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Structures and Strategies A Narrative Analysis of Eleven Community Organisations in Otago

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Background

This research project was initiated in 2001 to explore the governance and organisational practices of 11 diverse community organisations in Dunedin. The themes explored within the study are the life history, the influence of the external environment, the internal dynamics, the challenges to and the success factors of the organisation. The aim of the researchers was to allow the organisations to tell their own stories and for others to learn from those experiences.

The Community and Family Studies Department of the University of Otago and the Community and Recreation Department of the Dunedin City Council provided co-ordination and funding to undertake this study.

Methodology - Narrative Analysis

The use of narrative analysis is an appropriate research technique for this research as it offers a dynamic, rich, holistic perspective to the organisations studied (Eastoe, Haire & Rees 1991:1). Eastoe, Haire and Rees explain that narrative analysis

"allows the researcher to see how respondents impose their order on experience and environment by commenting upon relationships between events and actions through stories. Therefore, narrative analysis enables the researcher to identify the transitional stages leading to a given situation, and to identify similarities and differences between groups" (1999:1).

This technique is best suited to studies that involve small numbers of respondents, deal with complex issues which require an understanding of the subtleties of the information gathered (ibid).

The formal structure of a narrative revolves around the concept of a story; with a beginning, middle and end.

Czarniawska (1999:22) outlines the possible uses of the narrative approach within the context of studying organisations. She breaks these up into three sections that again mirroring a beginning, middle and end. These are:

Beginning

- Watch how stories are being made
- Collect stories

Middle

- Interpret the stories (what do they say?)
- Analyse the stories (how do they say it?)
- Deconstruct the stories (unmake them?)

End

- Put together your own story
- Set it against/together with other stories

Within the context of this study narrative theory offers a way of charting how context has changed over time from the perspective of multiple, possibly conflicting, viewpoints.

Method

A project team was established representing organisations that had an advisory role with community organisations. It was felt that the collective knowledge of these individuals represented by the beginning stage of Czarniawska's model which, 'watched how stories have been made' the project team nominated organisations they felt offered a range of perspectives on what it is to be a community organisation. The

intent was to include organisations concerned with social service provision, sport, the environment, neighbourhoods, the arts, pacific people and Maori.

Ethical approval was gained from the University of Otago and a research assistant was engaged to collect the stories. The stories were collected during 2002 from 11 of the 13 organisations originally approached. Unfortunately the two Maori organisations approached both withdrew from the process.

Each narrative involved an initial 2 – 4 hour interview, which was taped. The interview transcription was edited and sent back to the organisation for their checking, editing and approval.

In order to maintain rigour and authenticity as researchers the project has followed guidelines offered to qualitative researchers by Holliday (2002). These were:

- The research question should remain open ended enough to mitigate any underlying agendas held the researchers. This allowed the research process to expand research variables into new areas not necessarily foreseen. This was achieved by introducing themes rather than specific questions to respondents. The themes were: life history, influence of the external environment on the group, influence of internal dynamics, key success factors and challenges. By avoiding a set list of questions this provided the organisations with the freedom to contribute in ways they felt appropriate. The result is evident in the edited interviews as the emphasis of each story differs according to the critical issues identified by each participant.
- Researcher bias was acknowledged thereby recognising that no research is value-free. At all stages participants were able to direct the interpretation of the research question.
- The study was confined to Dunedin groups in order to ensure that the research setting had a sense of boundedness (culture, time and place) enabling it to provide a variety of relevant, interconnected, accessible data.
- The methodological approach was located in a discipline (narrative analysis) that allowed for power sharing and therefore positioned the study ideologically with respect to the work of Foucault and Feire whose approach to power relations acknowledges the importance of pluralism. This is discussed further in the conclusion.

The Stories

It is with great pleasure that we offer these stories to be read. We cannot claim any credit for the wisdom contained and instead would like to acknowledge the generosity that was shown to us by the organisations willing to share their stories. Without their reflections there would be no narrative to share. We hope that the reader will be able to learn from the experiences from this diverse collection and apply the lessons expressed here to their own organisations.

Anglican Methodist Family Care

In the 1960's, much discussion took place about possible church union between Anglicans, Presbyterians, Methodists, Congregationalists and the Churches of Christ. In Dunedin, the Anglicans had a tradition of childcare, with orphanages and also a big foster care programme and the Methodists had a number of programmes including family welfare and a health camp at Company Bay. In this context, formal arrangements were made between the two churches to combine services, and in 1970 the Anglican Methodist Family Care Centre was opened. Board membership was half Methodist and half Anglican.

Funding

While funding from the two churches has varied, it has never reached 50/50 though there have never been any problems with that arrangement.

When the agency started, all funding came from the churches. They paid for the entire operation up till the early 1980s. When the government started offering grants to organisations doing family work, these organisations then started to grow. Then the Children, Young Persons and Their Families Act set up new structures and increasing government money flowed through to the non government sector. Nowadays we receive about five percent of our income from the churches.

For example, in 1987 the Labour Government put two or three million dollars into what they called "Home Builders" for home-based family support. While we have changed the name, a similar programme continues to run today, still funded by a Government contract. That Labour government also set up what was called "District Executive Committees" and sub-regional committees to oversee youth residences. The District Executive Committees operated for about four years, during which they had oversight of Social Welfare. In those days the Department of Social Welfare delivered social work services and also managed benefits.

From the mid- 1980s there was a lot of discussion about the need for funder/provider split, as at that point most of the funding came through the service provided by Department of Child Youth and Family. By about 1992 funding was accessed through contracts negotiated with Community Funding Agencies, which operated out of a business environment. This changed the climate hugely for service providers. Fortunately for Anglican Methodist Family Care, (AMFC), the government saw as priorities the budgeting, counselling, and home builder programmes we were currently offering.

Staffing

Anglican Methodist Family Care began with two staff. Now we have 47 and we are one of the biggest contractors with Child, Youth and Family in New Zealand. One of our biggest initiatives came in about 1992/1993, when there was no single organisation in Dunedin that could offer foster care. Before this, both AMFC and Presbyterian Social Services provided some services, but the new CYPF legislation required much more oversight and accountability of children in care. We set up a Child and Family Support Service, a challenge because caring for children who need foster care is difficult. There were different feelings among staff about us taking on a contract like this, so there was a lot of discussion.

Governance and management

The board has also experienced changes during its time. Up until about eight years ago the board met three or four times a year. These days, the board is made up of a smaller number of people who meet on a monthly basis. Currently, the board is undergoing evaluating the direction it will take in the future. For the board to function well, it relies on the guidance of staff to ensure that the Board's vision for the Agency is reflective of the needs of the community.

At one stage we had a flat management structure where decisions were made at staff meetings, but this became more difficult because of the increase in staff numbers. We now have monthly Co-ordinator meetings drawing in staff working in the South and Central Otago areas. Generally people have been

supportive of each other, with a great team spirit present, which has become even more apparent as the staff numbers have increased.

it is important for us that staff are happy in their work, Otherwise it is difficult for them to work alongside clients, providing welfare and support services. Maintaining job satisfaction has become a challenge at times, as staff have had to work harder to meet the needs of their clients and fulfill contract requirements. As an agency we have regular agency training together, and recently we had a night away to Berwick together to nurture good relationships, and enhance work satisfaction.

Political policies and agency response

Over the years the agency has taken some chances. The advent of contracting, and the funding avenues opening up through the Community Funding Agency, enabled us to increase the services we provided in the Central Otago area, and to extend our services into the South Otago area. In 1992, under the direction of the Minister of Social Welfare at the time (Jenny Shipley) funding became available for a budgeting service. She believed that budgeting was the answer to everything. There is less funding available for budgeting services now than when it first was funded, so we restrict our service to family budgeting only.

Around 1986, the Labour government began tightening up on resources available for the special needs sector. However, the most significant milestone was when the National Government reduced benefit entitlements in 1991. Many people receiving benefits saw them decline between \$27 & \$80 per week. This decision created immense stress on agency workers. Over a four-month period I gave twenty-four talks and sixteen sermons in the hope of raising the consciousness of people about the consequences of the then government's policy changes.

In 1989, 389 people came to us for food parcels in the year, but by 1994 we were seeing \$3,500. The growth was horrendous. Currently, food parcel demand has decreased slightly as unemployment has dropped and Work & Income New Zealand are generally better at accommodating people's needs now than they were in the past.

Up until 1992 the food bank was run by whichever staff were available and whose clients needed food. The changes in policy led to creating a position specifically for welfare interviews and to manage the food bank. About this time I was the Anglican representative on the New Zealand Council of Christian Social Services. The Council began researching the issues around food banks, and some time after that the Otago University began researching similar topics. It was quite daunting for an agency worker to hear mothers saying that they could not feed their children. One story I recall was about children who were taking turns at going to school because there was only one pair of shoes between them. These were 1920's depression stories being lived out again 70 years later.

The business model

What are the impacts of the business model? I don't think this model has had a huge effect on the day-to-day running, but its impact is certainly evident. For a period of time we had annual contracts only. It is unsettling for us not knowing if we would have funding from year to year. It is less challenging now that we have some longer-term contracts which help to provide security from a service perspective.

The longer term contracts were not always straight forward, however. I remember when the National Government introduced some three year funding contracts, but did not guarantee all the money, meaning that each year we still had to put in a new unit cost.

We are getting less money from churches now, and we find it difficult when we see needs and are unable to address them. Money from the churches in the past enabled us to attend to the needs. It is a challenge for us as an agency when we identify needs that we are unable to secure funding for.

The future

About five years ago we evaluated our service and planned a direction for the future. It was clear to us that we were providing family focused services. Projects over the years have included our involvement with the community house in Stenhope Crescent, a group for the elderly in Caversham and a budgeting service for people with special needs such as psychiatric illness. We believed that all these services connect to family in some way. However, our new focus, has been to develop a one-stop-shop to enable families to access a variety of help easily. The main indicator of success is seeing families sort themselves out and turn their lives around, given the opportunity to give life a go.

Arahina Community House

Beginnings

The Arahina Community House initiative grew out of a need identified by the local Multi-disciplinary Co-ordinating Group. A base was needed where some basic living skill programmes could be run. Prior to this programmes were being run from the Mosgiel Family Health Counselling Centre, but due to growing demands there was not enough space, so two of the groups with representation on the Multi-disciplinary team offered support. The Taieri Family Trust kindly offered us the use of a house that they were renting at the time from Housing New Zealand. They were our umbrella group until they disbanded. The Taieri Social Services Council took on this role. Having an umbrella group meant that we could begin applying for our own funding. The house we used was at 5 Spey Street, it was known as the “Number Five” project. There was some funds left after the Taieri Family Trust disbanded which they gave to the new “Number Five” project. As we became more established, and we had more demand for our courses, again we needed to look for more suitable premises to accommodate the growth. Housing New Zealand were very supportive of our project when we were looking for an alternative house, in fact they kept the house here in Perth Street for months while we were generating the necessary funding. “During the interim period between the “Number Five” project at Spey Street and the opening of the Arahina Community House, I had a social work student working with me at the time who became involved with the project which was a real asset.”

What triggered the change from the Taieri Social Services Council to bring Arahina out into its own right was that we had talked about becoming a trust. As the project grew the committee felt it had an identity of its own – also the role of the Taieri Social Service Council had lessened over the years and were seeking more assistance from a local lawyers who was on the trust.

Before we move on I want to explain about the Multi-disciplinary Co-ordinating Group. The group was set up 23 years ago in response to a need for a more structured organisation to bring the many professional bodies working in the area together. The group consists of Plunket staff, Public Health Nurses, Doctors, and Social Workers, who continue to meet today on a fortnightly basis.

We also had the support of Peter Walker from the Community Law Centre in setting up the trust, which was very helpful. The setting up of the trust was important for our future as it can be difficult in the long term accessing funding when you are under the umbrella of another group. It can be interpreted that you are not organised enough to set up the organisation in its own right.

The Arahina House as we know it now began here at number 5 Perth Street in 1993. The house was rented then from Housing New Zealand, and now from Community Housing. The facility is really good. There is a granny flat out the back that we use for a crèche, so we have somewhere for the children to go while the parents are attending the courses, and we are able to offer the crèche facility free of charge. How did you go about getting approval for a crèche? We did not have to meet any criteria because the children were not going to be there for more than two hours at a time, and because it is a granny flat and self contained it does have all facilities to accommodate large numbers.

Funding

Finance to run the house came from a lottery grant, but accessing ongoing funding was challenging. In the early days even though our overheads were low, our funding was erratic and we were still establishing the community funding sources, living from month to month, resulting in uncertainty of the courses offered and no job security.“ As the co-ordinator I was fortunate not to be in a position were I reliant on this position for my total income which took some of the pressure off. It was difficult working for a Trust at times, so I did not need personal financial stresses as well.”

Over time we became more aware of the funding providers that best suited our project and what they wanted to read in the applications. We have got to the stage where we invite representatives from funding bodies to visit us and see what goes on. This has been beneficial, as it is sometimes difficult to communicate the essence of what you are doing on paper. The funder also get a feeling of how passionate you are about what you are doing, we invite the clients to write letters about their experiences as been useful as well. The paper need not be fancy and the spelling and grammar one hundred percent correct, it is the content that appeals.

It has become apparent that it is easier to get money when you already have some, and to keep your accounts in good order. Over time we established a data base of funding providers and their criteria, this has been helpful as the criteria varies, for instance some funding bodies would only give money if you had fifty percent of the funds to begin with. Our connections with Jenny Aimers from the Community and Recreation Services Department at Dunedin City Council had a huge impact on our ability to get where we are today, her knowledge and support was much appreciated.

I just recall, that pleading letter to the Rotary Club for money to cover our first ever cooking class, they understood the benefit of what we were aiming to do and were keen to support us. The Rotary Club has been on board in one way or another ever since then. They helped us a lot to keep the place.

Part of our promotions for the house is to go out and give talks to women's community groups, as a way of raising our profile; as a result the community groups have often supplied us with materials for your courses.

Staffing

The house was staffed initially by people accessed through the Task Force Green Scheme. In time we were able to fund a co-ordinator. It was a challenging time being the co-ordinator as I virtually had two groups to be accountable to, the Multi-disciplinary group and the Taieri Social Services Council, each having different expectations of how I would work. For this to work it was important that each group had an understanding of their role and that I knew who to discuss things with along the way, and that I was honest and up front in my communication to both groups. In the early days it was a challenge when the co-ordinator got sick and was the only person there to run the courses and after school programmes, this situation changed once we were able to get more people on board.

I had a teaching background, which was helpful for the setting up and running of the courses, although some social work experience would have been useful when it came to networking and finding the most suitable people to be involved in helping to run the house. We have been lucky to have had some people from the Task Force Green Scheme on more than one occasion with the help of some funding from the Community Trust, which was a great help to us and we have appreciated their work commitment.

When we moved into Perth Street I had not even sat in the chair in my office before one of the neighbours was on the phone. She was anxious about what was going to be happening here because she saw a group of people looking at the house and realised that it was not a family. The neighbour told me that a family with nine children had been living in the house previously, and there were knotted blankets hanging out the window. Her main concern was that we would not put net curtain ups. She was concerned about the character of the street.

About that time someone in a halfway house from Auckland had murdered someone in the street they lived in, so when the Perth Street residents saw us moving in they were anxious about their safety. We addressed this by sending out the letters to all the neighbours in the larger area inviting them along for morning tea to talk about what we were about and to assure them that there actually was not going to be people staying here overnight. Consequently one of the neighbours has become a very supportive he has been absolutely wonderful, cutting the hedges, spraying the weeds and keeping an emergency key. So that was a very successful exercise all round.

We continued to run cooking and parenting courses, which remain the core of the courses we run. Both of these courses vary in depending on the current need to those attending. The parenting course has minimal structure, which allows for a more client driven environment. I play with the children so that the parents get an idea of what they can do also; some parents have never learned how to play. Over the years we have expanded on what we offer and we find the courses requested by those attending other courses at the house tend to have a greater attendance. I think it is important though to mention when running a new course and it does not work out the way you had hoped, try it a second time because I believe with most courses, it is through word of mouth not your advertising as much that people are attracted. So even if you get one or two people to it they will probably get other people to the next one. I think we learnt that right at the beginning when we tried to run a young mothers group and had virtually no-body to start with and then we kept one or

two and now we get about ten or twelve people along? Again it is always hard to get the funding to run a course a second time when your funding is based on the numbers attending.

We tend to run the courses ourselves, as we have people on the team with the required skills to do so. This is a great advantage as it becomes a little more complicated getting an independent tutor in as you need to ensure that the tutor not only has the skills but also is able to meet the needs of the course participants. We found that when we had an independent tutor we were more conscious of the number of people attending the course, opposed to when we were running the courses ourselves.

We operate 'After School Programmes' everyday from the house and have up to sixty children in a week. The local food bank donates bread to us, which the children usually eat as toast and last year we were donated some fruit which we made into jam to go on the toast. We are very appreciative of all the donations to the house. We have two staff for fifteen children, being our limit when transporting the children, and because a lot of the children have special needs, then fifteen children are a good number to have especially when our activities are based at the house. We have the use of the community van from Taiari Social Services to transport the children when we go out on outings. We are part of the Out of School Care, which is a New Zealand network, and can be accessed through the community-funding agency. We run our after school programmes in a way that there is one activity each day for the children to participate in. We find this works better than having a range of activities and get to play and work with and alongside each other, which is useful for their learning.

We have been incredibly lucky with our staff, Angela, Glenda, here and John Williams. Their enthusiasm and commitment has enabled the community house to be what it is today, and that is why I think when people come for an interview they sense the enthusiasm and dedication that is present. I think we also have quite a supportive committee.

Enough though we are our programmes are directed mostly to women and children, we like to have some male input on the Trust. Our treasurer is very efficient which is much appreciated, as I have spent so many years here myself struggling to manage the finances, and the computer system is a great asset, which Glenda has set up. I think what really makes good teamwork is the way we compliment each other, which is supported by honest communication.

The paperwork has grown such a lot, which is a shame for a lot of small organisations. I am not saying you do not have to be accountable, but it has grown to the extent that you really have to have somebody who is able to do it well, otherwise you can get into a lot of strife. So much of the funding is based on actual figures and measurable outcomes. When it comes to running a course for example you need to ensure that all your costs are built into the amount you are applying for including power, telephone administration. We are fortunate to have Glenda who is our administrator and runs some of the after school programmes.

I think it is paramount for organisations to help each other, especially when they are getting established. Every organisation has so much in common with each other even though what we provide may differ. I think that the lack of contact with other groups is one of the hardest things for a community group. Angela went to Auckland to the Conference on 'Out of School Care' programmes, which was interesting. She discovered that we are really unique in what we do here, as there is virtually no "Out of School Care" for the children that target low-income families except for the odd church group.

Successes

One of our successes would be the fundraising activities. We are not concerned about how much money we earn from the activities as there are other spin offs that come from the activities. The funding bodies always look with favour when they see an organisation attempting to raise some money themselves. The other spin off came from a fashion parade, where the clients here made the bulk of the garments and the clients modelled the garments. The fashion parade was supported by a couple of local shops also. This was an excellent fundraiser as not only did we raise some money, the clients also had an opportunity to feel proud about what they had achieved, a rare experience for many of the clients, which they continue to talk about today. Again this activity drew people from the community who may not have known much about the Arahina Community House.

One year we together a recipe book of all the recipes we had had in our budget cooking class and we are still selling those. The good old cheese roll making and raffles selling is always a good stand by. We sell some of our craft items on stalls in Mosgiel and we have had some items for sale in a local shop.

A fundraising activity we do which involves the children who come to the after school programmes is selling walnuts, the children get to use the money to buy ice creams when we are on an outings. We have the walnuts donated, and the children shell them. It is good for them to learn that they are contributing in some way. I love to see children who come to the after school programme grow and become more confident in what they do. Some children have come over the years for four days a week, so you get to see the changes, which is very exciting.

The demand for our holiday programmes is absolutely amazing. We are already booked out well in advance which is good but on the other hand we are not meeting the demand either which we can not actually address that at this stage.

We have clients come along the craft courses prior to Christmas and make presents. It is a great thrill for everyone when gifts are made to give away. They gifts do not need to be elaborate, but something quite simple. Some of the clients have been making children's clothing from bits a pieces we have at the house, yet very fashionable, a great sense of achievement for the client. It is a way of taking some of the Christmas stress off for people when they are struggling financially. Stability, continuity and security are things we try to provide which makes the house a safe place for people to be, for some clients it is the only place they experience any of these concepts.

Arc Café

The café as it is today opened in 1997 but draws on a longer history back to other venues and cafés and community projects that have been operating in the Dunedin contemporary arts community as far back as the early seventies. You can trace a developmental process through those various projects through a succession of meeting places, venues, cafés that have come and gone. Arc represents the maturing of that history in a sustainable entity that's based on that learning.

There is a community of artists in Dunedin that have always had a strong 'do it yourself' ethic and that's translated into activity in variety of ways. They've worked out ways to meet their own needs for a place to perform in, a venue, having a place to meet in like a café and other things like galleries, recording equipment, events, books, magazines, CD's and records. It's also been more intangible at times around dealing with external issues like relations with City Council, Police, Work and Income New Zealand staff, a whole mix of influences.

The Early Beginnings - creative cultures in Dunedin

Prior to Arc Café opening there was a group of artists who were loosely associated with Oamaru stone carving in what's currently part of the café. The other part of the café had been previously the 'Jail House' and it was set up as an arts based café. It had previously been done in 'Everything Incorporated', 'Super 8' and 'Chippendale House'. This café never got off the ground for various reasons; we were all learning how collectives work and about collective responsibility. In most organisations that work collectively one of the first things that you have to find out is that some people work really hard and some people don't, you've got to get the balance right and focus those practical energies. In one organisation for instance there was a grant for a PA so it became quite a renowned venue and it was at a time, 1985/86 when there was a lot of live bands playing. Around late 1980 it all moved over to a Stafford Street warehouse in the where a key member in both 'Chippendale House' and 'Super 8' lived, then Super 8 collective leased the Milne Bremner building at 195 Cumberland Street, there were occasional gigs that happened there. It was an old hosiery factory and we had performances on the top storey and there was a very narrow staircase and of course the Fire Department came and just totally freaked that we were at the top of a big wooden building doing what we were doing. The opening of Super 8 coincided with the benefit cuts on April 1st 1990.

A café called 'Super Eat' had started at 'Super 8' on Tuesday nights, it was a spontaneous café with mostly vegan food. You could pay either with COBS, the green dollar system that was going at the time, or with New Zealand currency, and it was always very cheap. Lama, a woman at Super 8 who came out of the punk culture was a strong influence in that one. There was a crossover with the Chippendale culture and a distinct group of punk people. Crossovers tended to occur when the two cultures come together, "I can help you out – you can help us out". I think her motivation for food and having cafés at venues was in a way to modify behaviour. She talked about the punk culture being quite violent and loose and crazy at times and you know it was her observation that people were better behaved when they were eating food as well as drinking. She started to introduce food to the Nerve Centre which was a venue that was operating around the same time as Chippendale House and then when Super Eight happened she took that idea into that venue and started doing the food thing and Super Eight basically became Arc.

'Super 8' was a venue where live music happened and eight was the number of art forms that we thought we could organise through that entity. However that project actually became too successful, too visible and too popular and then there was the melt down in terms of relationships with authorities. There was this very successful event, a multi media thing, there was something like two or three hundred people came to this one event and totally packed out this building. Everyone realized "oh my God if there's a fire we'd all be in trouble and we'd burn our friends to death or whatever". It was actually pointed out to us, which was very strange, one part of the Council was trying to close us down and the other part of the Council was trying to support us. We went back to them and said "well look, find us a building that suits your needs and sponsor". Of course that was never going to happen within the culture of how the Council and how central government work. The Labour Government of New Zealand is now more receptive than it's ever been to the arts so it's now it's seen as an opportunity through percent of GDP. It's a thing that they can see but in those days it was like let's get the freaks. To become an artist you did become very marginalised within the Work and Income NZ, the then Labour Department system.

The building inspectors closed down 'Super Eight' at the Milne Bremner building and we thought we might be able to rescue that building by fireproofing it. There was an art auction to raise money and it went really well – we raised \$9000.00 at an auction in the Public Library and we thought “well OK let's fix the building up and keep going”, but that didn't happen. I think the costs were just too much and we didn't have the means really to pull it off. There was still that collective energy, I mean the building was irrelevant in a sense to what was happening anyway with people creating projects and doing work together. It taught us that in any community or collective organisation it's not where you are, it's who you've got around you and what your doing that is important – if you become obsessed with the building you become obsessed with the periphery of what you're trying to get to. It's like the soccer club that becomes obsessed about getting their night training lights, you might obsess so much about doing that that you end up by not training at any of the other times. All the pieces have fallen into place and we need to hang on to that kind of entity because when it falls apart it's like well here we are again. I can remember some people always used to get very disillusioned because things would just get to a point and then it would just explode again like a balloon.

Early Lessons Learnt – community and bureaucracy

There's interesting lessons coming out of that process about our own management of staff and relationships with external authorities like the building inspectors and the experience of being a marginalised culture in your own town. This led most of us to a 'shake your fist' approach to authorities and not necessarily engaging on a cooperative basis, but it was definitely a mutual thing, the so called authorities would be looking out at us as scum and marginal or potentially illegal sort of characters.

That social thing that's been kicking around was vital to the communal glue, by having a place to meet and hang out together. The Café represented this so when that venue disappeared there were several things that re-emerged. Sometimes there was Studio Frank, around at a guy's house at Jetty Street, somebody's bedroom and downstairs from O'Books there were meetings, exhibitions and events and also at 127 Stuart Street a variety of events, performances and other things happened. So we didn't have a formal community base, we transferred into each others studios and homes then those meetings, we called them meetings but really they were just get-togethers and business was done in a very informal social way.

The film makers would meet with writers and all that interaction made the community in Dunedin very strong because from early on there's actually been cross pollination between the various disciplines – it has been an inter-disciplinary approach. You find that quite a few people have been out in the wilderness. I can think of one, who because he's sort of always kept to himself he's someone who not only learned how to shoot film he learned how to process it, he's learned how to do all the soundtracks and he's completely and utterly in control of the end product.

So we had \$9000 in the bank from that art auction and the experience of that last place and these various meetings that were going on at locations and the ongoing art making. In 1993 a business partnership had set up at Moray Place at the church at the bottom of View Street a Vegan Café called 'Zenith'. This café ran for a year and then about the same time as they were imploding there was links being made again by the wider community about the vacant space under the church. This lovely catacomb space was set up as a performance venue so the bits were coming together again. The Café closed and the catacomb started to be activated.

An agreement was made by this amorphous group, this artist community, to take on the lease for the whole building and to sublet the café to another person. We'd run the venue in tandem. It opened on April Fools' Day 1994 and a lot of good energy went into developing the space and cleaning and painting it, building a stage, getting lights and everything set up very much on a communal basis again and that worked pretty well except we made the wrong decision with regard to sub-letting the Café. We were reasonably loose in the way we managed stuff and it's quite interesting at that time two people were actually managing the venue side of the enterprise and that just meant we turned up and opened the door and got the PA, took the PA back and swept up. So there wasn't a good process for managing money or negotiation and checking in on “is it happening”. The money raised from the Art Auction went into the venue and we'd actually got through our savings by running non-sustainable gigs.

After 18 months of excellent activity we discovered that Café rent wasn't being paid, that and other issues

led the landlord to pull the plug and all of a sudden it was swept from under our feet again. We'd established the venue, we'd established the relationships in the Café, it was a popular place and there was some excellent things happening there but again because of inexperience on our behalf to manage a business formally that contributed to the collapse. We lost our space again and we went back into people's studios and living rooms.

By that time dance culture had arrived in Dunedin, that was 1995 and it was when the techno music thing really started happening and that provided a new glue that brought together a whole lot of different people and created quite a deep experience on a communal level again. It was almost like a ritual process of going through a journey together and coming out of it. Although not universal and quite specific to a particular group of people it did create an energy that flowed out into other stuff. The dance culture took the arts activity into a variety of locations through different buildings and out into the landscape all around Dunedin. Again, it wasn't so much the space that you're in it was the people that you surrounded yourself with that could make it.

The experiences of having your own venue and doing it all yourself, putting on all your own events, and then the dance culture which was another way of participation for people was teasing a lot of people that traditionally saw themselves as marginal or alienated into experiences where they could do their own thing and produce their own thing for their own benefit. It was a good experience for a lot of people in getting that taste and taking responsibility and being organised. That's flowed through into other projects, it would be interesting to see where those people have got to subsequently from that experience?

When that building on Moray Place disappeared for us it was around that time that was when 'Apple and Eve' started over in Stuart Street and there was also 'Zambezi' Café; all these places were operating as meeting places.

A concert was organised behind 'Apple and Eve', in a beautiful little courtyard but we produced far too much noise for the cinemas because they've got no soundproofing on the back so it looked like the authorities were going to conspire again. It was at that stage that someone said "right you know there is this space down at 135 High Street" which became Arc.

Both Sides of the Street – Arc and 'Everything Incorporated'

Arc started in 1997 and there were three partners who initially set it in motion. They'd been running 'Apple and Eve', one of the very first Internet cafés in Dunedin, which was running as a commercial entity. One of the partners was very savvy with the Internet, that's why we ended up with 'coffee.co.nz' as Arc's domain name because it was a very early thing.

When Arc first opened it was literally getting it up to standard and I just looked at what was being taken on by the partners and thought that, "you are crazy and you know you really do need help you are sufficiently insane to have taken this on". Maybe that was the way to go? That's been the pattern of those individuals that have taken on a big load on behalf of the community and they have sort of broken the earth and other people have followed in to help get the garden going.

Apple and Eve moved wholesale and it seemed to be the sensible thing that it needed to get bigger it needs a performance space and at that stage 'Everything Incorporated' which was being championed by various people had set up just over the road so it seemed like the perfect thing to have the café just over the road. A lot of the cultural activity was happening stuffed with the normal band kind of thing happening in the café. A bar manager at that stage said that they used to just literally go down and buy a keg of beer when the keg of beer ran out – that was sort of the end of the night and it was done very much on a shoe string. One of the partners had sources of income that he could actually draw on, the whole thing it was personally funded. It was such a tentative thing but there was so much that was actually happening in the city at that time that needed active support and they were literally providing the platform. The couches were always a bit old and worn so you could always turn up completely soaked in turps or paint or whatever.

Across the street in that beautiful building (which is Dunedin's first bank soon to be demolished for a car park by the Casino) was Everything Incorporated the next incarnation of the artists' collective thing. There

was a warren of rooms that had been set up as artists rooms and workshop environments and an office and projects were being organised there. The idea was that the two things would act to support each other that there was a ready-made business for the café, generating activity and bringing in people. The Café was running a commercial business with a venue as part of its operation. There were times when the relationship between the Café and 'Everything Incorporated' was very strained and there were people that become communicators to get the various people together who can't possibly talk together. But eventually the current gets too much and they do blow out. There were times when there was a perceived thing of across the road, you know on both sides of the road.

Business versus Creativity

A lot of the organisational structures that we'd set up were basically set up with marginal wages that burnt people out. Basically, if you weren't into the job then don't take the job on. Because it is a lifestyle choice and you might be being paid for maybe ten hours a week but you're there for maybe forty or fifty but you were passionate about what you were doing so you didn't mind it. It's like voluntary work and the arts do have a history of taking for granted quite a bit of voluntary work. It's unrecognised very much like housewives, we don't recognise the work that they do in bringing up children, that is a dreadful thing in our society and again it is a similar thing with the arts.

One of the key things in terms of management processes and structures is the people experience in the community. A lot of the work that people are creating as artists, musicians, writers and performers was experimental and collaborative and sometimes improvisational and there's a personal political ethic to do with freedom. As a result, for a lot of people the sense that you would have a diary, or you would keep track of money, or you would be visibly organised in some way is in opposition to the idea of being a creative artist. And so the structures that we tried to form to run projects or events or buildings, or whatever, were always hampered by that other thing that was the other side of our life and work.

There was a real belief in the communal thing but what that actually meant was that there were large groups of people, sometimes twenty, thirty, forty people, sitting in a big space and sometimes multiple conversations going on, sometimes no one talking because it was so fraught with emotion. Everything would be talked about but nothing would be decided and there'd be results from the decision making that weren't always connected and sometimes responsibility for administration was left, in a bit of a vacuum. That was the sort of thing that was happening in 'Everything Incorporated' and at the same time Arc was running as a commercial business. That's part of the tension, that across the road thing going on where you know there was that difference of the worldview translated into a tension. Arc was running a business that needed to be businesslike and 'Everything Incorporated' hadn't quite got there in terms of having a structure that could support what they wanted to do. 'Everything Incorporated' collapsed mostly out of structural reasons, money disappeared. It wasn't an accountable process of management or support for the people who were doing the admin.

The 'Arc Angel'

Arc survived on the strength of a few key individuals who took on an enormous load in terms of managing, yet still with that ethos of being an open and accessible environment which was basically a community meeting place and a community resource and venue. I think Arc was quite magical in terms of the sparks that happen here all the time in terms of those meetings, sometimes organised and sometimes random, producing incredible creative results and that's been part of the founding ethos of the business as a meeting place for the creative community. Arc's particular journey has been to marry having a sustainable businesslike structure with an accessible community face that also enables that sense of freedom for communities to exist. Sometimes we've swung the pendulum out to that side over there which is about securing the structure, securing the administration, and that's had a necessary affect on the creative side and so but there's no blame or it's not anyone's fault or anything like that. It's still in process you know we're still understanding actually the structuring of the business in itself in the internal dynamics of how it works very much as Arc started.

There were five people really at the start and I can remember them all hopelessly overawed and completely overworked in getting the café open and it was such a strain as well, it was like you could see. We'd come

to put in the glass doors which looked really styley and these were worth \$14,000.00. All you've got is a set of doors so it was completely and utterly soul destroying at that time because there were so many set up costs involved and one person took more and more of it on his shoulders as various other people sort of went off in their various ways. This person realised that if it was going to go forward he was the guy that was going to take it forward and hold on to it. I first got more involved in Arc because I saw this person really out on his own and my studio had just stopped doing stuff and I said "I'll give you a free recorder". It was basically an act of generosity because I believed he needed a hand up and I said "well you can use it you know it only cost \$2.00 to make a CD so you can give it away for \$5.00. This was after a year of things had been happening here so I set up the studio within the café and while it was closed for fourteen days we recorded eighteen bands and solo groups. Basically I did it completely gratis and he said "why are you doing this?" and I said "because everyone needs a break sometime". He looked after me in certain ways and when I came in he said "well now you can get cheap coffee or whatever" it was a trade off in that way but what it sparked our live recordings which has now gone on eighteen releases. So there's a little thing and it was just a fortunate thing actually resourcing someone and then you've taken it off in a different direction. He then learnt all about recording and started doing a lot of the recording himself and that came from the compilations.

Despite the internal structure always being there a criticism of Arc now is the establishment of a manager's position. There's still that culture of "it will be alright because he will bail something out we cannot fall apart" and it's quite a dangerous thing for a structure to be totally lynch pinning on one person because that one person disappears. Over the past three years since he's moved away, he came back briefly to pull it out of the mire again. As soon as you lose that lynch pin the organisation will completely fly apart and so it's a case of now drawing it back together.

That's brought us to the present drawing it together and making it not so dependent on one single person. The challenge is that most of the people that come into the Café are marginal people on very low incomes and that was always part of the ethos to provide really good food at a really cheap price, free Internet, free water and a free phone. So it wasn't a case of you went into a space and people just took money off you - there were a number of things that were provided by right, free filtered water, make local phone calls also very importantly being up with the internet so early on. For a lot of artists who couldn't afford computers it became one of the ways that they could be seen as being more on to it even if it was just a hotmail or yahoo address. There are about twenty or thirty people that would never have got near the net if it hadn't been for Arc. That was a really important thing and he gave his time really freely and quite openly so we turned him into the 'Arc Angel' because that was exactly what he what he did.

From Heaven to Earth - setting up a community based structure

When he left the first time he decided to set the business into a Trust in 1999 it became a formal Trust and basically was a debt. He was a member of the Trust but also he was obviously setting up a structure and he said, "well the café will owe us this amount of money but you can pay it off whenever". There is a loan and there is a loan structure and there's interest being paid on that loan as well but it's formalised within the structure and set out in a Trust document. The key objectives that the café were set out so he would know that the initial thing of what he wanted it to do was in a basic core document to keep it going forward.

That's one of the issues that we've got currently with the Trust some of us have been on the Trust since the word go and as people have gone we haven't gone out and replaced them so there's a real call. There's also a history with the Trust as well, I know when our first manager was appointed we went through the first meeting with her we said "right minutes read fine yeah everything yeah fine" she said "this is a bizarre structure you know nobody does business like you guys, and what's so weird there's no conflict". We picked key people on the Trust, we've had some people, we've had one person on the Trust who we should have probably got rid of but we let leave by natural attrition. But now we're quite careful about the Trust because the decision making process is actually very supportive it's not a conflict process that we go through which is also probably one of it's downfalls, as well which the style of management the Trust it could be less vigorous than other processes. If you get consensus all the time you end up getting a little bit wishy-washy and not making the hard decisions and at the end of one manager's period the café was actually in reasonably serious trouble at that time financially. It was mainly because the culture had slightly changed and hadn't moved with the times and the turnover was dropping so literally the Trust went through a Baptism of Fire at

that time and basically our Arc Angel slipped back into the saddle and started doing eighty hours a week. We had to make some really hard decisions, there were two meetings that were over two consecutive nights – it's probably the biggest crises that the Trust has seen because it was serious enough that the café looked as though it was going to close and it was just pegging things back, what hours should we be open? We just pared the costs right back so the kitchen had quite a minimal menu for a while until business could afford to pay for ingredients and we chopped the hours back so we didn't have to employ staff all the time. Which has been a really hard thing because we've always tried to be a really good employer as well; we pay generally above what most people get paid around town. We treat our staff fairly and they don't get harassed sexually or physically or mentally, everyone came to Arc and said it's a real relief to work here. We also want to be a nurturing workplace as well, one that people don't come in and think "oh there's a manager here" because it is a collectively run thing, there's no single person pulling anything out of it, they are actually working for a community good so it's a very new way of doing business.

There's this nefarious thing called profits, you know what are profits? Who do profits go to? Generally they don't go to the people that are generating the work, again it's if you'd said that during the '60s and the '70s people would have called you a socialist but there's a whole bunch of dogma that's associated with that word but it's about being socially responsible. That engenders a whole bunch of other stuff that slackens off slightly; it's like a really fine balance always with Arc, a much finer balance than any other business.

Dance Otakou Inc

Beginnings

Dance Otakou was founded in May 1994 by (DANZ) Dance Aotearoa New Zealand and Sue Graham became its first president. A Meeting was called by advertising in the Otago Daily Times calling for any interested people in the dance community willing to form a united dance group for purpose of raising the profile of dance and giving dance a louder voice.

The meeting was attended by a number of interested people including Sudha Reo a representative of DANZ. The first meeting to form a committee was held in July 1994 at the Dunedin College of Educations Physical Education Complex where Sue graham was elected president. The tasks undertaken in 1994 were a Membership list was formed and later a pamphlet was printed to advertise our members, and an information line was sponsored by Seekers. A competition was held to find a suitable Logo. Out main event was a Maori and Pacific Concert in October.

Celebrating dance

In 1995 we decided to enter a float in the procession with the Sport and Recreation section to try and get more recognition in the community. Some of the events were: "the Pacific Island Festival" and the "Chance to Dance Week", with dance workshops, and a "Showcase" which was a presentation of the various styles of dance.

In 1996 with Sue Graham as organiser we presented our first New Zealand Masters games Dance sport competition which realised a dream for both Sue and myself. This has become a biannual event. The festival-float showcase and the dance Awards had become annual events up until 1999.

We had been asked by the Dunedin City Council to run workshops for the Youth Festival so that the younger generations could try out various styles of dance. We decided to ask for a gold coin donation as the members were giving their own teaching time and felt that Dance Otakou Otago should gain a little from this event. Unfortunately it was not well attended; the gold coin donation was not appreciated by the participants and advertising was left too late by the organisers.

By this time we had a great variety of members and we were very proud that we all blended and worked together as team for all our events. We were all extremely busy people but the help was there when necessary. In 1997 we became the first Heritage of Dance Festival which was held at the Dunedin Town Hall. We decided that our members needed to meet socially so we had our first pot luck tea.

The Dance Awards were organised by Sue Graham because she felt that there were teachers and organisers at Dance Otakou who had given a life-time promoting their style of dance, but were not recognised and Dance Otakou/Otago as a united body could do this. The awardee had to be nominated by their dance style group and three awardees would be chosen by the Dance Otakou/Otago committee to be presented. Since this time there has been no further nominations so it was decided to have a break until interest returned.

At the end of 2002 Sue Graham was transferred to Auckland University and I was asked to take over as President.

'Heritage of Dance' Festival and other successes

The 'Heritage of Dance' has now been linked with International Dance Day which is a world wide celebration held on the 29th April each year. Created by the International dance Committee of the International Theatre Institute (UNESCO) in 1982. The date commemorates the birthday of Jean - Georges Noverre (1727 - 1810) the creator of modern ballet.

Every year a message from a well - known dance personality is circulated throughout the world. The intention of International dance Day and the message is to bring to celebrate this art form and revel in its universality to cross all political, cultural and ethnic barriers and bring people together in peace and friendship with a common language - Dance, also collaborating with World dance Alliance.

Heritage of Dance Festival has been an annual event in various locations including the Glenroy Auditorium, the main Town Hall, and the University Union. The best venue most suited for this event is the Town Hall as the floor fits all the requirements for such a variety of dance styles. We have to book this venue 2 -3 years in advance to ensure that we do not miss out on the venue.

The New Zealand Masters Games Dance sport competitions are bi-annual, and they alternate between Dunedin and Wanganui. The New Zealand Masters games run over 8 days covering 50 plus sporting events with competitors coming from all over New Zealand and also a number of international competitors.

Because of the cost of our venues it is vital that we apply for grants to cover these. We also have discovered that it is difficult to find and/or design effective advertising as we have found the most expensive is not always the best. If we are lucky enough to have a newspaper article done on an event it certainly makes a difference.

We now have 33 groups and 14 individuals. We have discovered that newsletters on their own is not enough personal contact, and that phone contact works best to get results. Even though we are passionate about our own dance style and have interest in others it is important to respect each point of view.

Fernhill¹ Community Group

Council Connections

Jenny Aimers at the Community and Recreation Services department, from the Dunedin City Council in 1996 instigated the idea of a community group. A survey of the triangular was undertaken to help identify the make up of the area. As a result core groups were invited to a meet with her, and other advisers. Little pockets of meetings were held all round the triangular area and then gradually those groups were brought together until one day we had a public meeting and formed the Fernhill Community Group Incorporated.

We think this particular area was chosen because of the transient population we have got here, also there are a lot of halfway houses here, and the area was looking a little bit run down in some parts. There was a neighbourhood support group running, but it did not appear to be as effective as it could have been. Another issue we wanted to address was how we could have more control over who came to live in the area, so that we could improve the area socially. Jenny Aimers and the Community and Recreation services at the Dunedin City Council became our advisors on funding and council contacts once the initial group had been established.

There were projects being carried out in the area independent of the community group. One of the projects was to do with the water run off from the town belt and the Zingari Richmond Football Club, which was affecting properties in the area, retaining walls on three properties in the area. The other project involved the planting of native trees in the area to replace the sycamore trees felled by the Dunedin City Council. It was at that point that someone from the Dunedin City Council suggested that the person leading these projects join the community group so that they could have access to funding through the council.

The areas that have been landscaped, and replanted in natives include the town belt and the area down by the Southern Cemetery, and Rhododendrons have been planted on a city property near the Citibus Depot in Princes Street. We have planted six thousand trees and almost two thousand bush lilies and ferns that we have acquired from available sources. Now one or two of the neighbours are involved in maintaining sections of the project.

The Council contractors had to pay someone to dispose of the leaf mould and wood chips from wind damaged trees around the town. Now they deliver them to an area we have available, and now we use it for tracks and compost and mulch. People in the community are asked to donate any native seedling they have in their own gardens to Jim for the project. This is an ongoing process that has proved to be successful.

At the end of 1998 we applied to the City Council for a grant to purchase tools, resulting in a grant of \$2500.00. Some of that was used for administration, but the bulk of it was used for the purchase of tools, some of which we lent to the Malcam Trust for use the tools on other council projects as well.

For a time we had the Conservation Corp from the Malcam Trust coming, as part of their course for six days a year to help us clear the ground and plant trees. We also had assistance from Taskforce Green workers through the Dunedin City Council.

For two years in a row, staff at the Dunedin City Council arranged for five hundred dollars worth of tree species that were difficult to acquire, which was an added bonus. We had access to native trees and plants through the council to areas being logged, before they were destroyed by the logging operations.

Another project that we have been involved in is the section at the corner of Manor Place and Melville Street. We rang up "City Property" and said "we can get rhododendrons donated and would you like us to plant them there." We contacted the Malcam Trust who planted them, and now we are in responsible for that section also.

¹ *The Fernhill Community Group operates within the geographical boundaries Maitland Street down MacLaggan Street to Princes Street finishing at the Oval. The area has never had a suburb name, but now appears as "Fernhill" on the Dunedin City Council web map.*

Starting out

Initially we had a city councillor chair the meeting until we were in a position to begin calling for interest in positions on the committee. The lady who offered to be secretary asked another person if they would take the chair position and they agreed.

In order to change the leadership later, there was some lobbying outside the group meetings and a person from outside the group was nominated as chairperson. As a result, some people who had left the group because of the leadership, returned once the issues had been resolved with the projects still operating the vision of the group was still apparent.

Once our new chairperson became established the group was able to be clearer about its role and future vision. We became more efficient with our funding applications, and it was about this time we became an incorporated body.

A challenge we faced was regarding the best time to have meetings, as night-time meetings do not suit a lot of people living alone who did not like coming out at night, and returning to an empty house. We then began to have a mid-winter afternoon festival or function on a Sunday that was slightly more successful, but we continue to struggle to get some people to attend meetings and functions.

Up until this year we met once a month with an attendance of around fifteen and twenty people, but a lot of people only came two or three times. This year we are trying out a different format where we have a big group meeting every second month with a speaker, and a committee meeting on the alternate months both in the evenings. The group makes suggestions for people to speak and the secretary arranges this. There are people that working outside the committee supporting the committee members. We are trying to encourage some of the younger people to be involved, as a lot of the people who are on the committee or who have been on the committee are retired.

It was quite a challenge trying to identify the needs of the community and find ways to respond those needs. Our initial leadership was not very conducive to our efforts. In order for the group to move forward there needed a lot of discussion so that the group became clear about what they wanted to achieve and were aware of the level of commitment required.

When the Book Bus came to Carroll Street, we tried having coffee mornings, but this was not successful. Our aim was to have a daytime activity for the elderly folk who are reluctant to go out at night.

Focusing

Our main form of communication is through a newsletter that goes out every three months to about eleven hundred households throughout the area, and a group of six or seven people delivers these. We access a website called 'Better Together' as an educational resource when writing the newsletter.

It is important that we continue to be aware of our purpose in the area. We could easily become a social welfare group, which is not really our role. We prefer to be a referral group and if we find somebody's in trouble, which happens from time to time, we then ensure that some other agency helps them. We are basically being used as a liaison group for Police as well as Neighbourhood Support Group.

We feel that as a group we have gained recognition in the community through perseverance of achieving our aims, and that we have tried to be pro-active by doing things in the area. When we draw attention to a concern we know we now know we will be heard.

The people that are doing the newsletter deliveries in the area keep us posted when they see something not quite right that they can pass it on to one of the committee members for the appropriate agency to be contacted.

We now have a police liaison officer for the group that was appointed when the police officer and member who had been supporting the Fernhill Community Group, left. The police officer has been to several of our

meetings to encourage people to phone the police if they have any concerns. We have police patrols that come through the area usually three times a night and this means that people in the area can feel more secure.

The chairperson has been made the Fernhill representative for the Safer Communities Council, out of which has come the new Neighbourhood Support Co-ordinator. We also are represented on the Princes Street Working Party to try and improve Princes Street. The main aim is for the working party to ensure that the Fernhill area is included in the project because what they do on Princes Street affects us.

When we see a house for sale we have a letter to give to the land agent outlining the people we hope will come into the area. We also have a 'Welcome to our Neighbourhood' letter that we have either a neighbour take to them, or we put it in their box. The letter contains information about contacts in the area, and when the rubbish collection days are. We would like to make a follow up phone call or a visit but we are not resourced enough yet to do that.

Currently we are working on the market reserve by establishing a playground for children in the area. Some of the funding for this has come from what was raised at the Gala Day in January. We ran a trolley derby for the children with a barbecue near the start line as another fundraiser. We are looking to having more garage sales and the barbecues. We have decided to keep the price at a dollar for the food to give better value and increase sales.

The Cedars of Lebanon Club asked us to combine with them on redisplaying the Shirakee, an expedition which Helen Frizzell produced for the oral history section of Presbyterian Support, about ten years ago. We have people who are available to help anyone in the community, for example the elderly who may have a problem on their section or with their house.

The Gala Day attracted a lot of interest in the community, for the first time we have filled every office on the committee. People became involved with the gala day who were not necessarily members of our group or paid up members, including people who lived out of Dunedin. Even though for some people the involvement was a one off, for others they were keen to be involved. This was quite a big turning point for the group. The City Council arranged for Taskforce Green to help us out on the day.

We had a Neighbourhood Support day that Wilma McCorkindale organised, with another fundraiser for the playground project.

Challenges

Funding applications, increasing membership resources and time and resources to undertake what we want to achieve is always a challenge.

Poverty is evident in this area as there are a number of families who are not very well off. Although we do not see ourselves as being a welfare agency, our focus incorporates social aspects of the area, and keeping up to date on the current issues. In the area there are several different cultural groups, including Pakistanis, Cambodians, Sri Lankans, Japanese, Chinese, Maori and Pacific Islanders. We go out of our way to say hello and now they have got to stage where they say hello to us and they feel welcome. We make a point of supporting the businesses they run. We are still trying to get more people to set up their own Neighbourhood Support groups in their street, which can be supported, by the main area group.

We are looking at having a community notice board. The local dairy that is no longer operating would have been an ideal spot. The building is vacant and we have been wondering, if there is a way we can make use of it as a base for our group. It would be ideal for a coffee bar or something, opening only on certain days of the week, and not to be run at a profit.

Successes

As a group we have gained two 'Keep Dunedin Beautiful' beautification awards, and an award from the Neighbourhood Support Group.

Networking with the group is a high priority so when somebody leaves someone else can step into their shoes.

The survey that we were involved in at the beginning showed that in this small triangle there were twenty-two halfway houses. As a group we brought this to the attention of the Dunedin City Council, expressing concern that the number would not increase, now we have fewer halfway houses in the area.

The percentage of landlord owned properties has dropped quite a lot in the last six years, and we are hoping that young people and families will come and buy those houses and restore them to their original state. “The area is only 15 minutes walk from town and it’s a great spot for young business couples.”

Hockey Otago

Early beginnings

The association started in 1904 that was officially when teams formed a competition. It started with different clubs that is no longer in existence. There was a chap Ireland, he was an auctioneer, he was one of the instigators, and William Hogg who was the manager of The Otago Brush Company, they were well known stalwarts years ago, they had passed away when I came on the scene fifty odd years ago. A group of people started together and then Albany Street School. They started playing hockey down there and that used to be down by the Teachers' College, down in Albany Street. That started as a primary school team and that would be fifty odd years ago and it's still going today – The Albany Hockey Club – so that originated from the school.

Otago Hockey Association is responsible for hockey in Otago, which is right through from primary school to senior ranks, covering all grades and all schools. There is an annual meeting every year at which a committee is formed and hopefully with delegates coming onto the committee, one from each club. It used to be quite easy years ago but it's getting harder now with work commitments, with people seven days a week or shift work it's not so easy today but that's the way we try and do it. To my knowledge the first official formation of the Otago Hockey Association was in 1904.

In 1954 it was the fiftieth celebrations and it was a big occasion, we had a ball at the Town Hall in those days which was I doubt whether you'd get one today that size. I was actually on the committee for that and it was a big event, a lot of stalwarts around in those days – there were a person like Henry Sew Hoy who was well known. Then there was Doug Lockhart who was a life member of this association was around at the time. The Bedfords were a well known name in hockey right throughout Otago, there was a whole family of them, about three brothers, and then their sons came in those days, so yes it's quite an event.

The men's and women's clubs combined in 1990 – we have got the minutes for that and since then it has been a combined association of men and women. This has also happened nation-wide as well, it is all under the one umbrella now, it used to be separate but now it's there were separate umpire associations, separate associations, and now everything is under the one umbrella.

The ladies played all their games at the oval and the men played at Logan Park. The ladies had some grounds outside here at Logan Park, the men had some over behind the Pavilion, they had four grounds there, they had one at the Oval, they had three at Tonga Park, and one at Kettle Park, as well as one at the Oval. In those days they had no showers no nothing. They had two army huts at Tonga Park, and the old mud would come over your boot tops. When I first was around there was a tin fence right round the Varsity Oval going right round opposite the Milk Treatment Station and you used to have to change under the trees in there, that was our change rooms.

All the clubs had separate committees, the Taieri Club used to meet in this tiny wee pavilion for our women's meetings or at somebody's house. In 1990 lots of the clubs then made the decision to join together and become part of the Otago Hockey. The Association got together, I'm not sure what that year it was, and built the pavilion at Kettle Park. We had a pavilion out there in the men's and that was actually sold to the Rugby League when this turf here started. We got the money from that to go into that turf which wasn't a lot but that was about the only asset the Hockey Association had apart from hockey balls and pads was that pavilion out there.

New structure

From this year it's a new year, we're actually trying a different structure in that we've been concerned that often our meetings have been an awful lot of the paperwork type things. Now we're really focusing on the running of hockey and have just recently appointed an administration person who is the sort of central point of communication. We have elected at the AGM four vice presidents who make up the board and each of those has a portfolio. We also have an executive which is made up of a person from each club, who meet with the four vice presidents on the board under their different portfolios. That gives a smaller focus for the different areas that we felt were important for the hockey and we're learning as we go because it is the first year that we've done it and we're trying to make sure that the four people don't end up taking everything on.

It's this delegation and involvement thing – and subcommittees. There are more regular meetings with the delegates or the club reps so that those communication channels are hopefully are more open and people can come with their ideas because they meet sort of monthly, through the session, to discuss issues and ask questions and make suggestions.

We will have to make some tweaking and changes with it but especially having this administration person it's certainly altered the whole way things go. If you know that you've got that support person there, you're more likely to be involved because you can say "can you contact blah blah blah" and it happens. Let's be honest, the day of the volunteer is rapidly dying, people want to be paid for what they're doing today but over the years I mean people have just, I can name a tremendous amount of work done by people with different things, volunteers, and unpaid work.

Staying young

We've had some very good supportive people but unfortunately they're getting older and a few have died off and it's the younger generation now and as I say the work situation's changed. Study is very important for young ones today to get their degree and get jobs and all that sort of thing so and they don't want to be really tied up and let's be honest you need older people for coaching, they've got more knowledge than the young fellows. They're quite good with the younger kiddies but you need some old heads as well just to get a balance really. We are a Varsity town, and a lot of those players are here for four years or five years and they're away and I always think that this is a training ground for hockey players and administrators because over the years a lot have gone through this place and now I see the second and third generations coming through.

You know people that I played with their children have gone through Varsity and just about the next lot are due to come through so it's still like home to a lot of these people but we lose them from here because they transfer to Auckland, Wellington, overseas, and other things like that, so you lose good administrations as well. While they're here some of them are excellent, some of these senior students take a part in our umpiring and coaching which is good but it's only short term so we don't get that continuity. It's quite a challenge though because if you are relying on people for your board and committees you'd be hoping the actual players would be joining. There have been years where we haven't been able to fill the committees and we've been a couple short and clubs haven't put anybody up to do anything and that makes it very difficult because the volunteers today nobody's paid for it, it's all voluntary work. People come on and they'll say "yes they'll do it" but then they don't actually come through or they find the commitment too much. I think this new structure is a step in the right direction.

However, I pointed out at the last committee meeting that I felt that the chair people of those committees should front up to our delegates meetings, even if it's only every second one. This is because with this system the four vice presidents have a committee and had different things like one might be coaching, one might be playing gear, one might be the ground, but we were going to the meeting and there was no feedback. So I said well those four vice presidents should actually come to the meeting where the delegates are to find out what's happening and I think that's going to be rectified.

Now the secretary sends out the draw to people if they want it, which we never had before so it's got to be an improvement. There's someone here on site all the time so you can ring her and know that you're not going to leave messages. She's here ten till four every day whereas you had to ring up people at work. She's a central point for correspondence and all of those things.

Strategic planning

We actually started formalising things in 1998 or 96/97 where the exec at the time got together and felt that something needed to happen. It's taken a long period of time for us to make the decision. We employed somebody to look at a strategic plan for us and we spent some very long late nights going over all the different areas and coming up with strategic plans and goals. It's due for renewal because it was in 2002 it was done for. It made us look at things and it was a directive to, or a suggestion about the idea of going to a board. Why does everyone have to come to a meeting and listen to those people who sent in letters and what bills had been paid and what's happening with this particular committee. What we do now with the board is

we look after our portfolio, we come along we present our report, and the timing has decreased considerably but the quality of the information has been a really good change. We actually learnt an awful lot about the association while doing the strategic plan.

There were forty five people present as a combined association which was quite a number of people, we wouldn't even get that at an annual meeting today because there are less clubs. I think people are still scared of AGM's that they come along and they're going to be put on a committee or get given a job.

Funding

The clubs pay an affiliation fee and we have to pay so much of that to New Zealand Hockey Association, to the New Zealand Council as it's called now, so much per player, and the rest well over the years we used to have raffles and things like that. We rely an awful lot on pub charity money now. Lots of the junior teams do fundraising because it is felt that they actually have the contacts and the resources because they have family here whereas lots of the senior teams and under twenty ones don't have family so they can't rely on family support. We do rely heavily on other avenues of money for the junior hockey in particular.

But apart from that, as far as the players go, any player that plays for Otago have to pay their own way and this is where I really feel that hockey is probably the only, one of the major sports that is still a very amateur sport for players. They have to pay for their own hockey stick, a sub to their club and now with the artificial turf they pay five dollars every time they come and play a game, it all mounts up. Any money that comes through the gate doesn't go to the hockey association, it goes to the TOAST which is The Otago Artificial Surface Trust. That covers it as far as players go they have to find their own way, even when they go to tournaments they have to have raffles to raise their own funds. There are sacrifices made by a lot of players in hockey particularly, but it is still a very good game to play.

Challenges

The artificial turf, that was the big challenge but they're up now and the lighting as well, so the next thing is to get our standard back and get our two teams, the ladies and men's, in the national league. The ladies got delegated this year, last season, and the men the year before so really our aim is to try and get our hockey to the top level. We encourage top players to come to the Varsity here and that's the big challenge to get more people playing the sport, the more people playing it's beneficial to everybody.

To attract people to play we are still reliant on school-teachers in the schools but unfortunately some of the schools haven't got hockey people like they used to. We're relying on people to coach and encourage the kids – get a hockey stick in their hand and then develop from there. We've been really lucky recently too with the New Zealand Women's team and the Men's team too, actually seeing hockey on TV and them upping their profile. Our numbers at junior level are definitely on the increase – the big thing is keeping them there when they go to secondary schools and then an even bigger problem is keeping them when they go from secondary schools, getting them into an affiliated and still playing for clubs. If they come to university here and they play for Varsity they have trials like everybody else and those who don't make the top couple of teams usually filter into the clubs

We pay rental for an office at the far end for our administration and people using these rooms pay a rental to TOAST and people can hire the building and then on Saturdays we hire the turf off TOAST so the games can be run so they have the overall running and if we want to use it we hire it off them. They get an hourly rate from here, like if I was to book this turf for a practice it would cost me sixty dollars for an hour and that goes to TOAST not to the hockey association

We got a hundred thousand dollars from the McMillan Trust for the first two, that was the biggest money we got. We undertook various fundraising efforts like selling a hundred dollars for a square of turf and other bits and pieces and money from the sale of our building out at Kettle Park because all the hockey was going to come down to Logan Park anyway. The shortfall to finish the lights came from approaching different companies and selling billboards.

I think from memory it was over three years but it was a lot of work because we had to go back several times and some of the companies had to go to their head office like Talley's Fisheries was in Nelson, they had to get the approval for that. We just persevered and went around getting dressed up, putting a tie on. I had to be a bit of a salesman but we got there, we achieved what we wanted, we had the lights installed and we were debt free which was a mighty good effort, through a lot of work by a lot of other people.

When I was chairman of the management committee we got a part-time groundsman to help because it was a lot of work doing that and he took over from what I was doing, sweeping the turf on the motorbike, and general tidying up and taking moss, and broken sticks and pieces off. He's still working there today and does a tremendous job, he's probably more known than most people around the hockey circuit because he's here on the gate and working away at different times on the turfs. We also had to employ someone for the TOAST and then of course that altered then because when this was built they needed a manager who oversees the whole shooting match.

You have to pay people to do it, I mean it is a full-time job. Our phone would go from eight o'clock till ten o'clock for bookings and my wife looked after all that while I'd come down here and cut the grass and with Scotty our groundsman, we put all those centre pieces in. They had to be all reglued when they split, it was too cold for the glue to stick so they had to be all redone so that was a mighty big job. All those things there were done with voluntary labour and if it hadn't have been, if you had have been paying for that you wouldn't have had two hundred and fifty thousand in the bank you would probably have been two hundred and fifty thousand in debt. But then those sort of people aren't around today.

The association found that it had to start employing people so we employed a person after about '96 or '97 and looked at then doing the bookkeeping and the secretarial stuff for the association. Lesley did that for the past six years and then she gave up at the beginning of this year and we then got our paid administrator. The trustees appointed the management for the complex, the TOAST did that, but the actual hockey association got the administration, they employed the administrator.

We try to pay for there presentative teams and some money towards the umpire's expenses and then of course we've got to renew our playing gear every two or three years because it wears out. We need different sizes, so all that comes into it, there's quite a bit.

If you come on a Saturday morning or a Friday night at about four o'clock or five o'clock and see how busy it is with all the kids here, Saturday morning particularly, it's just frantic, you get a car park and it's just terrific really terrific. It's good to see the kids. It's good to see it being used. But of course the kids don't pay as much as the adults. They only pay three dollars and the primary ones probably only pay two so we're not getting that revenue from that point of view, we've got the numbers but we haven't got the turnover.

I was a secondary schools rep person and was contracted by the Hockey New Zealand Federation; that's where we had to send out information to the schools. We still send out information out to the secondary schools for their people who are leaving as to clubs and stuff they can make contact with. There's been discussion about the ideas of clubs buddying up with particular schools so that they've got those channels where a particular school can have these connections with clubs because that's sometimes part of it too. The kids, when they're at school for the five years, have got someone that's going to make sure that they are going to turn up for practices and turn up for games and know when this is on. When they leave school they have to take responsibility for themselves, that's when it comes to the crunch. Also they can be nervous and they often need lots of pushing and encouragement to go to these clubs so there has been talk about the feeder to schools idea.

Over the years our clubs have umpired for schools but they're reluctant to. They have over the years looked after schools, certain schools. Ramish Patel, the New Zealand Chief Executive Officer, was saying that he plays for a club called Slam in Auckland. For over a hundred years they have had a relationship with schools and it just circulates, the Dad plays and then the kids play, and Mum and Dad take them and they just come into the club all the time. We haven't really got that structure down here.

It would be good if we could have but it really needs somebody in the club to do that so you're taking the school students right through. The primary school boys I coached at Balmacewen Intermediate all went to

Otago Boys' High School. Now I followed them through Otago Boys' High School and I took them from third form through to seventh form and when they left the school they said "well where are we going to go Mr Rowe". I said "well I've been a life member of King's Old Boys" but I said "look, Albany Club is struggling" so the whole lot went to Albany. That first year those kids all played together, they got into the senior team at Albany because they were weak and they actually draw for the senior championship and that was their first year out of school but they'd been taken right through. If you can do that with kids coming through clubs well you're going to get the continuity but if somebody doesn't do the work you're not going to get it.

Taieri is probably the best one of the lot because it's out there by itself and the kids coming through The Taieri High School normally go to the Taieri Club but not as much as they used to. It's all changed because practices are all at Logan park now because there's no point practising on the grass because we now play on turf and don't play on the grass so all the clubs practice here so you don't really need to be in any particular area now

New Zealand has been worried about the flow on of players and the losing of players, yet in the juniors the hockey numbers have increased right throughout New Zealand. Ramish said that, but that's at the junior level. It's the level from high school afterwards that is the grey area – some perhaps might give it away for a few years and come back when they're a bit older, I don't know but normally once you lose them you don't usually see them again.

There are so many other sports today I mean you didn't used to have like skiing was very expensive years ago. They go skiing, they've got touch rugby, the girls have got rugby which they didn't have before, they only had netball and hockey, now they've got rugby, they've got touch, they've got badminton, squash, individual games. A lot of them don't like playing in a team game and I think it's very important for kids to play in a team sport before they go to individual sports, they learn to cope with one another otherwise they get a bit greedy if they're just playing individually.

Promotion

We promote tournaments and overseas business and things like that – hockey is only really promoted in the schools by word of mouth by teachers. We do have the coaching clinics and that's promoting hockey. Sometimes you see with cricket a page in the newspaper of all the clubs and when their opening days and stuff like that are on I can't remember us ever doing promotions like that. Clubs will run individual ads as to when trials are and their club meetings and then the trials are normally down here and again it's often a word of mouth thing.

A prospective player will go and try for that club at one o'clock and then go and try for another club at three o'clock before the season so you don't know who's playing for who until they all run out on the field for the first game. They swap and chop around. It's natural if you've got forty top players for Varsity and they can only take say twenty four of them the rest say "well we're not going to play in senior we might as well go and play for Albany, or King's United, or Taieri, and that's what's happening.

With the board structure being in place this year we'll have to look at how all the portfolios have gone. The exec was made up from the members to see how they feel things have gone with the clubs and of course make changes or recommendations and look at things for the following years. We always knew that when we started it was never going to be perfect right from the start and it might take two or three years to be run successfully. The way it's heading is a really positive way and the people involved are prepared to be there for the next couple of years at least, so we've got that continuity. Then we will look at replacing maybe not all four portfolio holders or five portfolio holders at the same time, making it a rotational thing so you're not losing all your members and then re-electing new ones.

Key successes

Undoubtedly the turfs would have to be number one. I neglected to say that the DCC put in about \$300,000 as well at the start which helped us. Also the lovely facilities we've got here would definitely be the highlights of the last twelve years. At one stage we had both our teams in the top division which we haven't

had for quite a while and that was good so we are looking forward to how the teams go this year. We can look positively on the junior hockey numbers, increasing those and then working on the idea that they stay around. Having the administrator here on the premises that's another big plus.

When you look around you sort of think things aren't happening because we're here all the time, but when you think back there are things that are happening which is good for the game. You can see these young players enjoying it on the turf which is marvellous and you don't get cancellations so they know if they're playing at one o'clock it would have to be pretty wet not to play -it's great.

Things like the recent test match between the USA Women's and the New Zealand Women's teams that we just had when you see lots of the life members and other people coming back. The feedback that we get from those people gives a boost for the volunteers that are doing things like the umpiring and management of the organisation.

Otago Peninsula Trust

Beginnings

The Otago Peninsula Trust was formed in 1967 with its aims and objectives to preserve and enhance the character of the Otago Peninsula.

In 1967 the Dunedin Jaycess formed a group to look at the promotion of tourism in Dunedin. The group chaired by Laurie Stewart looked at sites in Dunedin, such as the Woodhaugh Gardens to build new attractions, but settled on the whole of the Otago Peninsula when Professor Lister pointed out to them the number of attractions already there which needed only some better access, repair and protection.

The Trust is controlled by a Board elected by the membership with the chairman being chosen by the Board members. The Board also has the right to co-opt others to fill casual vacancies. Some people stay on the Board for some years and others come for a specific job then retired when it is complete. There can be difficulties in getting people to come forward as office bearers. The trust has now built up a management team over the years for the day to day working.

Trust membership is around some three hundred and twenty members both local and people from other areas paying an annual fee from \$25.00 to \$100.00 depending on the description – individual, joint, family and corporate.

From the start volunteers working on weekends did much of the work. The formation of Lovers Leap beach, the Pyramid beaches were done after negotiation with the landowners. The planting of flax and other shelter on the coastline to encourage yellow-eyed penguins and the donation of some \$50,000 into research on these birds was the earliest effort for the birds. Other work such as the clearing and stabilising of some of the early stone farm fences was also done.

Early on the importance of the Albatross colony at Taiaroa Heads was realised and the Trust, after some negotiation with the Harbour Board were able to have the derelict pilots' houses at Taiaroa head developed for bird watching with the Department of Conservation who control the west side of the head land where the birds nest. The house was cleaned up and photographs and information brought in. The Department of Conservation Staff then took parties up to a gun emplacement as a viewing point.

Later the emplacement had a low roof and viewing windows built over it. As numbers increased to see the birds the first building was replaced by a larger and more practical structure, which copes with parties of up to 25 visitors. Both buildings were financed by the Trust and are now manned by Trust Guides. The Department of Conservation receive a percentage of the admission fee.

Also at the headland is the Armstrong disappearing gun. This gun, one of a number of similar guns installed around the Pacific in British controlled areas as a reaction to what was seen as a Russian threat, has now been fully recommissioned to replace parts removed and is probably the only such viable gun in the world. As the gun is in the Department of Conservation reserve and its funnel entrance in a nesting area for albatross the Trust had built a new underground tunnel to connect with the old tunnel but with entrance access away from the nest sites.

Challenges

With the increase in tourist numbers the old home as a base became too small to cope with the demand so the Trust looked to see how to build a better centre. The late Arthur Barnett chaired a group of Dunedin people to collect donations from businesses and people around Dunedin. This was very successful and allowed the first stage of the present building to proceed. When it was decided to build the second stage Arthur Barnett's wife, Mrs Bernice Barnett was the Chairperson and she was promised the money from a range of people, which decided the Trust to let a tender. Unfortunately once the building was under way the City Chief executive claimed the Trust did not have a lease and the land was to be given to others. This resulted in the withdrawal of the promises for donations from a number of people and on completion of the already started contract the Trust was left with some \$750,000 of debt.

The land problem had a long history. When the money was being raised for the first stage of the building, the Otago Harbour Board were approached for a lease. This then agreed to give the terms being a lease in perpetuity for a peppercorn rental as long as the land was used for the same use and did not interfere with the harbour Board needs. Unfortunately the Harbour Board though its solicitor never got around to signing the lease and in the meantime the Crown said that with their intent to change Harbour Board structure they were not allowed to enter into long term agreements and would not sign a long term lease.

As reserve land the title then went to the local authority, the Dunedin City Council. When the Trust approached them they said there would be no problem and they would honour the agreement. The City solicitor then given the lease to write explained that the Local Body Act meant the City could not give a lease in perpetuity as it limited leases from 0 to 99 years. In discussion the Trust accepted a 99 year lease but with a clause giving it the first right of purchase should the City decide to rid itself of the land.

For some reason when finally written the lease was for 33 years with two further renewals plus first right of purchase. The lease was checked by the Trust solicitor and signed. Some years later the local Rununga at Otakou, who had had a representative on the Trust Board but later resigned, were made an offer to take over the Headland controlled by the City, with the offer apparently coming from City officials. The same official then claimed that the Trust had no rights at the Headland because the lease the City had written was illegal, on the basis that the local Bodies Act does not allow for rights of renewal nor for first right of purchase. When this arose the Trust challenged the opinion and the City and the Trust both had their solicitors give an opinion. Both solicitors stated that the Local Bodies act did not allow a right of renewal clause nor a right of first purchase, but both said that these was a count decision that where the intent was clear an error would be corrected. The City solicitor recommended the issuing of a properly written lease be advertised and issued. The City did nothing and in fact their officer continued to say the Trust had no lease.

The Rununga later made a claim to the Waitangi Tribunal for the land, which was thrown out as it is not Crown land and further the Tribunal stated that in their opinion, the “position of the Trust must not be affected.” The Trust’s submission to the Tribunal was that we had no objection to who owned the land as long as the Trust’s position was guaranteed. This ownership claim still continues years later with the Trust being unable to develop the use because the City will not issue permits without Rununga agreement, which is refused.

At an early stage Glenfalloch Woodland Garden was offered for sale as a financially viable operation. It was brought with mortgage money and the other moneys but became obvious it was not financially viable. The original stables were used as a café and a large function room built by the Barlings was a base for weddings and larger parties. Unfortunately the stables/café was burned down and the function room rotted badly because of the use of untreated radiata as foundations. Now there is a newer Chalet, a large part of its cost coming from a donation from Wilson Neill and a smaller café for casual visitors initially called the Information Centre as it was a shop and gave information to visitors passing down the Peninsula. The problem with the erratic use of these facilities meant it now concentrates on visitors to the garden looking for a drink of tea and a bun.

The Homestead is used for staff accommodation on the upper floor and the ground floor as a centre for smaller groups. Part way up the valley is an old cottage, originally the home of George Gray Russell’s coachman, which is now used by the Otago Peninsula Potters Group. They have resident potters selling through a shop on site and regularly give classes in ceramics to the local children. This is given rent free to the group though they have spent considerable money on maintenance work and it is another attraction for visitors. Recently the Chalet Information Centre and Homestead are leased to company. This apart from a donation box is the only income the Trust has to maintain Glenfalloch and falls far short of its maintenance costs.

The Trust has also though particularly one of its members, the late Angus Black, maintained and replanted the Colinswood Bush and it is from this sort of voluntary work that much has been done. Not only Trust members but others such as the Otago Herb Society, Rotary Club members, individuals also come into the gardens have made and still do enormous contributions with their labour.

The Trust also administers on behalf of the Fletcher Trust the house at Broad Bay, which was the first contract of Sir James Fletcher when he started building contracting in Dunedin

Looking to the future

The development over the years has meant that we now have close to 150,000 visitors annually to Tairaroa Head. This has meant that from no permanent staff we now have some 50 people at peak times employed as management and guides at the Heads and gardeners, overall management based at Glenfalloch and staff at Fletcher House.

The Trust continues to look at new developments and has recently with the help of the Government funding developed in conjunction with the Portobello Marine Biology Station developed an education programme for schools.

In the past year the Trust initiated a round of grants totalling some \$10,000 for Peninsula groups whose schemes reflect the aims and objectives of the Trust i.e. preservation and enhancement of the Otago Peninsula for the public.

Pasifika Women

Beginnings

Pasifika Women was started by our founder Paddy Walker in the 1970's who is part Samoan, and part European. She had meetings with the North Island Women from the Pacific. They all agreed that we needed to form an organisation of Pacific Island Women, not only for one Island group because there are seven or more islands in the Pacific. She traveled down to Wellington, Christchurch, Dunedin and lower down to Invercargill, the lower South Island, and Bluff. I was in Invercargill and that was in 1975. Everywhere she went the women just wanted to belong. For me down there I've never seen other Pacific Island people before. I moved down to Invercargill in 1965 not knowing anyone but my own family and relations. I really missed Auckland where I came to live from Samoa. It was just great to have an organisation set up - I felt a belonging - there were women from Tonga, from Niue, from Cook Island, from Fiji, from Tokolou - they were like all sisters to me.

Paddy explained to us that it's really important because we came from the Islands to build our home in Aotearoa and therefore it's good to have something to distribute and also to make decision for ourselves, our families, and also contribute to the community nationally and that's how it started.

Our very first conference of Pasifika was held in Wellington, hosted by the Wellington branch, and since then every year a branches hosts us - we just had a conference in Palmerston North in February 2002. It is something that we all look forward to go and share and also to talk about the organisation - how we move and see things that we need to do, activities, especially sharing activities of ourselves, skills that each and everyone of us has to share, and it's wonderful.

My family moved up to Dunedin in 1982 because my husband got transferred. Because I was a financial member of Pasifika in Invercargill I can go to any branch and become a member automatically. In 1985 I decide to start another branch here because I felt other women wanted to join. I wanted to change the way of promoting and I felt that we need more activities to attract other members. I resigned from the other branch and set up this branch and we called this new branch the Dunedin Central Branch. I felt, well we all felt that this name covers the whole of Dunedin for everyone to join.

I had to talk to different women that I knew weren't in a branch - they'd never heard of Pasifika and that's how it started. As long as you have five members you can start a branch. You can set up a branch, and pay a subscription to the executive to cover your membership fee. We had twelve women who wanted to join. Last year we had eighteen members.

Successes

Each region have their own mini conferences every year so we are having our mini conference here in Dunedin in September. It's really helpful to have these mini conferences in different regions so that when we come to hold the election people know who they vote for, people know what skills each other's got. It's really great and the things that we do together are fantastic. At every conference we run our fashion parade - you know your make and wear, our arts and crafts, we run our weaving competition, dancing competitions, speech competition. It's fantastic to come together and encourage people have confidence in themselves and to know each other from different islands.

We have hosted the executive Council meeting for the national body, and we have hosted South Island mini conferences - the branch is strong in tackling things to do with the organisation and also with our community here in Dunedin.

Mother comes from the Cook Islands, I'm from Samoa, Julia is a New Zealand born Samoan Indian. The reason why she wanted to join Pasifika, where her mother started as a foundation Member, was because she wanted to learn her own culture. Although I learnt my own culture in the home it was important for me to meet with other women too because we had a lot of things in common and a lot a skills that we could share

Funding

We meet monthly - we go through our agenda and our financial statements, we haven't got much money although we do do some of our own fundraising activities. We do a lot of fundraising, also during our

monthly meetings we donate two dollars each at our monthly meetings. We also hold raffles just for fun and that raises a little bit of money for ourselves. But the main ones we do are holding big dances - Last year we ran a big fundraising dance at Zingari Rugby Club and earlier this year in January we ran another dance at the South Dunedin Town Hall. The last dance was a 'Hawaiian Night' theme. We'll just organise the food amongst ourselves and sell tickets at a reasonable price and we have cultural items and then the band. It's open to everyone, you know no one's excluded. The funding goes towards those who were attending our Conferences.

Sometimes we apply for funding and we get declined. But we've done so much. Not only are we going to work - we organise our children, school, meals for the family and our husbands. To work in an organisation it's not easy so I can understand some women that haven't got time to come to monthly meetings. We try to make it fun. We have some speeches, run the meeting and then have activities or some singing. We always like to run our own workshop of learning different dances from different island groups because it is important that our children and grandchildren understand and learn.

We organise planning meetings where we decide roughly what we're going to do over the next year and sometimes we've got so many ideas that come forward that we have to prioritise those ideas and work on the ones that are top priority for us. We also applied last year for some funding to tutor our weaving courses which we did for the last three months - we started in November and then March and April for three months.

We get a lot of school teachers too who like to pass it on to the next generation of children coming up. By sharing those skills it means we're sharing understanding too of our cultures which is important in a country like New Zealand

Monthly meetings and other activities

We have an agenda, we have a chairperson, a president, we have a secretary, treasurer. We talk about how we're going, what's happening, what can we do in the future. We plan. At our monthly meetings we'll be talking on the agenda about what's happening at the moment, what's coming up soon that we need to plan for according to our yearly plan. We've done quite a lot of activities in the last two years - we've done weaving workshops, the dance fundraisers, flower making, garland making.

I don't know if other organisations do this but you know different members that are good at certain things. We work best that way to use our strengths. I might have a weakness that somebody else is strong at and that's the way to do it I think.

We organise Women's Day at Burn's Hall - Women's Day is open to all cultures - not just our Pacific women. It's a good way of sharing with the rest of the community. Different ways of tying the lavalava up when you go to the beach or wear it on the street or when you dance.

We have associated ourselves in the area of health - with The Otago Health Trust we had a display. We were leading exercise and music to the Women's Health Day that was organised by the Otago Health Trust. We exercise, gentle exercise to music so we were asked to lead that night for the women and it was so fun and the women from the First Church wanted Pacifica to come back and work with them on the exercise. It was really great because I play the uke too and we do a lot with the sound of the ukulele and the singing of the women. We were at the 'Cooking up a Storm' for the Health Trust - we were asked to cook up the mince - low fat low salt and less sugar things that were important for nutrition, - especially looking at low fat meals and how to prepare. We always demonstrate healthy cooking in the Community.

We've done 'positively me' workshops where we've worked on things like our self esteem, looking after yourself, body massage, exercise, nutrition, communication, lots of things.

Just looking at some of the other things we've done, we've organised the netball social team at the Edgar Centre; we had a Christmas Break-up with the rest of our Pacific Community. Everyone that we identified out there were welcome to come and join us for that Break-up which we funded. I thought if we do it again it might be a nice idea to get each of them to take different areas that they can fund and then it's not such a big

exercise for us. We associate with other women like the Dunedin Tongan Women's Council. We're also associated with groups like the Otago Samoan Students' Association

Another group we've been involved with too is the Pacific Island Advisory Council -we are members with them too. They can support the sort of activities that we're doing and vice versa when they're organising activities they'll invite Pacifica. We run workshops on home remedies like making your own healing remedies out of leaves, cough mixture out of onion, honey, garlic, ginger and lemon juice - natural things you can use for your own health instead of running to the doctor to get pills that will sometimes give you the side effects.

Once or twice a year we've booked Millervale at Warrington for a Retreat, I think that it's important that women have a retreat. That's when we do our healing workshops and massaging. Walking along the beach, maybe picking up sea shells. It felt so good, we just had one the first weekend of May. We go twice a year for our retreats and we look forward to it every time, it's a fun time - a relaxing time. We take our tapes and do gentle exercise and do yoga.

Julie Pearce (Community Employment Group Advisor) has been helping with leadership for Pacific Island women – there may be members from the South Island branches that are available to do this and then go back and share what they've learnt with the rest of the women.

We sometimes apply for funding for the workshops. In the past we got sick of applying for funding and turned down I suppose because people didn't want to know that we exist, I tell you a lot of people don't want to know us. But the last two years we've been fairly successful since I've been the president. Julia has sent, was it four applications this year and last year – we've been successful in the applications. I don't think there is really very many applications that are turned down because they are not applicable - it's more just spreading the money. For instance going to a COG's meeting and listening to the other groups that are out there, other community groups and the needs that they have, really opened my eyes to other people who are out there so no I understand that we're not the only group in need

Another activity we're working on at the moment is that we've been successful in an application to Lottery grants and that is for financial training and Mentoring. That's something that I see as a key need for us as a branch.

Challenges

Challenges that we are having in Pacifica is that it started with these founding members in the early '70s and now a lot of them have grown into grandmothers. They had their needs back then as new immigrants coming into the country, bringing up their families in a new land – this is their new home. Now there are the New Zealand born such as myself who may perhaps have different needs and it's being able to let young women out there know, perhaps they are New Zealand born, that this organisation exists for them. We are quite open and happy to have their ideas and their attendance and encouragement to be a part of the organisation and if there are challenges that they are finding now to let us be aware if we can help in some way by putting our heads together. I see that as a challenge for Pacifica now is having the younger generation rather than have Pacifica die off. I think it's a useful organisation.

Changes

Women are more confident in themselves in just getting out, keep doing what they believe in and the younger generations are just coming in –it's a great asset to the organisation to have our next generation moving in with the knowledge and experience. One of our New Zealand born is now our national president and she's a top educated person, she is great for the organisation. So maybe we build the foundation and our younger generation will carry on with the knowledge and experience. I'm satisfied with what I see - the way we dreamt of the organisation because we all put our heads and hearts together to make it happen. It's recognised by the government.

We have some Maori women, we used to have some Europeans but while they join the organisation as members we won't allow them to take positions. We feel that for Pacific women to come this far, it is better

to have their knowledge and their own culture to be given the position of leadership in the organisation. It's not a racist decision.

You know Pasifika started with different needs for their women from their country, for instance when there were the dawn raids Pasifika in the seventies stood up to government for the needs of their families in the way they were being treated – it was Ok for the government to have Pacific Islanders come over for cheap labour in the factories and you know it suited New Zealand and then there was the over-stayers. There's a lot of things that go back that Pacifica has involved itself in politically.

One thing I think is the biggest thing for us is to listen and to learn in New Zealand is that we all come from a lot of different backgrounds living in this land but I think we need to look at goals of how we can live in harmony.

Knowing that we all have different backgrounds but to live together and care for one another and understand each other.

Pasifika's like a family – an extended family, we all have our own families we go home to, but Pasifika is quite a unique organisation where we can feel comfortable with each other and know that we can confide in each other. That is what Pacifica is all about, sharing knowledge and also I because we live in this cold country, well when it's winter, you know you feel isolated and I think it's good to have other people's ways like our dancing.

We have just said goodbye to one of our brothers, Te Ariki who was the leader of the Kia Orana Dancing Group and he was also working with Pacifica. He loved to come to Pacifica Women and organise things to do - he was our first Pacific Island health promoter in our Pacific Island Trust, and then he was the one who came to Pacifica and got us to do things with health workshops, cooking, and exercises, and now he's gone - we've lost a great leader, another great leader.

When we have groups we can plan ahead like getting younger people involved so they carry on the dream but when people die fairly young it leaves a big gap. It is important to have all age groups in an organisation. Younger women come to the shop and I try to introduce them to Pacifica and they say "Oh I thought it's only just for the older women." We try to attract school children to participate. Pasifika also organises education grants for students that can apply – this is nationally – and they can apply and send in their marks and how well they're doing - that's another good thing that Pacifica does.

We also have second chance Education grants for women returning to training for the workforce. People that are working in there now don't know the history of our fund and I remember when I was in Invercargill the time we sent \$1000.00, we fundraised twice. Two big dances, and we sent \$5000.00 from each fundraising, it was hard work to keep out for the benefit of our children and not just members of Pacifica's children can apply to it – for any wider community of Pacific Island children. There is so much that Pacifica has done for the community as a whole but we're still going very strong and supporting each other, there'll be no stopping, there'll be no way of saying "that's enough."

St Kilda Community Club

Beginnings

The St Kilda Community Club started rather accidentally in a way, to make use of a building that was threatened with demolition. After the 1939-45 war when a lot of immigrants were coming into the country, the males were separated from the females, and a building at the Central Battery was used as temporary accommodation for the men. When that accommodation was no longer required, and the Victoria Flats complex for the elderly had been built, the building was resited and used as a clubroom by the flat's residents. People congregated there for a variety of activities and to watch television. Over time residents purchased their own television sets and preferred to stay at home.

As the building was no longer being used by the residents and was being frequented by undesirables, the St Kilda Borough Council considered having it demolished. Councillor Anne Turvey thought that the building was too good for that. She organised a public meeting of interested people to consider forming a club of some sort based at the building. Although only a small number of people attended that meeting a resolution was made to form a club. A committee was formed, plans were drawn up and the support of the Borough Council was gained.

Considerable work was required on the building. A Task Force Green worker was employed to repaint the interior and the Council installed toilets, there being none in the part of the building the club was to occupy. A lot of voluntary work was undertaken by members of the committee. Soon after it was set up the St Kilda Community Club was registered as an incorporated society. Being incorporated enabled the Club to access funding that it needed. Initially the St Kilda Borough Council was helpful, but essentially the club was independent.

Before amalgamation with the city there was always a very definite line between what was St Kilda and what was South Dunedin and people were very adamant about where they lived. At that stage the St Kilda Community Club was for residents of the borough only. Since amalgamation the club has been open to everyone and as many members now come from outside the former borough as from within it. We have helped to break down the barrier that used to exist.

The two main aims of the club were to provide social and recreational activities for residents and to take an active interest in community affairs; for example, when the Dunedin City Council wanted to close both the library and the Service Centre we protested strongly. The Service Centre has now been closed but we still have the library.

In 1985 the main club activity was the painting group. They have always had about thirty or forty people who come along every week. Another early group aimed to preserve photographs and records of older houses in the area. We also began playing euchre, a craft group was set up, and regular quiz nights were held. An elderly fitness group was established, and for a time line dancing was popular. We have a walkers group that arranges its own three-monthly programme and includes walks in many interesting places that can be reached by car. There is also a gardeners group and a Mahjong group.

Researching the Community

As a club we have undertaken two research projects. The first one focused on "The Social and Recreational needs of the Elderly in St Kilda". For this we received funding from the Community Organisations Grants Scheme (COGS). During interviews for this project our researchers were offered a lot of other information. This encouraged us to organise an oral history project which we called "Memory Bank". For this we received funding from the Internal Affairs Department. During both of these projects our interactions with the elderly was great. We were able to identify their needs more clearly and they were able to tell us their stories. We interviewed about one hundred and forty people in the St Kilda and South Dunedin areas. The tapes are now held by the Otago Settlers Museum. Both projects helped to raise the profile of the St Kilda Community Club.

Challenges

For the first couple of years the prospects of the club were rather dicey. We did not have much money as we were relying entirely on members' contributions for the day to day activities of the club. At that time St Kilda was still a borough with roughly two and a half thousand houses and a population of approximately seven thousand people. A limited amount of direct Government funding was available for distribution by the Borough Council and we were fortunate to receive some assistance from that fund. This fund was eventually replaced by Lottery Grants. Other sources were also available. We have come to rely on all these sources for funding projects other than day to day activities. When we first started out there seemed to be less demand for community funding. Nowadays the competition for funds is so great that there never seems to be enough to go around.

In the beginning we knew that we needed to communicate with people in the community. We decided the best way to do that was to produce flyers that could be distributed through letterboxes. We produced a flyer when we had something specific to communicate. This was made possible with the assistance of St Clair School who ran them off for us. Later we managed to acquire an old duplicator from Otago University which we set up at our house. Eventually, by means of public donations and a small grant from the borough council, we were able to purchase a photocopier. This made it easier for us to put out a regular news sheet and was useful in promoting discussion about amalgamation with the city and other important issues of the day.

Initially the newsletter was purely for the promotion of club activities. Then other groups asked for space to advertise their activities. Gradually what started as a club newsletter became a community newsletter. At the start members of the committee distributed these news sheets. Later, a team of volunteers was organised to do the job and currently about thirty people are involved. These people are not necessarily club members, just people who want to do something useful for their community. After amalgamation we decided to extend distribution into the South Dunedin area as far as Macandrew Road thus adding to our area of influence.

Organising for Success

The way that the club is organised is important to its success. The club is administered by an executive committee that meets monthly. The groups are largely independent and report to the executive committee through a group leader or convenor who is expected also to be a member of the committee.

The club is open to virtually anyone who wants to join, although we do not cater for young people as we believe they are well catered for elsewhere. There is no charge to join the club but we do make a charge for each activity that people come to. These charges are set at a level that covers the overall costs of running the club and are deliberately kept as low as possible. A register of members is kept.

Until recently we have not had many problems filling the top positions on the executive, although it has sometimes meant a bit of juggling. However, we are now finding it more difficult as office bearers are finding it necessary to stand down through various reasons, mainly growing older. We are very much aware of the problem and will use the newsletter to try to find people who may be interested in becoming involved. We are sure there are such people in the community.

We liaise with many other groups including Age Concern, the Octagon Club, church groups and others. This network has been very useful to us. We have been involved with several community organisations that have been set up for specific projects or with the general aim of promoting the area. The "Main Street" programme was originally sponsored by the Dunedin City Council and involved the South Dunedin Businessmen's Association. It resulted in the upgrading of a part of King Edward Street. Once that was done there was little interest in continuing with the "Mainstreet" committee. It eventually reformed itself into the "Focus Dunedin South" committee, but it also faded away.

More recently we co-operated with individuals from Otago University, Internal Affairs Department and the Dunedin Volunteer Centre to establish "Vision South", based at our clubrooms. This was intended to be another independent group to promote projects in the area, but for various reasons it too is in danger of self-destructing. It may be rescued by becoming a part of St Kilda Community Club. In the meantime it has

completed one project - the production of a reference booklet titled "On the Flat", and has another small project under way.

About four years ago we faced a challenge regarding our clubrooms. The building we occupied was divided into sections. We occupied one half and had access to the remainder that had been occupied by the South Dunedin Round Table but was only occasionally being used by them. We had held a lease issued by St Kilda Borough Council for our part of the building at a dollar per year, but this was due to run out. We requested a renewal from the Dunedin City Council, and after considerable delay they came back with a proposed rent increase and provision for a review every three years. We were prepared to accept this arrangement provided they did something towards maintaining the building. Under the original lease we were responsible for the inside and they were responsible for the outside, but they had done nothing since amalgamation ten years earlier. They maintained that they had no money for maintenance and if they were to spend money on the building they would have to increase the rent of the flats. After a lot of discussion and a meeting with the Mayor it was agreed that some repairs would be carried out and work started. While all this had been going on Councillor Anne Turvey had been working on a different approach, which was to transfer responsibility for the building to the Public Halls account. This was eventually arranged and everything we had originally asked for was done. It is still an old building but at least it now looks reasonably good.

For a club like ours some additional source of funding is essential. The activity fees paid by members is sufficient to cover rent and other running costs, and until recently the cost of producing the newsletter. Increasing costs now make it necessary to seek help with funding the newsletter and for the last two years we have been grateful for assistance from a local pub charity. Their knowledge of the local scene makes the task of approaching them so much easier.

I think the club can rightfully be called a success and I think that has been achieved because of its leadership styles. We have established a place in the community and we have been lucky to have had people who have been committed to the club for many years, but we need to remember that we are not going to be around forever.

Waikouaiti Tennis Club

Beginnings

In about 1975 a small group of people along with some high school students wanted to meet to play social tennis, and we started playing at the Cherry Farm courts on a Sunday. Although it was strictly social we had ladders going.

After some time a public meeting was held to gauge the interest in establishing tennis courts in Waikouaiti, a decision was made to go ahead. There were people in the community who were not interested in playing tennis, but were keen to be involved in the project, and committees were formed. We underwent a huge door to door appeal around Waikouaiti and Karitane to get money for these courts which was quite amazing. At that stage the Karitane Tennis courts no longer operated. The club was called the Waikouaiti/Karitane Tennis Club.

Two tennis courts were built at Waikouaiti with the money from the door to door appeal with additional funding coming from the Lions who were very strong in the community, they gave us a substantial donation, and there was absolutely heaps of voluntary labour. People contributed in a variety of ways, machinery and gear were all donated, and we got quite a good stock from the Cherry Farm Hospital when the, this enabled us to build the first two tennis courts at low cost.

In 1996 we became an incorporated society which enabled us to access more funding. We ran regular fund raising ventures, one activity which we ran over a number of years took place between Christmas and New Year was a gala day down the end of Beach Street on two empty sections. We would set up tents and have candy floss and sell bacon, meat and chocolate wheels, and merry go-rounds, Pony rides. It was a great way to fundraise, and there were a lot of people camping around the area at that time the year. We had a strong core of people who were giving a huge amount of voluntary time people who were both involved and not involved in the tennis club.

Community support

We would have a committee meeting people would take on different responsibilities. Donations and time came from tennis club members and a few from the community. After a while people became aware that it was an annual event and were prepared with their donations.

We stopped having the Gala days as we started running our doubles tournament between Christmas and New Year as we could not do justice to both at the same time. The Doubles tournament was also a great success. We would advertise extensively for the tournament through the local area and in Dunedin. We used to have so many entries we would have to use the Palmerston courts, as well as our own, because we would have up to forty-six entries, which we catered for as well. The guys would put a tent up and the women would make fresh sandwiches for people, as they wanted them. We would make quite a lot of money from the tournament. Another way of fundraising over the years was the Quiz nights at the local hotel. It was an easier way of getting money.

Once the club was more established we played competition tennis on Saturdays against Palmerston and Dunback. We were asked to join the sub association from North Otago, but the Palmerston and Dunback clubs were not keen, so we set a competition up locally and eventually the Macraes Club joined us as well. We started off with two teams, having 16 people playing every Saturday. The club became strong very quickly and over a period of time we had three teams of eight at the height of local competition, with twenty-four people playing. There was also junior teams going through the junior movements at that early stage also and doing exceptionally well. For quite some time the club captain organised all the teams, but as the numbers grew we had someone organise the woman's section and someone organise the men section.

The structure of our club is quite dynamic really, we have your usual president, secretary, treasurer and directors, committee, and then we have the club captain, the Eastern District's representative, the auditor, the publicity officer, the social manager, and the barbecue manager. All of these positions ensure that everyone gets a job and feels that they are involved in the club, and it works very well. This way we do not have the situation generally were people are saying that they are happy to be involved but no one has ever asked them.

We are great ones at setting up a sub committee whenever there is a certain project to be undertaken. It seems to work better when four people who are really keen go away and have a meeting, they might communicate over the telephone only with each other and then they will come back and report to the committee their findings. It is better than having ten people trying to put their say in about the project and the process goes on and on to a point where people become disheartened. I believe that some of the success is attributed to the formal manner that we run the club.

The club is family orientated, when we first started up everyone brought their kids along. At that stage we only had the two tennis courts, so there was always plenty of parents around to supervise the kids, we built a sand-pit for the children; there was a playground over the hill, and beach around the corner.

Shortly after the courts were built we then decided we would like a pavilion of our own, at that stage we used to go up and have our afternoon tea in the main pavilion at the rugby rooms but there was a bit of controversy. So we decided to build a little shed in the end, we did not call it a pavilion – we called it “The Shed”. I can remember a lot of controversy about breaking away from the pavilion it was really not a very good community thing to do.

Funding to build “The Shed”

We had good income coming in from the gala day, which covered most of the costs, and the amount outstanding was soon paid. We never had overdrafts. There was the Oamaru Licensing Trust whom we used occasionally for grants, and what was then the Otago Savings Bank. We also had quite a strong membership and we did not have to pay huge amounts in affiliation fees because at that stage we were not affiliated to Otago, so a lot of the money coming from our subscriptions was going directly back into the sport. We had a voluntary management structure in place for the Eastern Districts.

We got to the stage where we were unable to cater for the numbers of people wanting to be involved, and the junior tennis on Saturday morning was popular, so we set a task of getting in that extra court. We had quite a bit of the funding for the expansion at that stage and we applied to the Community Trust for extra assistance. Our applications for funding were always for forthcoming projects so if the funding was declined then you were not going to be in dire straits. The club has never been in a position where it owed money.

The way in which the club is run is based on experiences from the past, we know that if we are well prepared when negotiating with agencies, for example the Dunedin City Council then our outcomes were better. We have learned the importance of having written agreements when decisions are made, so that when the decision is disputed further down the track the written agreement is there to adhere to. Because we have been operating for a while now, there is evidence of how we manage the club, which is beneficial also, and we have been fortunate in having a number of longstanding members who have contributed toward the continuity of the club, which is a great advantage. There have always been enough people involved in the club that no one person needed to take on more than one office position at one time. For some clubs changes in the management structure can impact on the clubs ability to continue on.

Since becoming an incorporated society we have made some changes to the clubs constitution. One change has been that if it folds up the club is to be held in Trust by the directors. The other change was that we amended the number of people we need for a quorum for meetings from seven to five so that when the club membership is lower we can still have meetings.

Over the years there have been some major changes in the area. The closing of the Cherry Farm Hospital, although it did not affect the tennis club directly as many of the staff were working shift work, but it did have an affect on all the community. The Lions Club numbers started to decrease as a lot more people went to town to work and did not have the time to be as involved in some of the community activities. The other change in the area has been the development of the Macraes Mine. We attracted people working at the mine to the club.

Our community is typical of any rural community where people move away for a variety of reasons. Work promotions, tertiary education and general lifestyle choices, and today there is a lot more people commuting into Dunedin for work, for some five to seven days a week, so players are not as keen on playing Saturdays.

At one stage we had three senior teams playing at one stage now we are struggling to get one team going and there is not many young ones coming through either. We were keen to cater for these, by setting up a doubles competition that ran mid week. We gained about thirty new people to the club. This change has brought about a massive change in the to the extent that we effectively have sixteen doubles teams now, and we are able to accommodate more people in the area. We get one or two people from Palmerston as they do not offer the options we have. A challenge for us is to keep the Saturday tennis going as people find that they are unable to make the commitment in the same way.

Organising for new members

Organising the junior teams was a challenge, but with the work of dedication of one of our members we were able to get some teams playing. We got to a stage when we felt the junior tennis could be better managed in two lots, and were fortunate to have had two people who were willing to co ordinate each session. A couple of people helped me get a roster set up” and a couple of the mothers got together and did a roster, this meant that the parents which week they were on duty.

We have three junior tennis groups, one for the five to nine age group who meet on a Wednesday between 3 30 and 4 30pm, and the other is for children at Waikouaiti who are better and play games. The best go to Dunedin on a Saturday morning.

At the start of each season we put a notice in all the primary schools in the area, and we ask for a notice to go in their school newsletter. Most of the children come from the Waikouaiti School, and we do get a few from Palmerston. We apply for money to run six to eight week coaching clinics for the juniors, this means we are able to subsidise the fee charged for the clinics. We see this as an investment for the future of Waikouaiti Tennis. We are able to accommodate families who are unable to join in because of the underlying cost.

The better players are invited fill the holes in the mid-week tennis. It is easier to access funding when it involves young people in the community. It was because of the increase in the number of junior players that were able to build a fourth tennis court.

Since the 1980’s we have had bursts of having winter tennis mornings. First of all it was called ‘Ladies Midweek Winter Tennis’ We would run it for about eight weeks from ten till twelve and we drew new members in by putting notices up around the community. There was no big commitment for the people that were running it, but we have not done that for probably three seasons but there is interest in this again.

On Tuesday nights we used to have tennis practice for a while, again there was only a hard core of us that went down every week but the opportunity was always there for new members to come along. The Tuesday night practices have only stopped since the midweek doubles competition has started. One of the challenges that we have at the present stage is to attract people playing midweek tennis to become club members. As it stands at the moment they pay \$2 a night but they are not actually paying a sub. This season we have introduced a casual sub for midweek.

Now we pay the affiliation for the members who are playing Saturday competition only. The affiliation fee takes a high percent of subs, \$45.00 membership for a senior player went to New Zealand Tennis. Now because numbers have decreased to a point were we have only got one team going we are not paying as much. Because we are not playing in an organised competition outside we are not paying affiliating fees so we are generating a lot more money at the moment.

The challenge for the club is to keep your expenses to a minimum in case your numbers decrease so that the members who are paying subscriptions are not going to be crippled by the changes. Insurance premiums have a huge financial impact on the club. On of our strengths is that we are open to change and we are prepared to travel for matches.

Our midweek tennis is based on the Edgar Centre winter tennis programme with two three quarter hour games, and we have also made contacted the Becks and the Clyde Tennis Clubs to see what problems they were having their competition. We took advice of the pitfalls they were having and we saw the problems we were having so we tried to eliminate all these and came up with the model we have today. We combine with

other clubs and have members who go through to Dunedin each week to play in the two winter leagues in Dunedin, they are named under the sponsors name.

Success strategies

Networking has been an important operation for the club. The Dunedin City Council's Community and Recreation Advisors are useful people to connect with when applying for funding. We are currently looking to generate some money so that we can advertise "tennis" in the area and encourage more people to be involved. When we brought new tennis racquets for the children we went to the Otago Sports Depot to purchase them, because they saw what we were doing they dropped the price down.

One of the other things we did in the last three or four years was some strategic planning suggested by staff at the Dunedin City Council, there was some resistance to the idea at the time, but it turned out to be really beneficial to our club in the end. The process gave us an opportunity to look at ourselves from the outside, and ask questions like what are we doing to encourage people to be involved in our club, what are we doing, and not doing.

One of our most memorable occasions for the club was when we named the whole tennis facility after our life member at the opening of the new pavilion and the fourth tennis court. We invited the people who were involved with Waikouaiti tennis over the past twenty five years and gave them an opportunity to speak about the club. Eion Edgar the president of the New Zealand tennis at that stage who gave a little speech and said "I have much pleasure in opening the Noel Dempster Tennis Centre." Noel was our club captain at the time, and was unaware that the pavilion was going to be named after him. Noel had given thousands and thousands of hours to the club over the years. I thought it was a great thing for the club. Noel died a year later and left the club a substantial donation.

Looking back we have had tremendous community support over the years. I remember one occasion when the local marae offered us the use of their van to take some children into Dunedin. We feel proud that set a basis for the future for a considerable number of the people that have gone through our junior programmes that we have organised that are playing tennis almost anywhere in New Zealand.

Yellow-eyed Penguin Trust

Beginnings

The Yellow Eyed Penguin Trust formed in the 1980s when the well known Researcher John Darbey and other people who were in a group called Save the Otago Peninsula (S.T.O.P.) that identified that there was a reduction in the number of penguins. The problem was big enough that a separate group was formed to address the situation. It was John who got a group of volunteers together and basically went through the procedure of forming a voluntary based Trust. A constitution was drawn up and signed in 1987 and funding accessed specifically to save the yellow-eyed penguin. The level of commitment was amazing – some members contributed from their own personal resources.

A board of volunteers runs the Trust, which has fluctuated in numbers over the years, at the moment we have nine volunteer trustees. Some of those volunteers will spend probably at least twenty hours a week to work for the Trust in their own time, as well as having full-time positions. They do not get an honorarium or reimbursement, three anyway of the Trustees have been on the Trust since it began in 1987. It is through their institutional knowledge that we progress the way we do.

The board in the early days had a chairperson who was involved with the sponsorships and funding, helping with the administration side and the publicity. After her resignation nobody was particularly prepared to take on that role, so two years ago we have appointed a spokesperson – as a Public Relations exercise, so that we had somebody to speak for the Trust as needed. The spokesperson does not chair the meetings. The three staff members all have a liaison on the board, and some of the board members are the overall managers of the different habitats that we own or manage. Other members represent the Trust at meetings outside our own, and they liaise with small sub-committees. The strengths of people are recognised and utilised within the Trust. There are two meetings every month – there is a board meeting, which deals with the finance and the general administration, and then there is the habitat meeting, which deals with the practical work of the habitats. Sue and David produce a report for those meetings and the chairs are rotated so everyone gets a chance to be the chairperson each month. The sub-committees meet over and above which helps to shorten the length of the other two major meetings. Because we have a number of sub-committees it is a challenge to keep everybody informed about what is happening.

We support quite wide environmental movements – by having a representative at the Conservation Service Levy (CSL) meetings. We submit to Regional Councils, District Councils and the Dunedin City Council for their plans by submitting information, this keeps the Trust in the loop, not that there is anything really contentious at the moment but we want them to keep supporting us with environmental issues. We usually get the list of conservational and environmental submissions from an organisation called Environmental Conservation Organisation of New Zealand. If we identify any parallels with the Trust that we should become involved in then we will support it or we will put a submission in, it is quite a big job, but we believe that it is important.

In 1989 Mainland Products Ltd came on board with a huge sponsorship agreement of \$50,000 in the first year and since then it has been \$75,000 a year. They have also supported a huge publicity campaign developing all sorts of things in the early days like TV commercials, calendars, book marks, car bumper stickers, school programmes, school education kits and the cheese and butter redemption scheme. They also help promote publicity material about the yellow - eyed penguin. The sponsorship was supported by a lot of work from trust members that went on behind the scene. It is thanks to Mainland that the Trust is where it is today. It was through the television commercials with Roy Wesley in the early days that the profile of the yellow - eyed penguin was raised national wide. Today we have the same percentage of members in Auckland as we do in the whole of Otago and Southland on our database.

Other sponsorship came from Cooke Howlison Toyota for the habitat work so John Darbey was able to go out to the habitats in a four wheel drive truck. This sponsorship continues today. In the early days the Reserve Bank printed the yellow - eyed penguin on the five dollar note, along with a picture of Sir Edmund Hillary. This again raised the public's awareness of the Trust. The fact is that the penguin is a really big icon of New Zealand and awesome for tourists. The need to raise an awareness of the penguin is still a really important step for the Trust today. One year after the Trust had formed the membership rose to 71 and it peaked in about the early 90's at about 6,000.

About two years after the trust was formed we developed our own nursery down in Company Bay which is a huge part of the Trust's work where we source our own seeds and grow our own plants. Over the years there have been huge developments including moves to three different sites all in Company Bay. The latest move a year ago has been our biggest and is a much better site and better conditions. For the first time have power on site and lock up sheds. Because of the de-commission of the sewage plant at Company Bay we can now rent the nursery from the Dunedin City Council for a nominal \$10 per annum.

The initial opening of the nursery was the first time the Trust had employed anyone, a part time nursery manager. At that stage volunteers undertook the administration of the Trust. In 1992 our first employee was employed through the Taskforce Green project worker, and by 1993 someone was employed to see to the administration of the Trust. By 1999 we employed an Office Manager. In about 1995 we also employed a Publicity Officer. The position was discontinued because there was a need for more habitat work. Instead a Project Officer was employed who is involved in the trust's operations in a broader sense and works closely with the office manager. The changes came about because we realised that there still was a huge need for publicity, so the Project Manager and the Office Manager share the role. This meant that the nature of the office position was extended. Off and on through the years the trust has employed Taskforce Green workers to do different projects.

Challenges

Maintaining a financial base has always been the challenge. In the initial days the Trust employed a firm to do a capital fundraising campaign with the idea of raising 1.5 million in order to get the Trust off the ground. This was at the time when the share market crash happened, they got a long way through it without raising any money but the whole campaign project fell through and that set every body back. So when Mainland came on board it really got the Trust going and where able to look at the objectives of the Trust and identify where they could head in the future.

In the early days the Trust purchased some habitats and began fencing them for the penguins. Our focus today is more in management of the habitats rather than the purchasing them. This leaves us the job of focusing on educating people including landowners about yellowed - eyed penguin and how to provide better protection for them. The challenge for us is when landowners just want to promote the bird for commercial benefits. I used to think it was pretty disgusting to exploit your endangered animals but then again maybe it is the only way we can save them – it is a world wide issue. The Trust has developed more of a diverse stance because by saving penguin we are also saving other species that associate and therefore we are finding that other species will come in with the birds so hopefully there is a holistic attitude now to habitats.

Education initiatives

Today we have the second generation of youngsters who have been influenced by the early work of the Trust that are coming through now with this information into adulthood and maintaining these values. David Bellamy a famous British Ecologist, and Mainland supported the publication of Dean Schneider book 'The Hoiho' which was subsidised by Mainland Products Ltd and mainly goes out to public schools now. Initially it went out to every school in New Zealand. There are just a few hundred copies left and it is now sold to bookshops.

Another publication that we have been involved with is a book that a 10 year old boy Jake Lewis wrote; it comes with a delightful bookmark. It started off at the beginning of last year when he did a project on the yellow - eyed penguin which he sent into Dave to mark it and make comment, from there he decided he would like to draw some pictures and write a story about Hoiho. Jake was originally going to colour photocopy it, and sell it until he found out the cost. He approached the Trust about perhaps financing it or helping to seek sponsorship to produce it, after much debate and discussion the Trust decided that maybe it was time to try a new publicity venture and produced it. Jake donates everything to the Trust – he gets nothing for it, no royalties at all and copies are selling really well. Since then a bookmark has been produced using drawings taken from the book. An explanation about the Trust and the penguin along with a glossary and just some factual information is included in the book. The book is very popular.

In early 2002 we launched a book called the “Field Guide to Mustelid Trapping” This publication is a result of a huge predacious incident of yellow eyed penguin eggs and chicks on the Otago Peninsula about two years ago. The Trust decided to run a workshop to assist landowners in methods of trapping and ways of overcoming the predation problems. The workshop was really well supported by about 75 people. It was at this event that a request was made for a small field guide to be produced. The Auckland Regional Council rang yesterday asking for copies the other day so people everywhere people are hearing about it. Ron Greenwood Environmental Trust –who is based in Wellington and well known throughout the conservation circles thinks the book is so good that he is sponsoring the marketing of it. So we are very excited about that. Both of these books will be relatively non profit making but they are certainly helping with the public awareness and plight of the penguin.

For several years we have funded a trapping programme in North Otago as predation is a huge issue to the yellow - eyed penguin and the Department of Conservation basically do not have the funding to cover all these different programmes. We have been funding a trapper for a certain period of time up in the North Otago area, which is quite a large cost to the Trust as well, and we believe that it is really important.

Another way of raising the public awareness has been through the redemption of barcodes. The barcodes reveal how much money is going toward saving the Hoiho. Unfortunately there have recently been some law changes where each product package needs to identify in greater detail all the ingredients used in the product, leaving less room for publicity from Mainland. However, on saying that Mainland is still on board for another three years. They are just producing a new wall chart, so they are still very dedicated to the cause, and it is wonderful for us.

We have an education kit developed by our Publicity Officer that is hired out to schools. It is an amazing resource with heaps of photographs and books and videos and worksheets and games. Last year we developed an educational website so that and we are hoping to get some more resources put on. One of the roles of the Project Officer is to educate the public, so he is looking out for any opportunity he can get whether it is an informal talk at a school or talking with people he comes in contact with when he is out and about.

We try to get seasonal articles in the paper to indicate what is happening, like when the penguins are laying eggs or moulting. We have a problem around the beaches with dogs especially while the birds are moulting. We put up signs during this time to try and eliminate some of this.

We produce two newsletters a year that goes out to members and associated groups. Our first newsletter was produced in 1989 a year to eighteen months after the Trust was developed. Since Dave’s been on board and we have added a kid’s page, which has been a great success, featuring a character called ‘Herbert,’ stories are written about him, what he is up to and where he is going. The stories contain factual information and usually a competition that the children can enter. We try to include a cross section of information about what is happening with the penguins, different habitat and research reports. We have also been funding some PhD students and other students who have been undertaking a range of research projects.

Whatever we do we have to constantly remember that the funding is from the donated dollar. We have to answer these people as to how their money has been spent so we try to keep the newsletters very informative. Last year we started a new section particularly focused on members from overseas, we get the members to write in a small paragraph about why they support the Trust and basically why they support the yellow - eyed penguin when they do not live anywhere near us. We have had very good feedback.

Challenges

Because the Trust has developed integrity and professionalism in the past this has made it possible for us to form relationships with landowners and eco tourism operators. We are making quite good communication inroads with that which is a real plus because let's face it, the major tourism operators have their own finance to do research into the whole eco tourism world. We appreciate the relationship, as the operators are able to promote the Trust too to a certain extent.

A major challenge in the future as for us is to try and take care of the needs of people and also protect the species. There is evidence that tourism is affecting penguins, as there are signs of the birds becoming scary. The next hurdle for the Trust is to work through that with the Dunedin City Council and with landowners to draw up plans to protect the species.

There are a number of factors that pose problems for us. One problem is that some of the landowners are really quite conservative. Their farming practices are the most important thing to them and were unaware of the issues we are raising. More recently there have been changes because they realise the worth of the penguin and how predators that are attracted to rabbits or stoats on their land might threaten them. We also struggle with the pressure of tourism. Our aim to husband farmers and the tourism resource so that the penguins are not driven off the beaches, or lost through carelessness. I guess in the future moulding the need of people to see the penguin and to advocate for the penguin's protection will be at the fore of what we do. The penguin are a magnificent bird and once people see or hear them calling they get a better awareness of how important they are in our lifestyle and our culture. In order to protect the bird we need to shut the habitat up in an attempt to control the predators, the people who might you know damage the nesting sites and keep the stock out.

We have habitats, one of which we share with the Dunedin City Council, and some that we own that are open to the public. In the reserves which we own or manage we make sure the public access and signage is up to scratch so people know what the values are and have access not necessarily to penguin breeding areas but have access to the reserves and recreational base and that is quite successful. Out of interest, we had about six hundred visitors in the last year at one of the habitats.

The Dunedin City Council quite coincidentally is stamping down on their by-laws. They are making sure that people walking their dogs around town have got the leads. So you will probably see at St Clair Beach in the future all dogs on leads at the beach rather than running free which is a loss of another freedom but sometimes you know it is for the greater good.

We have a support from Regional Council in their wetland enhancement fund that helps with fencing to look after wetland so we are actually looking after wider issues than just the penguins. We also help with the management of some smaller reserves that are not quite so public on the Peninsula.

Research is a challenge for us, research that supports what we are working towards as a Trust so that we can come up with some statistics. We have been down at Stewart Island to count penguins and to Codfish Island where the Kakapo are, and have come up with a couple of reports that will hopefully will influence the Department of Conservation in Southland about the way they are dealing with the birds in their area. The reports are being used in their planning so the Trust has had an influence there. I think has got a reasonable rapport with the Department of Conservation personnel and now we are starting to develop a relationship with the eco tourist operators, which is beginning to work well. We have got a list of tourist operators we try and make contact with. Occasionally people ring up here "when are you taking us on the penguin tour?" so we often get associated with eco tourist business – it is another opportunity for us to teach people about what the Trust does.

I think the Trust is a credible organisation – a challenge in itself to remain credible and professional and we are aware of that all the time, so we ensure that we consult the experts and make sure that publications we put out are well presented. I think the trust has become a really well recognised conservation organisation in New Zealand, it is the only organisation that is specific to one species.

The ultimate success of the Trust would be when we become redundant because the penguin population was so huge that we are no longer needed help to save them, there is no way that we are anywhere near that.

When you look at the graph over the years of the actual penguin population there is a very gradual increase, if you look at it year by year there are huge fluctuations. Some of these are attributable to particular factors but some are just the natural cycle so the penguin is by no means out of the danger zone and self-sustainable. Last year the penguins were re-categorised into a more endangered category by the International Union for Conservation of Nature.

The Trust will have to be there for the penguins. The Department of Conservation has got the statutory role of maintaining the Conservation Act looking after these things but they can not do it on their own. I guess the Trust has taken up the slack in this area. Because in our little country of four million people there is not enough resources to do everything so we have to depend on the goodwill of people from overseas and visitors – we have to extract more dollars from visitors who come to see our wildlife. Our job basically is to make the penguin as safe as possible on land and provide it with as many safe places to shelter and to nest. There is very little we can do for the penguin at sea as far as the food supply is concerned, apart from stopping the set nets, and the fishing practices. The challenge that I see for the Trust is to somehow increase the viewing distance of the birds allowing people to have the same enjoyment. This will mean we might have to look at engineering structures like hides, plate glass windows, or restrictions in certain areas and have guides. People can see all this on documentaries and on film but they want to experience the real thing with the noise, the sea, and the smells – you can not get the smells on a documentary. When one of those beasts open their mouths and when a penguin calls there is something really special.

Future directions

An aim of the trust for the future is to be a broker because Department of Conservation has a statutory role, they have to administer wildlife in their Conservation Act – we do not – so if we can broker that understanding in between it is an important role for the Trust.

Some of the major issues the Trust is facing involve future direction. Although a lot of what we aim to do is dependent on our level of funding, we need to focus more on identifying our role which is as important as funding. We have been having some strategic meetings to sort out and what this direction is. We began the meeting by saying “we have been given a million dollars – what are we going to do with it?” I think though it comes back to the basics of habitat again.

We keep coming back to what is fundamental to the Trust. We are still maintaining our habitats and planting trees but the stress of visitation is going to be a major issue and handling those thousands of people from overseas who want to see the birds and getting their dollar so we can pay for it. Advocacy work for the birds will be a major focus.

Education is always ongoing but the awareness is generally out there, we have to educate the tourist market a lot more than the general public of New Zealand now. Last year we had a marketing survey done, which showed that throughout New Zealand it is still identified that the yellow - eyed penguin is a threatened species and the relationship between the Trust and Mainland was still identified. Over forty percent surveyed knew that Mainland supported the yellow - eyed penguin Trust, so there was a huge recognition of the Trust or the yellow - eyed penguin out there.

We have a feature on a number of web sites and we sometimes get callers particularly from overseas who will read about what we do and want to subscribe. Years ago one of the eco-tour operators on the Peninsula approached the Trust and wanted to endorse the Trust by using our logo on their brochures and they paid us a percentage of their take it was. With no disrespect to the tour operator the amount was minimal, and although we endorsed his operation the Trust was not just saying his was the best operation. Basically we do not identify with the tourist dollar which is very unfortunate.

Conclusion

Assumptions of power

As narrative researchers it is necessary to refrain from drawing research 'conclusions' in the traditional sense. In traditional research the voice of the researcher often swamps that of the respondent or the researched, they, the researcher describe, interpret and analyse the data to form a thesis of the area concerned. The researchers discourse controls and subjectifies the discourse of the researched. Thus the researched are often marginalised by the hegemonic power of the academic researcher. These criticisms were raised by Foucault (1972) who pointed out that discourses do not circulate freely and without limitation but are subjects of control and exclusion thus creating a dominant discourse that is imbued with power and power relations. However it is possible to contest dominant discourses by understanding that such viewings are imbued with power and as researchers we have the ability to not take this power but let it reside with the researched.

Friere (1972) further explored this concept of power imbalance exploring the relationship of the researcher/educator to the researched /educated. He described traditional research/education as the 'banking approach'. By this he means that it is the researcher's/teacher's role to fill the researched/student with information - the teacher does not encourage critical analysis of that information but presents it as 'the truth'. This can lead to a situation of adapting the subjects to fit the structures rather than in giving people the resources/information to critically analyse and challenge structures. In comparison the concept of 'libertarian education' on the other hand draws on the experiences of both the researcher/teacher and the researched/students, allowing a situation where "[t]hey become jointly responsible for a process in which all grow." (Friere 1972:53) This style of research/education encourages the questioning of the systems that oppress the marginalised and seeks to find solutions to this power imbalance.

Our conclusion therefore discusses how through the use of narrative analysis a pluralistic or multiple view of the community organisations studied can be explored.

The themes explored

The choice of a narrative approach allows the stories of the organisations to be presented here in an unadulterated form which recognises that they have the power of constructing their own discourse. By controlling how their story is told without the marginalising effect of traditional research. These stories highlight the steps the organisations took and why to overcome challenges and to maintain the operation of their services. While the lessons here are specific to each organisation it is intended that the reader engage with the stories using them as a source of experience and inspiration.

What follows are some of the responses grouped according to the themes used to guide the interview process. As previously stated this not intended to be a summary or analysis of the stories but is offered as one strand of the multiple perspectives that can be read from the stories contained here.

It is intended that readers will complete Czarniawska's process for narrative analysis by setting these stories against their own, deconstructing the ideas and shared histories so they can learn from these experiences.

Life History

"(We) started rather accidentally in a way, to make use of a building that was threatened with demolition"

The organisations represent a long and rich heritage of community organising in Dunedin. They range from Hockey Otago who had their beginnings during the early 1900's to the newest group, the Fernhill Community Group, who have been active for only a few years. The life history provides the linkage between the themes and provides a context of 'the times' which must be considered when reading the accomplishments and challenges of the organisations offered here. The life history provides the framework on which the other themes are built.

Influence of the External Environment

“In 1989, 389 people came to us for food parcels in that year, by 1994 we were seeing 3,500. The growth was horrendous.”

There are numerous examples of how the external environment has affected the organisations, particularly in relation to the effects of government policy over the past 20 years.

The life history of Anglican Methodist Family Care clearly illustrates the influence of government social policy has had both on the direction of the organisations through the adoption of contract funding and at a grass roots level by the effect of the 1990's benefit cuts on the ability of families to budget affectively.

The Peninsula Trust's dealings with a multitude of authorities over land ownership is symptomatic of the changing face of New Zealand's planning legislation.

Another example is the effect of local government amalgamation on geographic communities, for example the St Kilda Community Club tells how the re-defining of local body boundaries altered their sense of community. While there are many arguments for and against the local body amalgamation of the 1980's there is no doubt that dealing with a large city authority is problematic for many community groups. While a number of groups mentioned the positive influence of the Dunedin City Council Community Advisers, they also expressed frustration at the difficulty in dealing with the regulatory sections of the City Council.

For some organisations sharing resources and information through networking has been vital to the success of their organisation. This positive influence is illustrated by the Waikouaiti Tennis Club's initiative to learn from other tennis clubs how they organise their programmes.

Internal Dynamics

“In most organisations...one of the things you find is that some people work really hard and others don't...”

The way organisations have adapted the traditional committee structure to suit their own needs has been one of the most interesting observations for the project team. A number of the organisations acknowledge that finding volunteers to hold positions of responsibility has become increasingly difficult since the beginning of the 1990s.

Organisations have risen to this challenge with a number of innovations. Waikouaiti Tennis Club gives everyone involved a role from President to Social Manager, thereby spreading the tasks across a wider group, they say this encourages people to have more investment in and ownership of the club.

Arc Café have taken a different approach by establishing a small business orientated group which takes the administrative burden off people who wish to focus their energies into actual projects, this was found to be more affective than previous attempts at large scale collective structures.

Fernhill Community Group and Dance Otakou Inc extend their work by acting as an umbrella or co-ordinator for independent projects. Perhaps these innovative methods signal a shifting from the large bureaucratic organisation in favour of a more flexible project orientated model.

Challenges

“...this lead most of us to a ‘shake your fist’ approach to authorities and not necessarily engaging on a co-operative basis, but it was definitely a mutual thing, the so called authorities would be looking at us as scum...”

Challenges have often come from external influences and the internal ramifications of the organisation’s efforts to respond to those changes. Arc Café developed from a long and tumultuous history of community arts organising whereby process, product, premises and personalities rubbed up against each other with both brilliant and disastrous results. It would be interesting to explore whether these four ‘p’s’ can provide a basis for a ‘community mix’ similar to that of the price, position, promotion and product of the classic ‘marketing mix’. Access to premises or location have also been a significant challenge to other groups such as Hockey Otago whose commitment to developing an artificial turf playing surface and the Yellow-eyed Penguin Trust’s desire to identify locations where penguins can be protected but also viewed. Thus suggesting that even communities of interest find it important to be located in some physical form or location.

Success Factors

“One of our successes would be fundraising, we are not concerned about how much money we earn as there are other spin offs that come...”

Interestingly some of the biggest challenges for organisations have also been the catalyst for their greatest successes. Despite the effort required fundraising has undoubtedly brought benefits to all the organisations that have engaged in it. This is not only a financial exercise but for many such as the Yellow-eyed Penguin Trust, Pacifica and Arahina Community House it has been an opportunity to build support, develop a sense of achievement, increase their profile or educate the community.

Similarly despite increasing demands on leisure time the contribution of volunteers remains a significant resource without which much of the work described in these stories would not occur. Rather than prescribe to the notion that no one wants to volunteer anymore these stories illustrate different ways in which organisations have developed to maximise volunteer effort to where it is most effective. There is no recipe here, each solution is different but adaptation and problem solving have proved to be key. Successful organisations appear to be flexible, innovative and ready to use their members’ skills where they will have most effect.

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