term or long term.

Philosophy is a theoretical framework of basic beliefs held by an individual or group upon which principles or policies may be established and goals developed. From a defined philosophy, methods and techniques can be built. i.e. "this we believe."

Recreation begins with toddlers.

THE USE OF GUIDELINES

It is hoped that the guidelines presented in this publication might be used by elected officials and park and recreation professionals in the planning, organising, and administering of park and recreation services in their communities.

Specifically, the model might be used as:

1. a blueprint for city, borough, and county councils as a guide for unifying park and recreation services which are provided by their councils into a single park and recreation department.
2. a guide for park and recreation professionals in self appraisal of their recreation and park operations and services.
3. An instrument for city, borough, and county councils and park and recreation committees in establishing policies, allocating fiscal resources, and demonstrating to the public that the park and recreation service is being operated effectively and efficiently.

LIMITATIONS OF THE GUIDELINES

It is realised that the guidelines presented must be general in nature. They will provide however the fundamental principles for integrating two local authority functions, parks and recreation, into a combined department. The model should serve as a base from which more specific standards and evaluative criteria might later be developed. i.e. area and facilities, personnel, finance, etc.

Certainly not all guidelines, endorsed as essential or desirable by the persons taking part in the study, will apply to all cities, boroughs, or counties. In larger cities and counties, most guidelines would merit consideration. It is in the smaller cities and boroughs that the relevance of some of the guidelines might be questioned. For example, a department with only three or four employees would not need an administrative or personnel manual and would not have a comprehensive master plan to guide their area and facility development.

It should be clearly understood that guidelines are not static and therefore must be reviewed regularly and revised to reflect societal change.

CURRENT STATUS—GOALS FOR THE FUTURE

Individuals completing the questionnaire were asked to indicate whether their departments were meeting each of the guidelines. In many cases this part of the questionnaire was left vacant which would indicate that the councillor or executive was unsure as to whether the guideline was being met or not.

It was reassuring to find many parks and recreation departments incorporating a high percentage of the guidelines as a part of their operations. However, in other communities, departments fell short in achieving many of the guidelines.

The guidelines presented in this publication were all evaluated as essential or desirable, so they should therefore be looked upon as desirable goals for parks and recreation departments to strive for in future years.

As recreation management is a new concept to be incorporated into many existing park departments, it is recommended that local authorities carefully study the guidelines established in this document. The objectives are a better quality environment and a better quality of life for their citizens.

THE GUIDELINES

PHILOSOPHY—THIS WE BELIEVE!

First and foremost, it is essential that local authorities identify their "real mission" as it relates to the provision of park and recreation services to their communities.

Philosophy gives direction, focuses attention, and provides the framework for the successful organisation and operation of parks and recreation departments.

Unless these philosophical beliefs are understood by elected officials, professional staff, and the general public, it is impossible to establish meaningful goals for the organisation.

Guideline

1. **Park and recreation departments should have written statements of policy concerning the purpose and philosophical aims of the department and its principal officers.**

2. **The parks and recreation profession should work closely with other professions in the pursuit of a quality environment in communities and the protection of the environmental quality in New Zealand.**

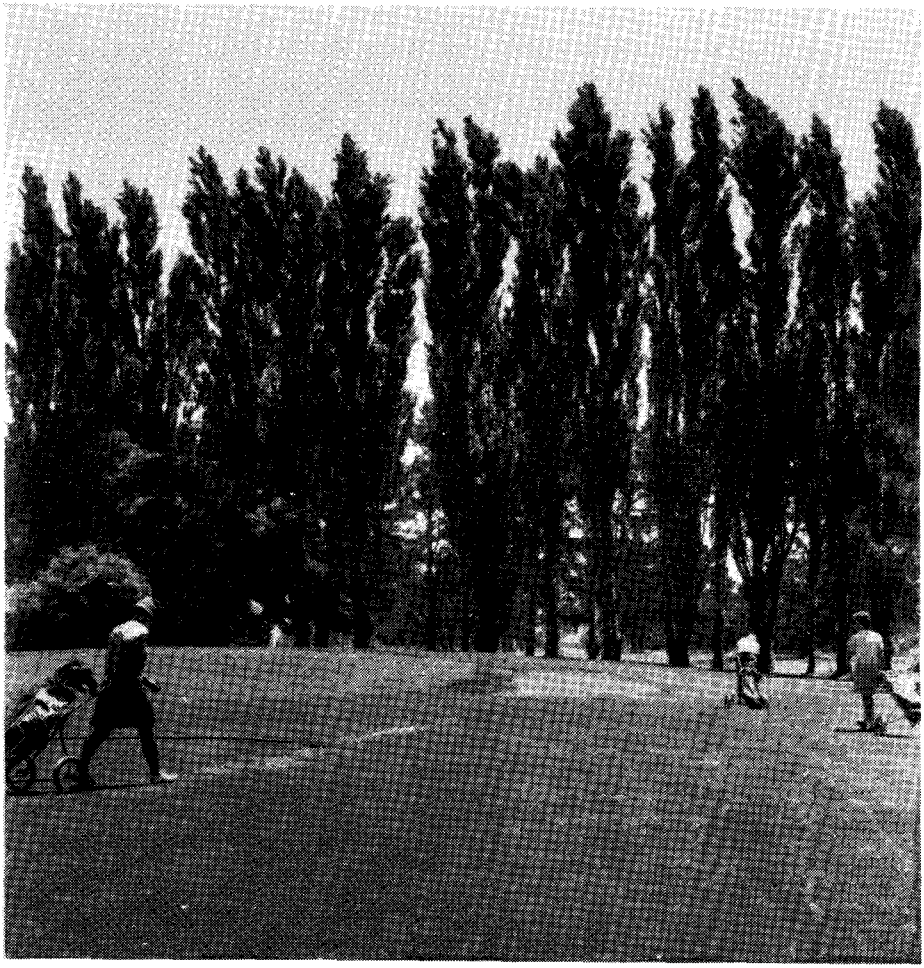
Interpretation

We believe that local authorities should have the following missions:

Natural resource mission—the setting aside and administering of land for conservation, preservation, and or active and passive use by the public (parks).

Human resource mission—the improving of the quality of life for all citizens through meaningful leisure experiences (recreation).

New Zealand has excelled in providing beautiful parks, scenic reserves, and other natural resource amenities. There appears to be a growing recognition among elected officials and professionals that increasing attention should be given to the human aspect of the joint venture of parks and recreation. It will, no doubt, take several years before the proper blend of these two missions will take place. This is the mission of Parks and Recreation as a profession in New Zealand.



Golf can be for everyone.

GOALS—THIS WE SEEK TO ACCOMPLISH!

Socrates, some 2400 years ago, stated: "If a man does not know to what port he is sailing, no wind is favorable." Likewise, if a department does not have specific goals for its personnel to achieve, the effectiveness of the management of the organisation cannot be determined.

Long range goals provide direction for a sustained period of time—three to five years. They reflect the overall philosophy and mission of the organisation and serve to provide continuity for the department regardless of the changes in personnel.

Short term goals or annual goals state the results expected by the organisation within a limited period of time and are based upon the finance resources available. In order to be meaningful, they must be realistic, attainable, and measureable. They are the very heart of the ongoing management process of the organisation.

As the needs and interests of citizens change, short term goals must be changed in response to these changing needs.

3. **Park and recreation departments should define, in writing, their long term goals regarding provision of services, facilities, and open space for the community.**

4. **Departments should establish short term goals which should serve as a guide for the department's annual operation as well as a measure of the accomplishments of the department.**

5. **Goals should be developed and reviewed with the involvement of the committee for parks and recreation and the staff.**
6. **Written goals should be developed defining the task of the park and recreation department for providing recreation programmes and services.**

Interpretation

Goals should be defined specifically. They should be realistic not only from the point of view of being possible to achieve financially but also from the point of view of being possible within the capabilities of the staff of the department concerned.

Goals should be known to all staff in order to promote harmony and teamwork so that the objectives can be achieved.

ORGANISATION AND ADMINISTRATION

A park and recreation department's organisation should be so structured as to enable the philosophical missions and the goals to be achieved.

The City Council and the committee for parks and recreation have the legislative or policy making function while the administrator and his staff are responsible for carrying out the operation of the department in pursuit of the goals that have been established. It is essential that there is a clear understanding of the functions of the legislative and administrative components of the local authority so that friction is eliminated and the goals of the city are carried out in the most desirable manner.

7. **There should be one unified department within local government with the responsibility of planning, providing, and administering for the recreation and park needs of its citizens.**
   Example: Organisation chart—small city or borough, population 20,000 to 50,000.

CITY OR BOROUGH COUNCIL

MAYOR

COMMITTEE FOR PARKS AND RECREATION

TOWN CLERK

DIRECTOR OF PARKS AND RECREATION

CEMETERY ADMINISTRATION	HORTICULTURAL ADMINISTRATION	PARKS & RESERVES MANAGEMENT	RECREATION ADMINISTRATION

(Personnel employed as required to carry out these services).

Example: organisation chart—larger city or county.

CITY OR COUNTY COUNCIL

MAYOR

COMMITTEE FOR PARKS AND RECREATION

TOWN CLERK

DIRECTOR OF PARKS AND RECREATION

ASSISTANT DIRECTOR

WORKS SECTION	SEXTON (Cemeteries)	PARKS SECTION Bot. Gardens Play fields Forestry Street planting Horticultural development and maintenance	ADMIN. SECTION Clerical Records Finance	DESIGN PLANNING RESEARCH SECTION Landscape design Inventory	RECREATION OFFICER Swimming Pools Community Centres Holiday programmes School centres, Voluntary association liaison

8. **Larger departments should have administrative manuals which might include: policies, rules and regulations, operational procedures, personnel policies, and other factors governing the administration of the organisation.**
9. **The organisation and operational system of a department should be understood by all levels of staffing including a clear statement on degrees of authority and financial accountability in the cases of supervisory levels upward within the department.**
10. **Understanding and communication between the park and recreation department and other city departments should be clear at all times.**
11. **All recreation personnel employed by the local government should be under the jurisdiction of the park and recreation department.**

Interpretation

Although all individuals taking part in the study felt that it was essential or desirable that there should be a clear understanding of the functions of the Committee for Parks and Recreation, the City Council, and the administrator, a sizable number of respondents stated that this is met by their department only to some degree. It is strongly recommended that steps be taken to alieviate this situation.

Although it is recognised that it would not be feasible for smaller departments to have administrative manuals, this does not preclude them from establishing policies, rules and regulations, and good personnel understanding for their small operation and employees.

In spite of the situation that recreation officers are employed by community development, welfare, engineering, and other such departments in several cities throughout New Zealand, the majority of the respondents believed that recreation personnel should be within the parks and recreation department.

The current practice of administering selected park and recreation facilities (i.e. swimming pools, golf courses, sports stadiums, etc.) under departments of committees other than parks and recreation should be carefully evaluated. Uniting all park and recreation functions under one department would ensure that overlapping costs would be eliminated and co-ordination of park and recreation services increased. Unity would also ensure that persons involved in recreation management would have a uniformity of thought and objectives.

FINANCE

In an era of fiscal difficulties, local authorities are faced with unpopular alternatives (increased rates or decreased services, or both) if they are to keep pace with cost increases and public demands.

The need for developing management systems that would require park and recreation executives to operate more effectively, and to efficiently plan, operate, and evaluate existing programmes is considered essential.

Departments of parks and recreation should have a sound financial administrative system. This should include detailed budget planning, costing and cost control, adequate financial records, and service statistics.

12. **Park and recreation operating budgets should focus attention on the money needed to maintain and extend areas, facilities, recreation programmes, and services rather than how the money will be spent (object of expenditure).**
13. **Reduction in financing (budget cuts) of local park and recreation departments should result in the reduction of recreation programmes and services rather than lowering the quality of service.**
14. **A long term capital improvement programme and budget should be an integral part of the budgeting process.**

Interpretation

Professionals have the responsibility of interpreting the needs, interests, and requests of citizens for recreation programmes and services and to carefully analyse how these needs might best be met in the community. By focusing attention on the costs of recreation programmes and services, elected officials will be in a better position for allocating limited fiscal resources.

Knowing the costs of programmes and services performed by the department, priorities can be established, a plan of work can be developed, and professionals will be challenged to accomplish programmes according to the plans approved by the elected officials. Also, citizens will be able to see exactly what programmes and services are going to be provided and the ultimate costs.

The Honourable D.A. Highet, Minister of Recreation and Sport, in a speech to the Annual Conference of the New Zealand Institute of Park and Recreation Administration, Dunedin, 1976 made the following comments:

"It is not the number of dollars that are spent on recreation that counts. It is the return per dollar expended in terms of recreation enjoyment which matters. If local authorities are to maximise the effectiveness of their recreation budgets, then they must plan. They must survey resources and needs. They must allocate priorities and they must continually re-assess their programmes in the light of changing recreation patterns."

By taking advantage of the Government's financial involvement through the assistance now being offered from the Ministry of Recreation and Sport, local authorities will be able to supplement their local fiscal resources and provide additional services to their communities.

Constructive recreation. Hour-glass tower built by scouts.

PUBLIC RELATIONS—COMMUNICATIONS

The success that a park and recreation department achieves is dependent upon the organisations' ability to communicate effectively with the public at large, as well as interpreting the needs and interests of the public to the individuals functioning for the city.

It has often been stated that "the best public relations is quality recreation programmes and services." Happy, satisfied participants in our park and recreation programmes and services go a long way in developing a good image for the department.

15. **A systematic and conscientious schedule to improve public relations should be provided by the department to interpret the department's programmes, services, and objectives to the public.**
16. **The support of the public can most convincingly be gained by the ability of a department to demonstrate its competence in using its resources efficiently, in satisfying the needs of the consumer, and providing an environment which enhances the reputation of a community.**
17. **All levels of staffing should be kept informed about departmental developments and changes as a means to better understanding of the total operation, policies and philosophies of a park and recreation system.**

Interpretation

There appears to be many misconceptions among the elected officials and community leaders as to the responsibility of local authorities for providing recreation programmes and services for its citizens. Also, there appears to be many misconceptions as to recreation itself. In far too many cases, recreation is viewed as mainly sports, and cultural activities are viewed as different from recreation.

It is imperative that park and recreation professionals carefully analyse their department's image, good or bad, and develop an extensive programme of public relations to create a more valid and proper image that the public has of their department.

The quality of the image of our park and recreation department is dependent upon qualified professionals, acting in a highly skillful manner, running an efficient, well-managed operation, offering quality recreation programmes and services, with all these facets properly interpreted to the public we serve.[1]

[1]From paper presented by T. R. Deppe to the 43rd Annual Conference of the N.Z. Institute of Parks and Recreation Administration, Dunedin, 1976.

AREAS AND FACILITIES—PLANNING

Quality of the living environment should be a major concern of local authorities. Cities, boroughs, and counties have a prime responsibility for the planning, acquisition, and development of park and recreation lands if a quality environment is to be achieved and the leisure needs of the citizens are to be met.

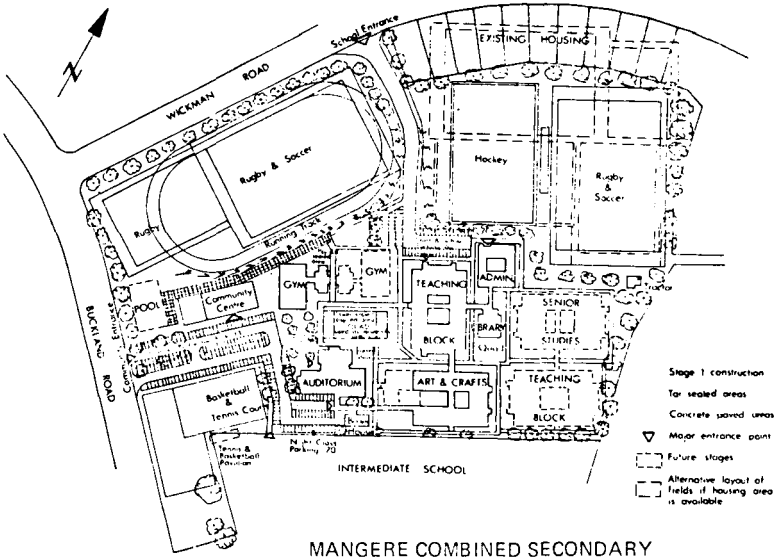
A unified and balanced system of park and recreation areas and facilities can only be achieved if good planning is undertaken by the department and city. Proper balance, harmony, and order can be assured only if the plans and needs of the many community agencies are taken into consideration. Cooperative planning should assure that duplication, maladjustment, or in some cases, deficiencies, will not occur.

Because of the diverse population characteristics and correspondingly wide variety of recreation interests found in most communities, area and facilities must be developed and maintained in usable units so that a wide variety of activities can be fostered.

The park and recreation plan should be incorporated in the city, county or borough's comprehensive master plan. School-city planning should also be encouraged so that cooperative use of park-school areas and facilities can take place.

18. **A comprehensive master plan for park and recreation areas and facilities should be prepared, adopted by the administrative body, reviewed annually and updated.**
19. **There should be a master site plan for each individual park and recreation site.**

Example: Mangere Combined Secondary School/Community Centre Concept



MANGERE COMBINED SECONDARY SCHOOL/COMMUNITY CENTRE CONCEPT

20. **Park and recreation professionals should be part of a team (planning committee) concerned with total community planning.**
21. **Planning for park and recreation areas and facilities on a regional level is essential for larger urban areas.**
22. **Departments should be active in acquiring and developing new open space within the community to meet changing needs.**
23. **Park and recreation space and facility standards should be developed by the profession.**
24. **Policies for the use of public park and recreation areas and facilities by various user groups and clubs are essential.**
25. **The joint park-school plan, in which park and school authorities acquire and develop adjacent areas as a single functional unit for mutual benefits, should be encouraged.**

Interpretation

The Town and Country Planning Act 1953 requires city councils to prepare and administer comprehensive development plans for their communities. The incorporation of open space, reserves, parks, and recreation areas and facilities into the overall city plan assures that the recreation and park needs for all citizens in all parts of the community will be considered.

In many communities (e.g. Wellington, Christchurch, Hamilton, Dunedin and others) park and recreation professionals are involved in the planning process; however, in other cases park professionals are not included as a part of the planning team.

When it is realised that people's leisure interests cover a wide range of activities, local authorities should carefully examine their areas and facilities to assure that they are providing recreation programmes and facilities for the total neighbourhood and community needs. The Bishopdale Community Centre opened in 1976 by the Waimairi County Council is an excellent example of multi-purpose building that is designed to meet the variety of needs in that area. It is strongly recommended that small and large communities alike carefully examine this concept as they look toward the future.

The planning and development of a school/community centre is just as important as planning a home. The involvement of planners, park and recreation professionals, school officials, community groups, and the public at large, will insure that the building will cater for the educational and recreation needs for the total neighbourhood or community. (See illustration, guideline 19).

As the growth of urban areas continue in future years the development of regional governments, cooperative ventures and regional planning will receive increased attention. The Summit Road Reserves bordering Christchurch and Lyttelton Harbour has regional significance and is a good example of reserves that benefit the entire region.

Park and recreation space and facility standards are needed to give guidance to local authorities as they acquire land and develop park and recreation areas and facilities (Guideline 23). Local authorities should look to the N.Z. Institute of Park and Recreation Administration or the N.Z. Council for Recreation and Sport for help in this area of concern.

PERSONNEL

A dynamic changing society has not only changed our cities and the people in them but also the duties and qualifications of the park and recreation professional. Today, we find that the park and recreation administrator must keep abreast of the latest technical skills and knowledges to plan and operate and ever growing park system. He also, must be alert to good management and fiscal procedures; he must be a good planner, organiser, promoter, personnel manager, and an evaluator. He must be alert to the everchanging needs of the people in his community.

The need for adding recreation officers as a part of the park-recreation team has received increasing attention in recent years. it is generally recognised that recreation leadership will enable people of all ages and with varying skills and interests, to engage in a wider variety of leisure pursuits with the ultimate goal—a more enjoyable and satisfying way of life.

With increasing demand for more facilities, better services and improved management systems, the experience, training and abilities of park and recreation personnel is receiving greater attention than ever before. To keep abreast of changing times and to enable park and recreation professionals to be on an acceptable level compatible with other professional persons in areas of public administration, it has become necessary to introduce university training courses for the professionals of the future. These courses are designed specifically to meet the training and education needs of persons who elect to take up a career in parks and recreation administration.

26. **High standards of qualification at all levels of the park and recreation profession should be sought and maintained.**
27. **Recruitment of officer personnel should whenever possible be from persons holding acceptable professional qualifications.**
28. **Park and recreation departments should undertake staff training programmes wherever possible.**
29. **Persons in authority should encourage park and recreation staff to participate in recognised training programmes.**
30. **Park and recreation departments should establish for officer staff job specifications which are in accord with the working situation of the position which they hold.**

Interpretation

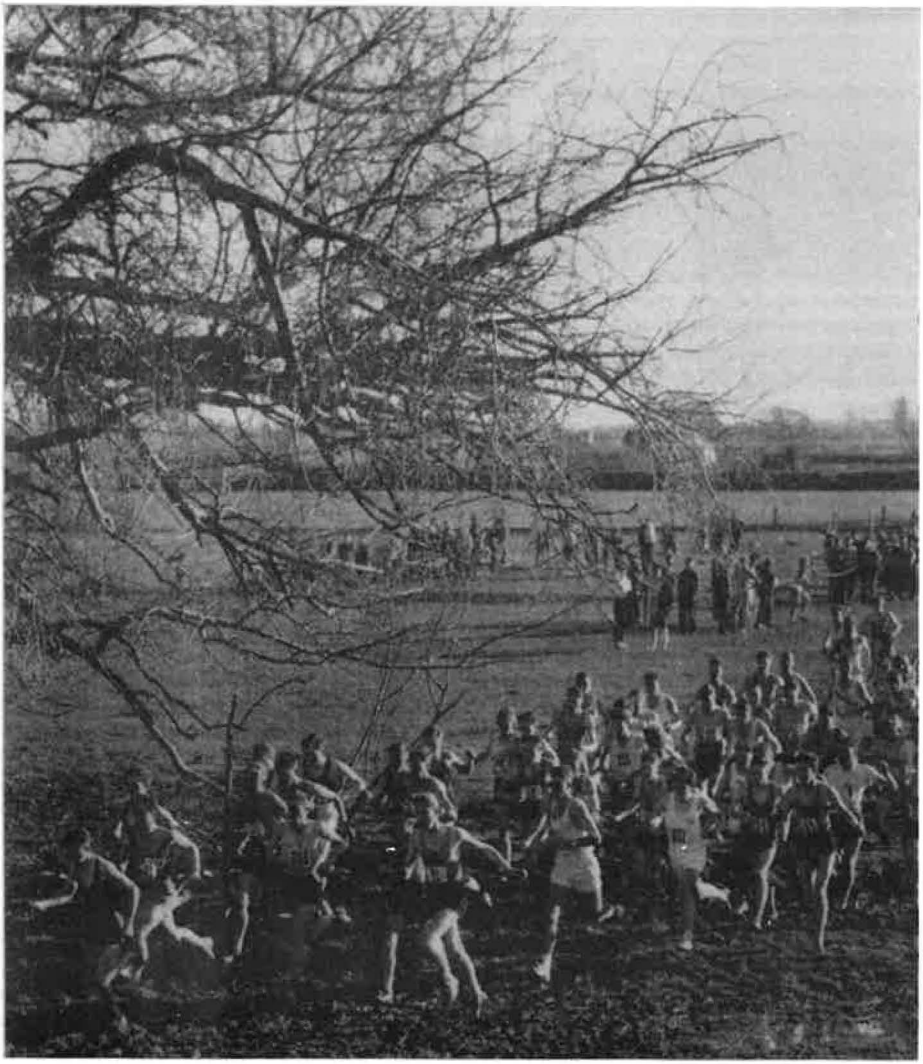
The situation in New Zealand at present is that not all officer or senior appointments can be made from persons holding recognised professional qualifications (guideline 27). The objective should be however to steadily progress with educational and training opportunities so that this guideline will ultimately be met.

It appears that many elected officials must be sold on the need for adding recreation officers to their existing park staff. The real values of such officers are not understood and many misconceptions of the role of such officers are apparent. (See Definitions, Page 6)

"—The time is ripe for a serious discussion on the significant roles that recreation officers can provide as members of the park and recreation team . . . The Institute of Park and Recreation Administration and the Council For Recreation and Sport should initiate a study committee on this subject and an intensive in-service training programme for the recreation officers already on the job should be initiated.

The proper integration of recreation into the existing park department will be assured only if these roles are properly established, qualified recreation officers are hired, and an environment of encouragement and understanding by lay and professionals is established."[2]

[2]From paper presented by T. R. Deppe to the 43rd Annual Conference of the N.Z. Institute of Parks and Recreation Administration, Dunedin, 1976.



Recreation—and keeping fit.

PROFESSIONAL ORGANISATIONS

In order to advance the standards and status of the profession of parks and recreation, the New Zealand Institute of Park and Recreation Administration must expand its goals and influence to include all persons working in the field of parks and recreation. Not only must the Institute encourage and promote this broadened membership but it must seek active involvement by members in the professional activities of the organisation.

To achieve this, adequate communication between the Institute and its members must be maintained. Communication must also be regularly sustained with all kindred associations.

31 Parks and recreation officers should become members of and become actively involved in the affairs of their professional organisation both at the regional and national levels.

32. City officials should encourage and promote participation of a broader spectrum of officer personnel to regional meetings of the Institute.

Interpretation

Most professionals who responded to the questionnaire indicated that the Institute must broaden its membership and programmes to include leisure and recreation concerns. The Institute's annual meeting in Dunedin in 1976 focused its attention on these subjects with seven of the eight papers directed to recreation and leisure.

The established practice of involving councillors in the affairs of the organisation should be continued. Also, National Park and Forest Park officers should be encouraged to become members under its professional umbrella.

EDUCATION

The raising of educational levels is especially important in a developing and expanding area such as parks and recreation. Coupled with the greater demands being made for parks and recreation provision in New Zealand is the need for better education and training in all aspects of maintenance, management, and administration.

33. **Parks & recreation departments where possible should undertake to give internship for qualifying students at a technical and professional level.**
34. **Parks & recreation officers should encourage outstanding youth in their communities to take up professional qualifications at higher education and university levels.**

Interpretation

University courses in training for parks and recreation in New Zealand require certain specified periods of practical field work to be taken in approved parks & recreation departments. It is most important to the students and to the profession as a whole that during this training period they are given adequate supervision and guidance. In the majority of cases students, after graduation, will be, for a number of years, technical trainees until they have gained wider and more varied experience.

The acceptance of the parks and recreation professional standing by the community and by other professional disciplines will depend to a large degree on the quality, experience and abilities of its leaders. The highest possible levels of education and training is imperative to the future standing of the profession.

Competition and skills for healthy development.

SERVICES AND PROGRAMMES

The areas, facilities, services and recreation programmes which a department of parks and recreation is responsible for is dependent on the needs of its community coupled with the ability of the community to pay for these requirements. (See definition, Recreation programmes, Page 6.)

The provision of leadership in recreation for community groups should be determined by need. To establish need thorough investigation should be undertaken either by parks and recreation personnel or by qualified researchers. Merely offering a variety of sports and opportunities for recreation is not the answer to fulfilling a parks and recreation department's desire to meet the recreation needs of a community. Example: To build a recreation centre in a new subdivision and provide it with a gymnasium, squash courts and indoor sports facilities may seem idealistic but if the subdivision is predominantly for retired persons the facility would largely be superfluous.

Quality recreation programmes can only be claimed if the opportunity for recreation meets the actual needs of the community.

35. **Parks and recreation departments should provide areas, facilities and recreation programmes compatible with the needs of a community and in line with budget decisions.**
36. **Individuals and groups within a community should be able to participate in recreational activities without the need for leadership from a parks and recreation department if they so desire.**
37. **Community recreation programmes should provide opportunities for all levels of proficiency, age, and sex in as wide a range of activities as possible including arts, crafts, music, drama, sports and passive recreation.**
38. **Recreation officers and recreation staff should wherever possible stimulate, assist and co-ordinate individuals and groups on a volunteer basis so that they may gain maximum benefits from existing recreation programmes.**
39. **When a need is identified parks and recreation departments should direct their attention to the socially and culturally deprived to assure that these disadvantaged groups have equal opportunity for leisure activities comparable with other groups.**
40. **The needs of the atypical citizen (mentally and physically handicapped, the aged) should be taken into consideration in the planning and operation of parks and recreation departments.**
41. **Development of recreation programmes should, where practicable, involve participants where these participants could contribute usefully to the planning process.**

Interpretation

The policy decisions in the provision of parks and recreation for a community are made by elected parks & recreation committees. These committees are guided in professional and technical matters by their departmental heads. In the future careful study must be made of the local authority role in developing recreation programmes. The Wellington City Parks & Recreation group which reviewed the questionnaire stated that "within New Zealand there is a need for more discussion on protecting the principle of voluntary action as an essential part of the parks and recreation movement. Voluntary action is a prime motivating force for a democratic society as well as a main factor in recreation. Local or Central Government involvements must be very well organised or it can "kill" voluntary action."

Following adequate investigation and research as to the needs in communities for recreation programmes and facilities it is incumbent on the local authorities to endeavour to meet these needs. A major role of recreation officers is to act as a catylist in the proper and full use of recreation programmes and facilities.

Recreation for all ages—the crafts.

EVALUATION

Evaluation is the process of determining the effectiveness of current practices and procedures.

Evaluation of recreation programmes, therefore, would need to examine all areas of recreation in a community with the objective of isolating problem areas, avoiding unnecessary duplication and also of avoiding underprovisions or interference. Proper evaluation would also point up instances of economic inefficiency.

Time scheduling of evaluations should be established. This may be on an annual basis or it may be more frequently. The simple analysis would be "let the scheme (or project or system) run for a while and then evaluate it to see if it is worthwhile".

42. A comprehensive community study should be made of recreation programmes and services offered in the community to determine overlapping areas and areas of omission.

43. An efficient feedback of information on all aspects of departmental operations should be established to ensure effective control on performance, efficiency, and quality as well as financial control.

Interpretation

Community studies of recreation programmes will require research and this in turn will be determined by finance. Nevertheless evaluation of present services and programmes is important to determine efficiency and to determine whether modification should be instituted by departments. Evaluative surveys must be correctly conceived and carried out by competent personnel if the analysis is to be acceptable to all concerned.

CO-OPERATIVE RELATIONSHIPS

The joint use and sharing of areas and facilities by local government departments has been accepted in principle throughout New Zealand. Further discussion and understanding is still required in some areas but at least the wisdom of the concept is being recognised. Forward planning and attention to specific and local problems will ensure the successful integration of school and park facilities for multi-purpose use by communities.

44. **Endeavours should be made by park and recreation departments and local school authorities to set up written statements of policy concerning land acquisition and development for joint use, development and maintenance.**
45. **Detailed policies should be agreed upon between parks and recreation departments and schools concerning responsibilities, use, maintenance and the up-grading of areas and facilities which are already in joint use if these policies do not exist.**
46. **In larger urban areas regional park and recreation co-operation should be initiated to co-ordinate developmental programmes and services between the various governmental agencies.**

Interpretation

Regional planning authorities and town planning departments of Councils should initiate discussion wherever necessary to bring together those persons responsible for planning in parks and recreation.

Only by continual communication and co-operation will errors such as duplication, under-provision and wasteage be avoided.

The challenge of active sport.

CONCLUSION

From the studies and evaluations carried out by the authors it is evident that the role of local authorities in providing recreation programmes and services is not clearly understood by all elected representatives and by administrative personnel.

Local authorities and communities generally however are becoming aware of the need to provide more leadership in recreation development and recreation programming within their communities. This is more evident in higher density housing areas than in less dense areas and rural settlements. A lack of suitably trained personnel is hampering the development of orderly and adequate recreational planning. The role of recreation officers within communities is also not fully understood by employing authorities, although the need for professional assistance in recreational provision and programming is recognised.

It is evident, particularly in larger centres and in many rapidly growing urban communities, that recreation provision and organisation is being undertaken by various local authority departments other than by the parks and recreation department of the councils.

Besides being the responsibility of parks and recreation departments, recreation in some centres is under the jurisdiction of town clerk's departments, engineers' departments, planning and social development departments, community welfare departments and similar social welfare sections.

In some centres recreation is the responsibility of more than one department and this can lead to a lack of co-ordination and may even cause conflict between individuals and departments.

There are obviously many misconceptions as to the full meaning of recreation and the role of recreation officers. Recreation management is not the prerogative of either physical sports enthusiasts or the community centre managers who may specialise in their particular sphere of interest. Recreation management encompasses all forms of recreation.

There is a need for continued and expanded training in professionalism both for parks administrators and recreation personnel.

The New Zealand Institute of Parks and Recreation Administration should steadily expand its scope and influence as the professional body representing the profession as a whole. Its leadership role must be understood both by its executive committee and by its members. The Institute's influence and strength in the future will depend on its ability to look ahead and come to terms with the problems which can confront this expanding profession of parks and recreation.

Hopefully this booklet will assist in clarifying many of these problems and give a lead to the direction which the parks and recreation profession in the future must take.

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PARK & RECREATION ADMINISTRATION

The professional organisation of Parks & Recreation in New Zealand is:

The New Zealand Institute of Park & Recreation
Administration (Inc.)
Honorary Secretary
I.D. Galloway
P.O. Box 2199,
WELLINGTON.

The first object of the Institute is "To provide a central organisation of persons associated with the administration of Local Authority Parks and Recreation areas, National Parks and open spaces and related organisations and to promote cooperation and mutual assistance between them".

Membership of the Institute may be granted to a person fully employed or associated with the generally accepted field of Park & Recreation in a supervisory or senior capacity.

TRAINING IN PARKS & RECREATION

The professional qualification in New Zealand is the Diploma in Parks & Recreation.

At present this qualification consists of two options:

1. Local Authority
2. Park Ranger

A third option, that of Urban Recreation Management may be commenced in 1979.

The course comprises two practical years and three academic years at Lincoln College.

Enquiries should be made to:

The Registrar,
Lincoln College,
CANTERBURY.

N.Z. COUNCIL FOR RECREATION AND SPORT

The advisory body to the Ministry of Recreation & Sport is the N.Z. Council for Recreation & Sport.

The Council's prime objective is the creation of opportunities for people to participate in their chosen leisure pursuits. The Recreation and Sport Programme has financially assisted thousands of organisations which serve recreational interests of New Zealanders.

A Diploma of The New Zealand Council for Recreation and Sport is obtainable after due qualification.

Enquiries should be made to:

P.O. Box 8018,
Government Buildings,
WELLINGTON