

# Evaluation of Know Your Neighbours

An initiative of Lifewise & Takapuna Methodist Church



Prepared by  
• **point**research  
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# EVALUATION OF KNOW YOUR NEIGHBOURS

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Report prepared for  
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## Abstract

In 2006, community and social development agency 'Lifewise' and Takapuna Methodist Church initiated a collaborative community development project with the intention of addressing isolation and disconnection from within Local North Shore communities. The Know Your Neighbours community initiative, which was designed to create supportive, inclusive, creative, healthy, and connected neighbourhoods with strong local leadership, developed into the signature work of this project.

Two strategic arms form the structural basis of the initiative:

- Supporting street and neighbourhood development; and
- Raising awareness and influencing change.

The aim of this evaluation was to look at the difference Know Your Neighbours has made to selected neighbourhoods, and how it has made this difference. A mixed method approach was used including a document review and analysis, interviews, neighbourhood conversation groups and observation.

Findings suggest that Know Your Neighbours has contributed to creating stronger, connected and more inclusive neighbourhoods in North Shore communities. This includes increased feelings of safety and community (93%) and a reduction in reported burglaries. Local street and neighbourhood events have contributed to residents' feelings of wellbeing. Moreover, the KYN Neighbours Day Aotearoa campaign is contributing to a growing national awareness of neighbourliness and is influencing some change at the local, regional, and national levels.

The evaluation looks at some of the ways in which the KYN approach and actions have supported local street and neighbourhood development, and raised awareness and influenced change.

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North Shore Police  
Auckland Council  
Inspiring Communities  
Back2Back Project

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## **Disclaimer**

The findings and conclusions are those of the authors and are not to be attributed to Lifewise or Takapuna Methodist Church.

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# Executive Summary

## Introduction

This evaluation explores approaches and outcomes of the Know Your Neighbours community development initiative. Know Your Neighbours grew from a partnership between Takapuna Methodist Church ('TMC') and community and social development agency Lifewise. The premise behind Know Your Neighbours is that building better connections between residents can make neighbourhoods healthy, fun and vibrant places to live.

The aim of this evaluation was to look at the difference Know Your Neighbours has made to selected neighbourhoods, and how it has made this difference. To do this, the researchers used a mixed methods study which involved document review and analysis, interviews, neighbourhood conversation groups and observation.

## Key Findings

### History

In 2006, motivated by concern for those living on the margins of society and a desire to create positive, constructive and inclusive communities, Lifewise and TMC began to explore options for working together to realise a shared vision of community development within communities on Auckland's North Shore. In April 2007 a Community Development Worker was employed to design, implement and lead a community development project, or series of projects, among North Shore communities.

#### *Background and Foundations of the Community Development Project*

During the project's foundation period the Community Development Worker ('CDW') put much effort into building relationships and making connections within the North Shore and wider Auckland communities, meeting with more than 60 representatives from NGOs, council and government and attending more than 20 meetings. The CDW was supported in this process by the project reference group who understood that the groundwork and preparation was not only essential, but also *takes time*.

External mentoring<sup>1</sup> was particularly important during this period, as it allowed the CDW to make meaningful connections between the theory behind community development and place-based practice in a community or neighbourhood, as well as exploring new ideas and themes as they emerged.

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<sup>1</sup> Also known as external supervision.

Consultation identified isolation and disconnection as prominent community themes, particularly as they related to how people felt about living in their neighbourhoods. Prominent too, was the idea that isolation and disconnection could only be adequately addressed from within communities and neighbourhoods. It was while wondering how the project could help people to know their neighbours that the CDW found her focus and sense of purpose and the project found a name. Thus, Know Your Neighbours developed into the signature work of the community development project.

### **The Know Your Neighbours Initiative**

The initiative focuses on enabling neighbourliness rather than attempting to provide it. The vision is to create supportive, inclusive, creative, healthy, and connected neighbourhoods with strong local leadership.

Two strategic arms form the structural basis of the initiative:

1. Supporting street and neighbourhood development; and
2. Raising awareness and influencing change.

At a local level, the mission of KYN was to support the building of social capital within streets and neighbourhoods by helping to increase the levels of communication, interaction, and support between neighbours. On a wider level, KYN employed a number of strategies, including media and communication, networking, the national Neighbours Day Aotearoa campaign, and teaching, advocacy and workshops to raise local, regional, and national awareness of neighbourliness.

### **Outcomes**

#### *Supporting street and neighbourhood development*

The results of this evaluation suggest that KYN has contributed to creating stronger, connected, and more inclusive neighbourhoods in North Shore communities, in particular the suburb of Meadowood, and the streets Taurus Crescent and Greenslade Crescent.

Specific outcomes for these communities include:

- **Building trusting relationships between neighbours.** This has contributed greatly to increased feelings of safety and security, e.g. 93% of participants who took part in a community activity reported increased feelings of safety and security, and an actual reduction in crime rates e.g. the reported burglary rate in Taurus Cres dropped from ten burglaries to two burglaries between 2010 and the end of 2011. Residents are more likely to report increased feelings of social support, or knowing that their neighbours are around to assist in a stressful or emergency situation.

- Those most likely to report increased perceptions of safety, security and social support include new migrants, the elderly and young families.
- **Greater community connectedness and social cohesion.** This has occurred through local street- and neighbourhood-based activities such as neighbourhood groups, barbeques, food festivals, community workshops, setting up Neighbourhood Support groups, localised consultation and planning groups and setting up neighbourhood communication channels, such as Facebook pages. The Meadowood community, for example, have held ten community events over five years, reaching at least 10 per cent of neighbours per event, with some events attracting more than one-fifth of all residents. In all instances these projects have been community-led, that is, the residents have chosen the projects they want to work on and have decided the time-frames of the activities. Community connectedness has also been built through the formation of social ties which have developed as a result of the activities in the neighbourhood. Many residents, particularly those who have limited English language skills, have found new ways to connect with each other such as gardening and story-telling. These connections have been shown to have impacted positively on the well-being on the entire neighbourhood, regardless of participation.
  - **Neighbourhood social capital.** This has been built through the formation of local residents' groups, the sense of shared purpose and a shared community vision and the inclusive nature of neighbourhood events and activities. One neighbourhood is currently intentionally building its social capital around neighbourhood care and support in order to enhance the capacity of their community to deal with social issues such as family violence and child maltreatment.

### *Raising Awareness and Influencing Change*

It appears that KYN is contributing to a growing national awareness of neighbourliness and is influencing some change at the local, regional, and national levels.

- **Neighbours Day Aotearoa** is growing in impact. In 2012, 683 people had registered their NDA event, compared with 213 in 2011. An evaluation of Neighbours Day 2012 found that more than half (60%) of respondents felt safer as a result of knowing their neighbours better and were more likely to ask for help (71% as compared with 48% prior to the Neighbours Day event). More than half of respondents had shared contact details with their neighbours after their Neighbours Day event, and four in ten, or 41 per cent had formed or strengthened a neighbourhood support group. Lastly, 57 per cent of respondents planned to have more regular contact with their neighbours in the future.

- Communication channels such as **brochures, newsletters and local and national media** coverage are contributing to a raised awareness of neighbourliness among the general public. Whilst the impact of media coverage cannot be easily measured, the relatively quick uptake of Neighbours Day in 2012 would suggest that the media coverage of this event is impacting on both national awareness and action.
- It appears that the **practice of others who work or have an interest in strong, connected neighbourhoods has been influenced by the KYN initiative**. At a local level, some members of TMC have organised neighbourhood events or have participated in community capacity-building events. For Lifewise, one of the foundational partners of the project, KYN has helped inform and influence a model of support based on community-led development. Externally, some community workers who have some knowledge of the KYN initiative have started to apply some of the KYN practice principles in their own communities or with their own organisations. One of the biggest outcomes for these workers has been to understand the value of the micro-contact; the doorstep conversation.

### **Know Your Neighbours in Action**

Sharing the vision of supportive, inclusive, creative, healthy, and connected neighbourhoods has enabled KYN to attain wide support and has offered those involved ownership over the challenges of, and the solutions involved in, reaching the vision.

Effective external mentoring played a key role in actively supporting and extending learning, enquiry and reflection. Intentional reflective practice enabled the CDW to constantly reflect on what was being learned, and to hold that against the KYN vision and the theoretical principles that underpinned the initiative.

Specific ways in which the KYN approach and actions supported local street and neighbourhood development include:

- Linking with existing groups and organisations;
- initiating conversations with local residents;
- working alongside residents;
- encouraging inclusiveness;
- supporting and developing community leadership;
- understanding community motivation;
- naming and celebrating small successes; and
- Managing the complexity of the initiative so it didn't become too onerous for residents, neighbours and communities.

Specific actions which have contributed to raising awareness and influencing change include:

- Using social marketing principles to assist with the design and promotion the Neighbours Day Aotearoa campaign
- Working with other change makers who share the vision of strong, connected communities

By networking with other community groups and organisations, working alongside and mentoring residents, and supporting and developing local leadership, KYN has enabled local residents groups to become self-sustaining entities, thereby helping to ensure the on-going sustainability of the initiative. Sustainability of street and neighbourhood development is further encouraged through:

- Street or neighbourhood drivers;
- setting up a group of people, with complementary skills;
- having a gathering place;
- the use of multiple methods of communication;
- visible neighbourhood action or events; and
- having the support of local agencies and networks.

KYN appears to be an initiative which has provided value for money. Overall, there was agreement from organisations, individuals, and neighbourhoods involved in the implementation of KYN, that it *was* cost effective, and, more importantly, that it appears to have been a worthwhile investment of time, money, and resources.

Particular challenges faced by the initiative included protectionism from some who felt that a community development project in North Shore communities would be duplicating work already perceived to be done. The location of the CDW, who worked in isolation from others within Lifewise and TMC was also challenging at times, particularly with regards to feedback and support from other team members. This could be addressed in future initiatives of this type.

# 1. Introduction

For some of us, being a good neighbour is part of being a good Kiwi. Yet somewhere, somehow, over the past 20 to 30 years, many of us have forgotten what neighbourliness looks and feels like. We've traded community for privacy, open yards for fences, and these days a knock on the door is an intrusion, not an invitation.

We want, however, to live in good neighbourhoods.<sup>i</sup> Where we live contributes to our ideas of well-being and social worth. Living in what we and others perceive as a good neighbourhood is therefore important for our self-esteem and sense of belonging.<sup>ii</sup> There is much evidence to suggest that strong, connected communities have fewer social problems and, when they do face difficulties, have more resources to draw upon.

At the heart of this document lies a simple concept: What would happen if we knew our neighbours? What outcomes would there be for our communities if we knew the people who lived next door, down the street or in the next street over? What impacts would knowing these neighbours have on the wellbeing of our residents, our communities, and our society?

Undoubtedly, many may find the idea that we need something to tell us how to know our neighbours unnecessary; however, what is clear from this evaluation is that in some neighbourhoods, the concept of neighbourliness is being lost. What is also clear is that it is not hard to find again, and once found can be nurtured and grown into something strong, positive, and inclusive.

Know Your Neighbours is a North Shore-based (Auckland, New Zealand) initiative designed to encourage individuals, neighbourhoods, and communities to build strong neighbourhood connections thus making neighbourhoods healthy, fun, and vibrant places to live; good neighbourhoods. The Know Your Neighbours ('KYN') initiative grew out of a partnership between Lifewise and the Takapuna Methodist Church.

This report is an evaluation of Know Your Neighbours. This evaluation has two key focus areas. Firstly we examine approaches behind KYN in order to better understand how relationships, system dynamics, innovative ideas, and strategies emerged and have been developed. Secondly, we examine the impacts and outcomes to date of KYN in selected North Shore communities, specifically Taurus Crescent in Beach Haven, the area of Meadowood in Albany, and Greenslade Crescent in Northcote.

### 1.1 Structure of the report

This report is written for multiple audiences. It assumes that the reader has limited knowledge of the KYN initiative and therefore seeks to place the community development project, which gave rise to KYN, into a historical context, before examining and articulating the specific impacts and outcomes within selected communities.

Part one details the background to the community development project undertaken by Lifewise and Takapuna Methodist Church, in particular the foundation period and approaches used during that time.

Part two describes the KYN initiative that developed from the community development project and explains how the initiative was structured into two strategic arms: supporting street and neighbourhood development, and raising awareness and influencing change.

Part three is a detailed look at the outcomes and impact for the two arms of the KYN initiative. Street and neighbourhood development outcomes are considered in the context of three communities in which KYN operated: the suburb of Meadowood, Taurus Crescent in Beach Haven, and Greenslade Crescent in Northcote.

Part four looks at KYN in action and describes the processes used to bring about the desired social change of stronger, more inclusive and connected neighbourhoods across each of the two strategic arms. This section considers how the processes behind KYN will contribute to the initiative's sustainability in the short to medium-term, and the cost effectiveness of the initiative.

Part five looks at the challenges involved in the KYN initiative, and part six discusses recommendations for other organisations or individuals who wish to encourage and promote strong, connected neighbourhoods in their own communities.

### 1.2 Limitations of the report

National-level datasets with direct measures of neighbourhood social ties are not currently available in New Zealand.<sup>iii</sup>

Statistical data, which may help highlight changes in community, such as rental churn, nuisance reports (e.g. graffiti incidence, dog control), was not available at the micro (meshblock) level required by a neighbourhood evaluation.

The most recent census data which provides a statistical context for each community at the meshblock level is from 2006. It is possible that some of this data is outdated.

### 1.3 Method

This evaluation uses a mixed-method approach. The gathering and layering of various perspectives using different methods has enabled us to build a robust, nuanced, and multi-dimensional picture of the impact and outcomes of the KYN initiative.

A key part of this evaluation was the active engagement and participation of residents within the KYN catchment areas. This was based on the notion of reciprocity, that is, that residents are contributors with something to give, as well as to receive. Working in this way “builds a more generous community that is based on acknowledging multiple strengths and valuing all contributions – no matter how big or small” (Inspiring Communities, 2010). Residents have worked with the evaluators to pinpoint key areas of learning and to identify impacts and outcomes. Participants allowed the evaluators generous access to their meetings, activities and events as well as participating in interviews (or a series of interviews) and focus groups.

Data collection methods involved:

- Gathering of known statistics from the history of the KYN initiative
- A document review of key internal and external documents
- 17 interviews and one conversation group with key stakeholders, including members of the project reference group, community organisation representatives, neighbourhood support representatives, police representatives, local bodies, and funders.
- 13 interviews with residents and five interactive neighbourhood conversation groups.

#### 1.3.1 Reflections on the research process

This evaluation was originally conceived as a participatory community enquiry, where the evaluation team would work alongside two selected communities to up-skill them in research processes, gather specific evidence, and work jointly to uncover learnings and insights.

Early on in the research process, it became very clear that neither of the two communities had the capacity to partner in a participatory research process. This vision was, in a way, stymied by the success of each community, both of which had recently embarked on significant community-building tasks.

In an intentional effort to stay true to the principles of KYN, the researchers chose to work with the communities where they were at, drawing on their strengths and responding quickly to their needs. As a result, the evaluators facilitated five focus groups within three communities. Each of these groups allowed residents to

reflect on their journey, to tell their stories, and to take stock of where they were heading. In turn, the researchers were able to reflect back to the focus group participants what we had learned about their strengths, challenges, and opportunities, as well as share learnings and stories from other communities involved in the evaluation. A number of participants from the focus groups chose to become further involved in the evaluation through either an in-depth interview or accompanying the researchers on activities such as door knocking.

The advantage of this process is that it allowed the evaluation team to build relationships among the communities involved in the evaluation. The trust which developed from these relationships allowed the researchers access to stories and details which may not have been possible otherwise.

There were, however, consequences of not going ahead with a participatory community research process. First, communities may now have an understanding of qualitative enquiry, but the research process was not able to advance their capacity to gather or analyse quantitative data. Second, one of the aims of the participatory process was to enable community researchers to engage neighbours who might not participate in local events, but who were still aware of what was happening and felt more positive about living in their community as a result. One of the outcomes of not conducting a participatory research project with community researchers is that the majority of these neighbours on the periphery were not engaged, and the evaluation therefore cannot quantify exactly how many neighbours have been touched in some way by the KYN initiative. We are, however, fortunate to have access to reports detailing the number of people who have taken part at some stage in KYN events and activities. These figures have been detailed in the report.

### **1.3.2 Data collection**

#### **1.3.2.1 Neighbourhood conversation groups**

Five neighbourhood conversation groups were undertaken.

These groups were designed to engage place-based groups in meaningful conversation. The approach was informal and interactive and was designed to be as conversational and non-threatening as possible. All the groups took the form of a shared meal (lunch or dinner) and were conducted around a shared table.

#### **1.3.2.2 Key informant interviews**

In total, the evaluation team conducted 30 key-informant interviews. These were in-depth conversations conducted in a semi-structured manner. The majority of interviews were conducted face-to-face with individuals.

### **1.3.2.3 Document review**

The evaluation team identified and processed relevant internal and external documents, including monthly reports from 2007 onwards, and various other documents pertaining to the KYN initiative.

### **1.3.2.4 Neighbour engagement & observation**

The researchers accompanied community representatives on a door-knocking exercise designed to judge the number of neighbours who were aware what was happening in their community, whether they had taken part in any events, if their perception of their community had changed, and what else they might like to see.

On average, due either to people not being home, or if at home being happy to chat for some time, the researchers were able to speak to one household approximately every 35 minutes. The time, labour, and resources involved in this method were unsustainable given the project budget and timeframe and were therefore abandoned in favour of other more cost-effective methods of investigation.

In addition to door knocking, the researchers spoke with at least 30 participants of the Amazing Place Community Treasure Hunt in Meadowood in March 2012.

## 2. Background

Lifewise is an Auckland-based community organisation which seeks to provide sustainable solutions to challenging social issues faced by individuals, families, and communities.<sup>2</sup> Formerly known as the Methodist Mission Northern, Lifewise operates at both a grassroots and advocacy level, providing practical assistance to those in need, as well as advocating at a governmental level for new ways to solve challenging social issues.

Takapuna Methodist Church ('TMC') is a worshipping congregation in Lake Road, Takapuna. TMC has a long history of constructively engaging with North Shore communities, including collaborating with other churches, conducting surveys and workshops, and establishing a support/outreach centre.

Both organisations share a strong commitment to social justice, the idea that healthy communities are formed around the recognition of equality, dignity, and human rights. In 2006, Lifewise and TMC began to explore options for working together to realise a shared vision of community development based on the principles of social justice. TMC sought to use income from the Richardson Trust<sup>3</sup> to make a difference to people within their local communities, particularly those living on the margins of society, and Lifewise, with its rich history of experience and leadership in the community development sector, wanted to assist them to achieve this. Together, both organisations were well placed to realise a vision built around encouraging "the creation of inclusive, positive, and constructive communities designed to support individuals, tamariki, and whānau to achieve their goals".<sup>iv</sup>

The relationship between both parties was formalised by a memorandum of understanding ('MOU'), signed in March 2007. The MOU recognised the shared commitment of both organisations to working towards social justice. It signalled a willingness to work together and outlined the responsibilities and contributions of each party. The MOU provided structure to the vision by allowing for the employment of a Community Development Worker to identify, develop, and progress projects, strategies, and other initiatives aimed at fostering local community-owned and driven development. It also allowed for the establishment of a reference group to oversee the project. While not specifically provided for in the MOU, there was also a mutual understanding that an external supervisor

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<sup>2</sup> For more information on Lifewise, see their website [www.lifewise.org.nz](http://www.lifewise.org.nz)

<sup>3</sup> Forty years ago a small cottage and section (adjacent to TMC) was purchased and gifted to the Takapuna Methodist Church by Mr Eric Winstone for future community use. This cottage was used to house refugee families before being removed and replaced by the Richardson Centre. The Richardson Centre is self-supporting with both commercial and community service-based tenants. The community development worker was based in the Richardson Centre.

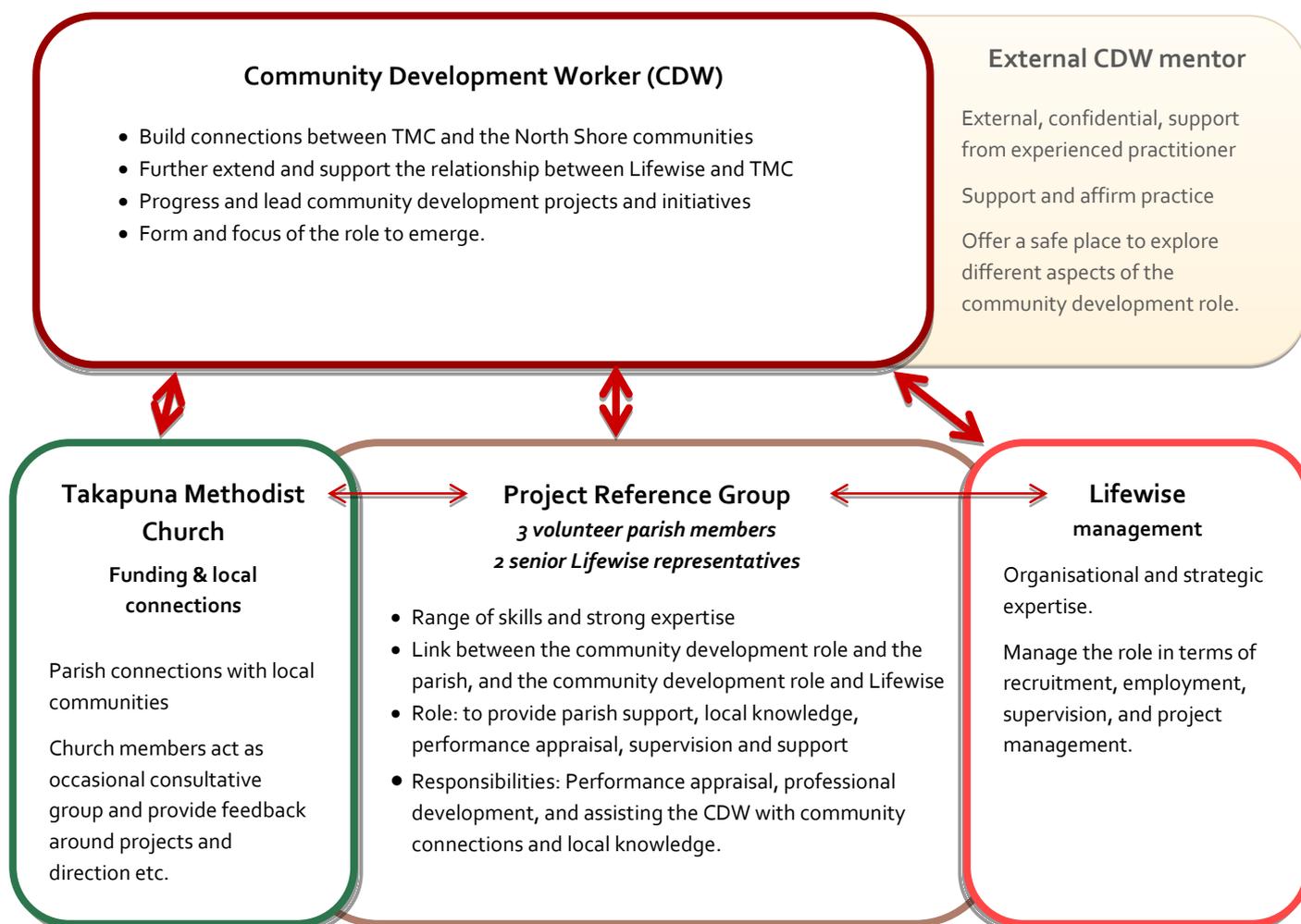
## 2. Background

would be appointed to the project to support and affirm intentional practice by working alongside the Community Development Worker as a mentor.

In April 2007, Rebecca Harrington was employed on a three-year contract to the role of Community Development Worker ('CDW').<sup>4</sup> Despite a very clear job description, it was understood that the form and focus of the role would emerge as the role developed. For both organisations, the key to ensuring that the community development project emerged in a way that was intentional, reflective, and suited to the needs of communities, was to put in place robust support and supervision, to be provided by the Project Reference Group and an external supervisor, and to clearly define the roles of each party.

### 2.1 Structure of the Community Development Project

How these roles worked in practice is illustrated below.



<sup>4</sup> Rebecca initially referred to herself as Community Development Worker ('CDW') throughout her reports and communication. We have chosen to continue this practice and for the remainder of this document will refer to Rebecca as "the CDW".

# COMMUNITY DEVELOPMENT IN PRACTICE

## *Building Sector Relationships*

Between April 2007 and February 2008 the CDW met individually with more than 60 people representing at least 45 NGO's, as well as council and government representatives, most of who work with communities on the North Shore. The CDW also attended more than 20 community network hui and meetings.

## *Communication*

It was recognised early on that communication between the CDW and TMC was key in helping to engage the wider church community, as well as keeping them up-to-date on project development. In addition to monthly reports (which were posted in the church foyer), the CDW: regularly consulted with parishioners on their perspectives on the role and their vision for their local communities; introduced an information stand in the church foyer; attended Parish Leadership meetings; spoke at Sunday services; had a regular "community corner" column in the church bulletin; and facilitated a collective visioning evening in November 2007 called "Moving Forward", which more than 50 parishioners attended.

## 2. Background

### 2.2 Building the foundations

The foundations underpinning the emergent community development project were groundwork and preparation, allowing time for creativity and innovation, managing the project with a 'light touch', mentoring, and a commitment to praxis by means of reflective practice.

#### 2.2.1 Groundwork and preparation

Mindful of the fact that respectful and sustainable community-led development requires considerable groundwork and preparation, TMC and Lifewise put much effort into building the foundations of the community development project both prior, and subsequent, to the employment of the CDW.

##### 2.2.1.1 Building relationships

Following employment, the CDW was supported by the reference group to begin building the foundations of the community development project. The foundation work included whakawhanaungatanga (relationship building), where the CDW spent time connecting up with people, groups, and organisations, to understand the questions, issues, and strengths in communities and look for opportunities.

These meetings were aimed at building relationships that would assist the CDW to determine the areas in which Lifewise and the TMC could contribute to community development on the North Shore. The CDW experienced much support and enthusiasm from others in the community development sector on the North Shore, most of who were supportive of what Lifewise and TMC were doing.

##### *Accountability*

During the foundation period, the CDW kept a record of who she met and what she did. This not only allowed the Reference Group to understand what she was doing, but helped them to stay on the same page and understand the unfolding narrative.

##### *Cycle of Reflection*

Whilst on the surface it may have appeared as though the foundational process was reasonably flexible and unstructured – largely driven by opportunities to meet groups and people – the CDW maintained a robust reflective process, at the centre of which was a questioning of what she was doing, why, and how it could help her to better understand community landscapes. External mentoring was a key part of this process.

## 2.2.2 The foundation period: what worked

### 2.2.2.1 Allowing time for creativity and innovation

Time was essential to the emergence of the community development project. For the CDW time was important to not only understand the motivations of the parish, but to also help raise their awareness and knowledge around community development and the role of the community development worker.

There was an understanding that groundwork and preparation is not only essential, but *takes time*. This understanding allowed the CDW the time and space to form relationships within the community development sector without yielding to pressure from some in the sector to connect and assist with specific projects.

*We supported [the CDW] to continue to [take time] and not to feel pressured to jump at any particular point. And I think that what came out was the quality of the linkages and relationships that she made along the way. But I think that's partly why we did hold the process and commit and say, "This takes time".*

Reference Group representative

Some felt uncomfortable with the uncertainty, lack of control, and not knowing what the project was going to do. They found it challenging to take this time and had to resist feelings of pressure to get things moving during this phase. Despite understanding the need to carry out the preparatory work, some of those interviewed found it a difficult time, in that little 'tangible' progress was made. However, this was in part alleviated by the external CDW mentor and Reference Group acknowledging that this was part of the process.

*When we got started, in the first year ... (the CDW) didn't know what she was doing. And this is absolutely normal. I'd never met a community worker who didn't tell this story. Even the most experienced. You might have been doing it for 30 years, but if you walk into a community seeking to somehow make a difference, you are going to go through this process.*

External CDW mentor

*It took her about 18 months to do that foundation networking, to just keep turning up, to make herself known, to keep asking 'what am I doing here?'*

Inspiring Communities representative

The time spent in this foundation period allowed space in which the idea for KYN could emerge. What also assisted the foundation work was an understanding that TMC had committed to funding the role for three years.

*I think the fact that there was a long-term financial commitment upfront – her initial job was a three-year contract– took a lot of pressure off the situation. That commitment allowed innovation and creativity time to do its work. The imagination needs space to percolate such ideas.*

External CDW mentor

If you want sustainability, if you want long-term impact, you have to be prepared to lay a foundation and put in the hard yards.

External CDW mentor

# COMMUNITY DEVELOPMENT IN PRACTICE

## *Qualities of a Mentor*

Active mentoring and supervision played an important role in both the development of the CDW and the community development project.

The CDW has identified the following qualities which enabled the successful mentoring relationship:

- Able to commit to regular meetings in the long-term
- Experienced in facilitating community development approaches
- Has lived experience
- Able to link theory, practice, and action
- Strengths-based
- Encouraging
- Willing to gently challenge
- Believes in, and supports, the practitioner and the work
- Understands the value of documenting learnings and actively encourages this
- A strong commitment to ethical practice.

## 2. Background

### 2.2.2.2 Management

The management approach was a key part in enabling the project to emerge. Although the CDW was new to the field of community development, she was supported by a reference group who saw themselves as assisting and mentoring, rather than tightly managing her. The Reference Group, supported by the external mentor, encouraged the CDW to be light on her feet and search out opportunities, emphasised building on personal strengths, and supported networking and frequent interactions.

This management approach appears to have been critical in the early creative phase of the community development project, where the CDW was allowed the autonomy and flexibility to discover the focus of the community development project.

*You give that person some freedom. You employ good people and trust them to get on with their job. There are days when I don't understand everything that [the CDW] does and her reasons for doing it, but I learnt over time that her intuition and her analysis of situations is generally right.*

General Manager, Lifewise

### 2.2.2.3 Shared vision and social justice imperative

During the foundation period the Reference Group and the CDW held tightly to the principles and vision of the project. This was not always easy to do, particularly when there were opportunities for the CDW to work on existing projects for TMC or other organisations. Some found this option particularly enticing in the initial phases, when the direction and focus of the community development project had not yet emerged.

That the CDW was not 'hijacked' by other projects is due to her dogged commitment to community-led development. The adherence to these values allowed the CDW to make community connections and understand not only the issues in communities, but some of the underlying drivers, and how the work could best add value.

In part, holding the vision and not encouraging the CDW to 'do something, do anything', was driven by the social justice imperative which underpinned the project and the understanding that the energies of the CDW were best directed towards those who were struggling and who could benefit from the kind of contribution that a paid community worker could offer.

### 2.2.2.4 Mentoring, praxis and the reflective process

Mentoring was a critical part of the foundation period, the wider community development project and the subsequent KYN initiative. Mentoring was provided by an external supervisor and was also undertaken, in part, by the Reference Group.

## 2. Background

External mentoring allowed the CDW to explore, in a regular, structured way, the connections between theory and practice (or 'praxis'). Learning, inquiry, and reflection were actively encouraged as part of this process, allowing the CDW to make meaningful connections between the theory behind community development and place-based practice in a community or neighbourhood. The reflective process, in particular, allowed the CDW and her mentor to examine and pay attention to the unfolding narrative of the work. This was done in quite a structured way. After each monthly mentoring meeting the CDW wrote up notes from the conversation.

*What actually happened in that note-taking process was a second-order deliberation. She'd go back to the computer, and she would faithfully do the laborious, time-consuming discipline of transcription. But of course, she'd be thinking as she was typing. And she would be cleaning up the text even as she was transcribing it, and that deepened her insight.*

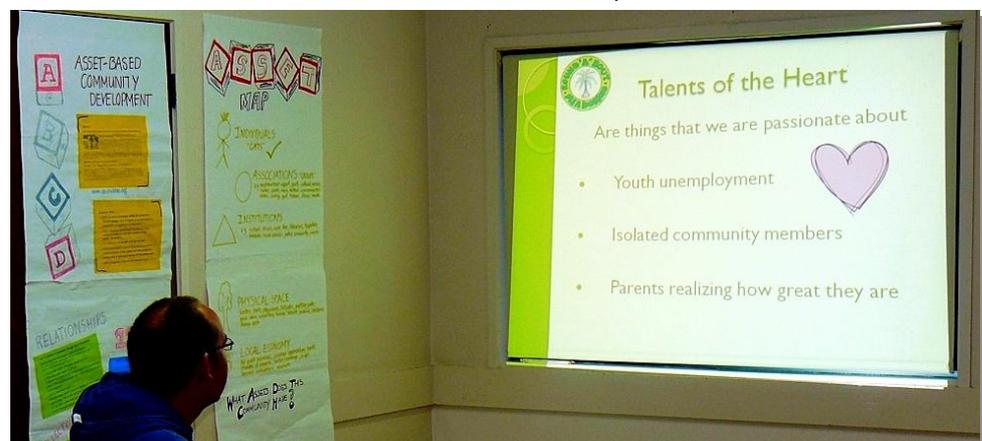
**External CDW mentor**

*(My mentor) was a key person in helping me understand why combining conversation and ground work in communities and writing was a really valuable mix...she kept actively encouraging me to document what I was doing to enhance my understanding.*

**Community Development Worker**

During this process of connection, discovery, and investigation, several themes began to gradually emerge. The themes of isolation and disconnection were especially prominent, particularly as they related to how people felt about living in their neighbourhoods. Alongside this, however, was the idea that community members and parishioners in particular, wanted to feel personally empowered to begin addressing isolation and disconnection in their own communities.

The mentoring and reflective process played a critical role in helping the CDW understand how to make sense of these themes and ideas. The idea of 'knowing your neighbours' occurred during a mentoring meeting in February 2008 when the CDW wondered aloud how the project could help people to know their neighbours and how this notion could serve as an antidote, in part, to the social issues she



**Community Development Workshop with Roundabout Meadowood**

# COMMUNITY DEVELOPMENT IN ACTION

## The Journey

2007

MOU signed, CDW role begins, period of knowledge generating and building of key relationships.

2008

KYN named, brochure and KYN newsletter developed, door knocking and resident-led developments in Sunnynook & Meadowood.

2009

Roundabout Meadowood formed, first International Food Festival held. First Auckland-wide Neighbours Day held.

2010

Strengthening Our Neighbourhoods project with Neighbourhood Support starts. Partnership formed with Inspiring Communities to plan Neighbours Day Aotearoa (NDA).

2011

Beach Haven, Northcote, Roundabout Meadowood developments continue. First nation-wide NDA campaign – team expands to four partners.

2012

Second nation-wide NDA goes ahead, involving thousands. CDW contract finishes, closing this chapter between Lifewise / TMC.

## 2. Background

kept hearing about. For the external CDW mentor, who asked “Could that be the name of the initiative? The Know Your Neighbour project”, the naming was a “liberating moment”.

*Suddenly something tangible appeared – as if the mist cleared – confirming there was a larger purpose arising from 10 months of hard slog – hers, the reference group’s and others engaged in the journey. The name gave the work an identity and a new sense of purpose.*

External CDW mentor

For the CDW, the naming was a “significant cornerstone” which vindicated the considerable amounts of work and time invested by all involved in the foundation work.

*The naming of Know Your Neighbours was a culmination of everything we'd heard, read, and reflected on from the many conversations with various individuals and organisations. We got a sense of how many issues were facing communities. We began to ask, what we could do that wasn't about targeting one particular problem, but focused on preventing them in the first place and on a hopeful vision of what a socially-just society looks like. The naming was a significant cornerstone as it represented the beginnings of making sense of everything we'd gone through.*

Community Development Worker



# 3. The Know Your Neighbours Initiative

Know Your Neighbours (KYN) initiative developed into the signature work of the community development project. KYN is a vision-driven initiative focused on enabling neighbourliness rather than attempting to provide it. The vision of KYN is to:

*Create supportive, inclusive, creative, healthy, and connected neighbourhoods with strong local leadership striving to see positive and sustainable change.*

**KYN Strategic Framework, September 2008**

KYN was developed in response to the current situation facing communities in New Zealand. In her work with communities, the CDW noted a number of challenges to the concept of neighbourliness.

*Some of the many challenges that prevent neighbours from connecting include: the rise of individualism and consumerism, busyness, car use, a sense of detachment from place, transience, fear of strangers, isolation, and language barriers. In light of many issues facing New Zealand such as family violence, climate change, responsiveness to emergencies, and economic recessions – building neighbourhood social capital is key.*

**Community Development Worker**

As Bradley (2012) notes, transience is one of the major challenges facing New Zealand society

*New Zealand is a mobile society; home ownership is decreasing and the proportion of the population living in rented or temporary accommodation is growing. In 2006 more than half of New Zealanders had moved in the previous five years and a quarter of us in the last year.<sup>v</sup>*

The KYN initiative draws on various aspects of community development theory and its emphasis on community-level (as opposed to micro or individual level) change. Several theoretical influences underpin the project:

- **Asset-Based Community Development (ABCD)** provides a framework in which individuals or groups can act to increase the social capital of a community. ABCD represents a fundamental shift from a traditional focus on assessing needs and deficits within communities, to a focus on identifying and mobilising local strengths or assets. The goal is to bring together the assets within a community and use them to solve problems and build a stronger community.<sup>vi</sup>

- **Community-led development** is a whole-systems approach<sup>5</sup> which places local residents at the heart of community action and development. Residents work alongside representatives from different sectors to solve problems and create opportunities.<sup>vii</sup>
- **Social innovation** aims to address complex societal issues in novel, effective, efficient and sustainable ways. The ultimate goal of social innovation is to come up with new solutions to profound and previously intractable problems, thereby creating social change.<sup>viii</sup>
- **Social marketing** applies the principles of marketing to improve the conditions which determine and sustain personal, social and environmental health and wellbeing. The aim of social marketing is to change behaviour in order to benefit individuals and society.<sup>ix</sup>
- **People-centred community development** focuses on empowering communities to develop and maintain their own self-determined action.<sup>x</sup>

## 3.1 Two Arms

KYN developed into two strategic “arms”:

- 1) Supporting street and neighbourhood development, and
- 2) Raising awareness and influencing change.

### 3.1.1 Supporting street and neighbourhood development

At a local level, the mission of KYN was to support the building of social capital within streets and neighbourhoods by helping to increase the levels of communication, interaction, and support between neighbours.



Supporting neighbourliness is strengths-based and lies at the heart of community development. Building connections at a neighbourhood level is a basic building block of locality-based community initiatives, and has the advantage, for many people, of building on the familiar. Although the idea of neighbourliness has a strong New Zealand tradition, there is a sense that in some communities neighbourliness is lost. KYN street and neighbourhood development builds on the idea that people still value neighbourliness, and

<sup>5</sup> A whole-systems approach looks at how different things influence one another within a system, rather than tackling each issue individually.

that neighbourliness can be rekindled and fostered.

*[There is a] sense of this idea being age-old and international. It connects to something very deep in our humanity, which is that we're all connected, even though our economic systems and the way we negotiate our ethnicities and cultures would have us believe that we're entirely separate from one another.*

External CDW mentor

The first key strategy in supporting street and neighbourhood development was to work proactively with residents in streets and neighbourhoods. The CDW (with the assistance of other community organisation partners) would initially engage residents through brochures and door knocking. Residents who were interested in facilitating connections within their neighbourhoods would then work closely with the CDW to build connections amongst their neighbours, most commonly through the organisation of events or neighbourhood activities.

As well as assisting neighbourhoods to build social capital, the CDW also worked closely with individuals and groups, such as community house managers, community coordinators, Neighbourhood Support, and the local council. This second key strategy, of working closely with those who had local knowledge, as well as access to resources, was integral to the success of KYN in each community. Not only did community house managers and local coordinators bring local knowledge and connections, they were also essential in helping to spread word of the project among their local networks and pass on information to residents who were interested in becoming involved.



KYN Newsletter: No. 1

#### 3.1.2 Raising awareness and influencing change

KYN has employed a number of strategies to raise local, regional, and national awareness of neighbourliness and to influence change in these areas.

##### *Media and Communication*

One of the first KYN tasks undertaken was the development of a brochure titled "Do You Know Your Neighbours?" The brochure provided some 'how to' tips to get started and supplied the contact details of the CDW for those who wanted to get more involved. Neighbourhood groups tested the brochure, before production and their feedback was incorporated.

Neighbours Day Aotearoa, perhaps the most widely known of the KYN initiatives, has been covered many times in the media, in local and regional newspapers, and on local, regional and national radio. In 2009 TVNZ's *Asia Downunder* featured Meadowood in a five-minute documentary capturing the

### 3. The Know Your Neighbours Initiative

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impact of Neighbours Day. In addition, KYN local activities and projects have been featured many times in local North Shore media.

The CDW has produced a number of newsletters aimed at raising the awareness of the KYN initiative. The newsletters profile local success stories, contain tips on building neighbourhood connections, and reinforce the KYN vision and goals.

#### *Networking*

The extensive professional links formed by the CDW in throughout her tenure has meant that the learnings and ways of working generated from the KYN approach have not been restricted to Auckland's North Shore. Over the course of the project, the CDW has had many requests from different groups and organisations to share the philosophy surrounding KYN, in the hope this may support and inspire other groups with their capacity-building.

*KYN is a framework, a name, and a peg to hang our work on. It's given us a kaupapa [purpose]; that our focus is on neighbours and the role neighbours play in the big sphere of social change.*

**Community Development Worker**

Along the way, groups from Birkdale, Campbells Bay, Milford, Orewa, Glenfield, Browns Bay, Torbay, and Albany on the North Shore, groups from Mt Albert, Glen Innes, Glen Eden, Ranui, and Manurewa in greater Auckland, as well specific organisations such as Tamaki Transformation Programme, Auckland Communities Foundation, and groups from Tauranga, Waihi, Wellington, Hamilton, and Dunedin have all engaged with the CDW to learn about the KYN approach. In addition, representatives from community groups in Scotland, America (through the Indianapolis Neighbourhood Resource Centre), Canada, and Australia have all had contact with the CDW to better understand KYN and learn about the project's approach.

#### *Developing a National Campaign: Neighbours Day Aotearoa*



**Neighbours Day Aotearoa Logo**

In 2009 the CDW, with the support of Lifewise, TMC, and Inspiring Communities, initiated the first Neighbours Day campaign in Auckland. Intended as a national expression of KYN local movement and with a core focus of raising awareness of the benefits of knowing neighbours, Neighbours Day has quickly attracted national and international interest. In 2012 Neighbours Day Aotearoa (in its second year as a nation-wide

### 3. The Know Your Neighbours Initiative

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campaign) involved thousands of people<sup>xi</sup> across New Zealand, and has attracted inquiries and inspired action from as far away as Canada and Spain.

#### *Teaching, advocacy, workshops, and consulting*

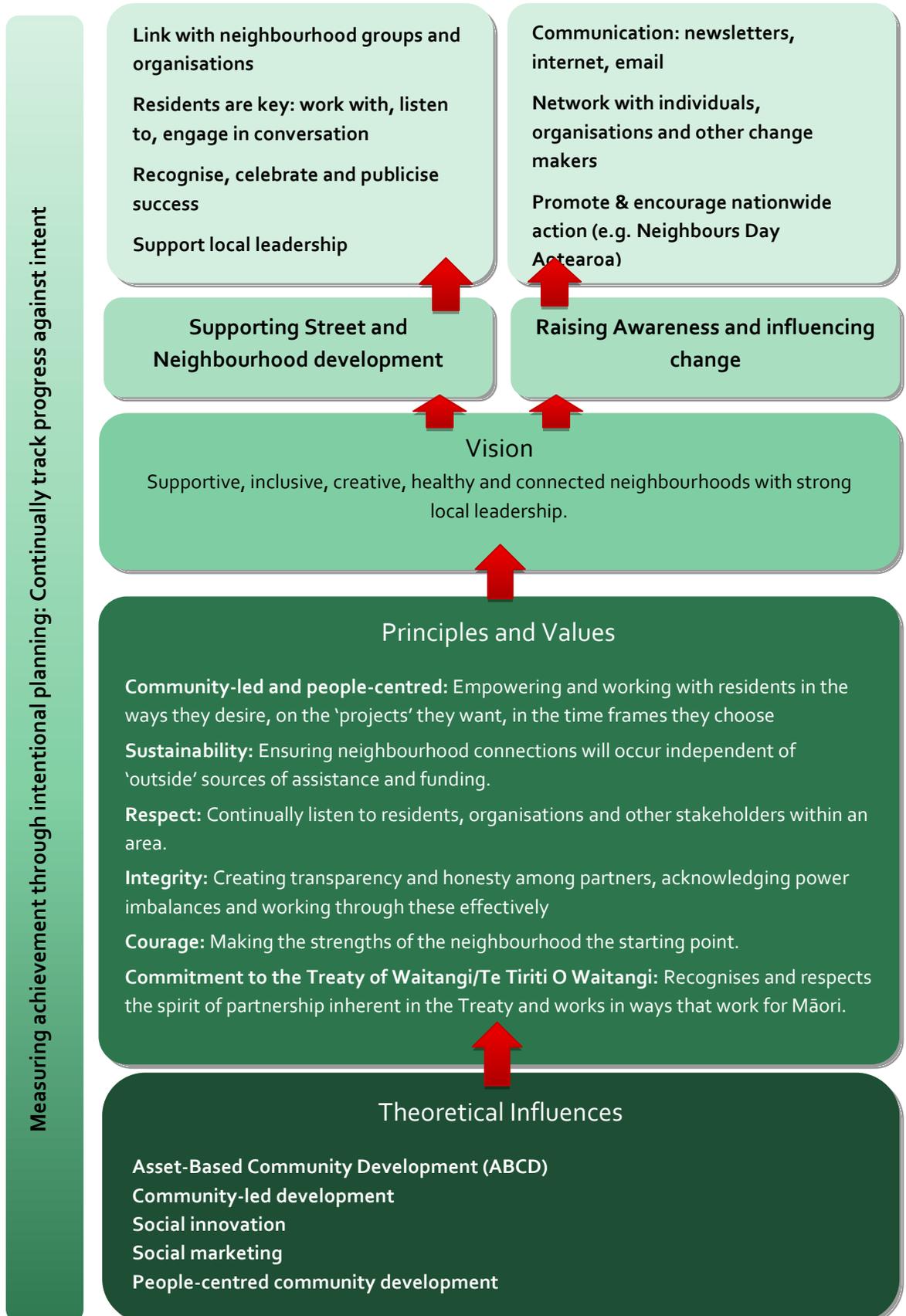
The CDW has also formally presented aspects of the KYN approach at a number of different seminars, forums, or workshops. These include:

- Auckland community development network
- Bright Spots summit through the CViC (Churches Volunteering in Communities) Trust
- Auckland Communities Summit
- Northern Horizon Community-led development workshop
- Presentations to Massey University and University of Auckland and Manukau Institute of Technology social work students
- Flax Roots Village planning network meetings
- Co-facilitated and organised a Community Development in the Super City workshop
- Workshop at the Victory Village forum in Nelson on family-centred, community-led development
- Various network meeting presentations (locality-focused and issue-based networks)
- Internal and external policy advice and submissions.



**KYN presentation with Meadowood Community House at the Northern Horizon 2011 Workshop**

### 3.2 KYN: How Theory and Principles Inform Vision and Action



# 4. Know Your Neighbours

## Outcomes and Impact

Successful outcomes for individuals and families are more likely to occur in communities where residents share a strong sense of community, are engaged and connected with each other, and feel that they have some ability to take action, influence, and make decisions on critical issues.<sup>xii</sup> Neighbourhoods are central to the notion of engaged communities and provide the basic foundations of social cohesion.<sup>xiii</sup>

**KYN supports neighbourliness through the twin strategies of:**

- **Supporting street and neighbourhood development, and**
- **Raising awareness and influencing change.**

Evidence suggests that both these strategies have impacted at individual/ family and community-wide levels.

In order to assess the impact and outcomes of KYN, the researchers worked alongside residents from three communities on the North Shore during January and February 2012: the area of Meadowood in the suburb of Unsworth Heights, Taurus Crescent in Beach Haven, and Greenslade Crescent in Northcote. The researchers also interviewed a number of stakeholders (e.g. community workers, other residents) who understand the concept of, and have worked in some way with, KYN.

This section discusses the outcomes and impact of KYN, firstly with regards to street and neighbourhood development, and secondly with regards to raising awareness around neighbourliness and influencing change.

### 4.1 Supporting street and neighbourhood development

The KYN street and neighbourhood development strategy was initially piloted in 2008 in two communities, Meadowood (Unsworth Heights) in Albany and Sunnynook in the central North Shore area. Both sites were chosen following consultation with local council community coordinators, who were also actively engaged in helping to get the project started. In 2010 CDW co-led a second stage of the project *Strengthening Our Neighbourhoods*,<sup>6</sup> which was conducted in

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<sup>6</sup> *Strengthening Our Neighbourhoods* (a partnership between Neighbourhood Support North Shore and Lifewise/TMC) was supported by the former North Shore Council's Crime Prevention Reference Group (comprised of representatives from North Shore Police,

# QUICK STATS

## Connection

More than 60 percent of residents surveyed in Sunnynook wanted more connection with their neighbours, and more than half (54%) indicated they would be interested in facilitating that connection. More than 40 residents attended the first KYN event at the local community centre.

In Meadowood, a survey of one street showed that 95 percent of householders thought knowing their neighbours was important. One-third of households attended the first street gathering, and half the households attended a second gathering six weeks later.

At the beginning of the project in Taurus Cres the CDW and a Neighbourhood Support North Shore representative delivered leaflets to all the households and engaged with at least half of the households on the street. They supported residents to arrange the first meeting, to which 15 residents attended.

During October and November 2010 the CDW and NS representative estimated that they engaged with at least 70 percent of households Greenslade Cres. Only one of the households declined to participate further.

## 4. Know Your Neighbours Outcomes and Impact

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collaboration with Neighbourhood Support North Shore, and focussed on the areas of Taurus Crescent in Beach Haven and Greenslade Crescent in Northcote.

Because KYN worked within the framework of asset-based community development, the implementation of KYN in each area has varied according to the needs and strengths of the residents in each neighbourhood. Whilst much of the activity in each of the three areas has centred on bringing neighbours together through neighbourhood events and activities, the robust theoretical approach of the project, and an adherence to the principles and values behind the project, has ensured that the outcomes of the events are focussed on creating stronger, connected, and more inclusive neighbourhoods.

This section examines how KYN has contributed to creating stronger, connected, and more inclusive neighbourhoods in three of these communities: the suburb of Meadowood, and the streets Taurus Crescent and Greenslade Crescent.<sup>7</sup>

### *Meadowood*

The Meadowood area is located in Unsworth Heights, Albany, and is home to approximately 1900 people. Meadowood is home to a large number of young families and increasing numbers of new migrants; at the last census nearly one-third of the area identified as Asian (25.5%) or Middle Eastern/Latin American or African (MELAA) (7%).

KYN began in Meadowood as a street-based initiative and, with the support of Meadowood Community House, soon grew into a community-wide approach. KYN events and activities are planned by a residents' group, which currently consists of six to nine core members from the Meadowood area and a large number of volunteers, who help on an event-by-event basis. Over the past four years, the group, which has developed a high profile in their community, has planned a series of relatively large-scale events that have brought hundreds of neighbours together. Residents are kept up-to-date on group activities by an active Facebook page, regular articles in the Community House newsletter, and street signage outside the community house. Members of the group also regularly go door knocking to welcome new residents to the area or personally invite residents to the next event.

### *Taurus Crescent*

Taurus Crescent in Beach Haven is a small street of approximately 100 households. At the last census, 228 people lived in Taurus Crescent and half of these (114) were aged 16 or under.

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Auckland Council, and Birkenhead-Northcote-Glenfield Community Facilities Trust) for a pilot project in 2010-2011 that fostered a community development approach to crime prevention in designated areas.

<sup>7</sup> This section has been created using the individual community impact profiles, which can be found in the appendices.

# A RESIDENT'S VOICE

## Safety & Security

*I come from Hong Kong, a very busy place, I come here I think I can overcome this kind of big changes. But I can't, I really have a bad experience. Four months after I move here, my husband drove along the Takapuna main road, in front of a bar and some man, drunk, he come out and stop our car with a bottle of wine. "You go home, you go home, go back where you are from, this is not your place".*

*We are suddenly so scared. I think should I stay here, or should I go back? And then I met Rebecca. She is so nice. I spoke to her, and she said 'You have a community. You come out and meet people. You cannot stay the whole time at home, this is a safe place, this is a peaceful place, we have a lot of support for the newcomer, come'. I have been to English class.*

*I have asked my neighbours to help and now I feel my choice is right. Everywhere we have to put ourselves first, but I have been travelling lots of countries, and I feel this is the place I should come.*

## 4. Know Your Neighbours Outcomes and Impact

Taurus Crescent has an active residents' group, which was initiated and has been supported by the Strengthening Our Neighbourhoods Project collaboration between KYN and Neighbourhood Support North Shore. The residents group estimates that at least half of Taurus Crescent residents have participated in a street event since early 2011 and that one-fifth of the street is actively involved in either street meetings or their Facebook page. Formerly a high-crime area, the incidence of reported burglaries, wilful damage, and stolen cars on the street has dropped by half since March 2011, which both police and neighbourhood support representatives believe is directly linked to the neighbourhood connections brought about by the Strengthening Our Neighbourhoods Project collaboration.

### Greenslade Crescent

Lastly, Greenslade Crescent in Northcote is a diverse neighbourhood of approximately 120 households, made up of four distinct types of residents: Housing New Zealand tenants, Auckland Council Housing for Older People tenants, Royal New Zealand Navy tenants, and private homeowners. Nearly one-third of the residents on Greenslade Cres speak a language other than English or Māori.

The diverse nature of the street and the physical location of the diverse groups means that the impact of the Strengthening Our Neighbourhoods project has been felt in 'pockets', rather than across the street as a whole. For example, with the help of the former North Shore City Council, residents of the local Housing for Older People have produced and launched a book to which 18 residents contributed a life story. In another part of the street, an active Neighbourhood Support group is currently lobbying the council over street car-parking issues and has recently won council agreement to upgrade an area of unsafe lighting, which many street residents were concerned about.

In all three of these neighbourhoods, KYN has impacted most on residents' feelings of trust and belonging, community connectedness, and the building of neighbourhood social capital. We will look at each of these in turn and then discuss how the KYN approach has contributed to these outcomes.

### 4.1.1 Building trusting relationships

#### 4.1.1.1 Safety and security

A fear of crime and a perceived lack of safety can undermine the sense of social cohesion within a neighbourhood.<sup>xiv</sup> Conversely, research shows that people who are more connected to, or feel more in control of, their community, feel safer and more secure in their neighbourhoods.<sup>xv</sup>

Residents in all three neighbourhoods talked about feeling safer in their homes and neighbourhoods. In two communities, Meadowood and Greenslade Crescent, residents feel safer because they are more connected.

# RESIDENTS VOICES

## Neighbourhood Connections

*[Before KYN] I didn't know any of my neighbours, now I know quite a few.. We look after each other. If I go away they'll mow my lawns, get the mail, and vice versa.*

*I used to live several places [around the North Shore] but each time, the neighbour always ignore us. Sometimes they say hello, but if we have something happen we are very worried, we worry about it. But I live here, and I don't worry about anything. If I go overseas for travelling and I need someone to look after my unit, my neighbour is very kind for me.*

*Going to the meeting opened a door for me, I met [a new friend] from the flats across the road, we got in contact and we've met up a few times and she has taken me shopping.*

*I have friends who...really envy me that I've got this companionship. And they say, you'll never feel lonely and I say no I don't.*

*The community has helped us a lot. Friends are important to us here, because our families are not here. Some of our neighbours, very helpful, when I say 'oh I'm going on holiday, I need to go to airport,' neighbours say 'Oh, I will take you'. It makes me very moved.*

## 4. Know Your Neighbours Outcomes and Impact

*...one of the most important things about all this is you get to know people around you and you feel safer.*

Meadowood resident

There are many different ways to help communities feel safer. In some communities, a typical response to high or rising levels of crime is to increase the number of physical defences (e.g. fences, locked gates) and increase the visibility of crime deterrents (e.g. police, security guards, cameras) in order for residents to feel safer and more secure.<sup>xvi</sup>

*What's happened in streets where there are issues is that instead of coming out on the street to address the issue, we withdraw, put up fences, lock our doors, and pull curtains down. The solution is quite the opposite; it's for people to get out. You think about streets where people are out talking and stuff, crims go down and they go, 'oh, these people are talking, they're going to see me, I'm going to keep driving'.*

Police Representative

The neighbourhood with the highest rate of reported crime, Taurus Crescent, has intentionally steered clear of creating a defended neighbourhood and has instead focussed on the positive aspects of living in their neighbourhood.

*It is so easy to make [community groups] about crime [but] talking about crime makes you want to withdraw and protect yourself.*

Taurus Crescent resident

*One guy comes in and goes "I think we should put CCTV signs up and we need more fences and more lighting", but what that says is we've got a dodgy street. Police are watching you every minute. That doesn't look good for the street. That doesn't add value, it takes value away. And I'm trying to add value to my neighbourhood.*

Taurus Crescent resident

The group have chosen to take a community development approach to neighbourhood safety and security, which focuses on making residents visible in the street, regularly communicating with each other (and the police), and letting those who commit the crimes know that they are watching out for each other.

*We're a cosy but nosy neighbourhood, we look out for our neighbours...any burglar who comes in will [think] "they're all watching me", doing that [rather than security cameras] creates more of a community vibe rather than this desolate little street.*

Taurus Crescent resident

This approach appears to be working. Police statistics show that the incidence of reported burglaries, wilful damage, and stolen cars on Taurus Crescent has dropped by half since residents started meeting and becoming more visible in the street. Crime on the street has not ceased, however residents are now more likely to communicate and cooperate with police. How effective this approach is was

# QUICK STATS

## Safety & Security

Nine out of 10 (93%) participants in the “Amazing Place” community treasure hunt in Meadowood say that taking part in the event made them feel safer in their community (Source: Our Amazing Place evaluation report, April 2012)

In 2010, Taurus Cres had 10 reported burglaries, three reports of wilful damage, four stolen motor vehicles and three dumped stolen vehicles. Residents started connecting with each other in March 2011. By the end of 2011, just two burglaries, one report of wilful damage and two stolen cars were reported on Taurus Cres. Both police and neighbourhood support representatives believe that the drop in crime is directly linked to the neighbourhood connections built in 2011

## 4. Know Your Neighbours Outcomes and Impact

shown in early 2012, when residents worked with police to establish the identity of offenders who had committed four burglaries in the area. Within just one week three people had been arrested and property taken in the burglaries had been recovered.

*People used to accept that was the way Taurus Crescent was, but the community has stood up and said “that’s not how we are, this isn’t acceptable, and we don’t roll like that anymore. In Taurus Crescent, how we roll is we look after each other”.*

**Police representative**

Another resident believes that, for new migrants in particular, safety is one of the ‘main purposes’ of getting to know the people who live nearby.

*...the main purpose of knowing your neighbour is to have a safer community, and for a happier community to live in, right? Because if you’re alone, and you don’t know anyone and you don’t have any family [then] you have to know someone. You become your neighbour’s family too.*

**Meadowood resident**

It appears that as a result of KYN, many residents in all three neighbourhoods have formed supportive relationships with at least one of their neighbours, which adds to their feelings of safety and security.

*Here, you feel like you’ve got a community link whereas when you don’t know anyone around you, you’re just there for yourself, you’re not thinking about anybody else, and you feel that they’re not thinking about you either.*

**Meadowood resident**

### 4.1.1.2 Social support

Perceptions of neighbourhood security are not only related to crime. Social support, or knowing that your neighbours are around to assist in a stressful or emergency situation, is also important for feelings of safety and security. The Taurus Crescent residents’ group have been actively supporting a new migrant family on the street that had experienced some harassment, and residents of the Housing for Older People in Greenslade spoke at length about how important it is for them to live in a place where others are around to assist or support them if necessary.

*Living where you know people care is very important. It makes me safe and comfortable. If I have a problem, I think “doesn’t matter, don’t worry about it, there are a lot of people to help me”.*

**Greenslade Crescent Resident (Housing for Older People)**

Personally experiencing the consequences of being isolated from neighbours has motivated at least two people to join their local residents’ group in order to help their community become more connected. One resident joined the group after his

# COMMUNITY DEVELOPMENT IN PRACTICE

## *Methods of Communication*

All three neighbourhoods have developed multiple methods of communicating their events and activities to other residents. Some of the methods include:

- \*Door knocking
- \*Setting up and regularly contributing to a neighbourhood Facebook page
- \*Producing and delivering a newsletter in hardcopy (one group includes a 'children's corner')
- \*Putting promotional flyers on local bus stops;
- \*Writing press releases and engaging local media;
- \*Setting up a database and using this for regular emails and occasional phone calls;
- \*Establishing a profile through the community house (e.g. profiling the group on the Community House website, newsletters and advertising on community notice boards.
- \*Word of mouth
- \*Email communication
- \*Letterbox delivery of flyers and newsletters

## 4. Know Your Neighbours Outcomes and Impact

son had to be rushed to hospital and he felt he couldn't leave his other child with neighbours who he didn't know.

*My wife went with the ambulance and I had to wait behind for my parents to pick up our other child. When our neighbours across the street saw the ambulance they really wanted to help, but because we didn't know them (I couldn't leave my other child with them), it was too late...*

**Meadowood resident**

### 4.1.2 Community connectedness and social cohesion

The outcomes of community connectedness and positive social cohesion<sup>xvii</sup> can include tolerance for others, a respect for difference, a shared sense of morality, social solidarity, a willingness to help others, a high degree of community social interaction, collective action to resolve neighbourhood issues or problems, and a strong attachment to place.<sup>xviii</sup>

Connecting neighbours house-by-house and street-by-street is one of the basic building blocks of positive social cohesion. By supporting street and neighbourhood development and connecting neighbours to each other, KYN has contributed in a number of ways to community connectedness and positive social cohesion in the selected communities.

#### 4.1.2.1 Creating opportunities for participation in local activities

Neighbourhood events and activities are one of the primary strategies that KYN has used to connect neighbours. All events and activities are resident-led, which involves empowering and working with residents on events and activities of their choosing, which they feel best fit their community. The KYN street and neighbourhood development events and activities fit into six types:

1. Street-based activities designed to encourage house-by-house connection, such as street barbeques or picnics.
2. Large scale or semi-large scale neighbourhood events aimed at encouraging whole of neighbourhood connection and inclusion. These activities include international food-festivals, a Halloween party, Christmas in the Park gathering, Our Amazing Place Treasure Hunt, and community barbeques.
3. Localised capacity-building, such as local get-togethers where participants cover hopes and dreams for their neighbourhood, organising street parties, and creating an 'ideas bank', as well as community mapping and storytelling projects.
4. Activities focussed on creating a safer community, such as setting up neighbourhood support groups and civil defence seminars.
5. Localised consultation and planning groups e.g. a neighbour-led children and youth consultation designed to understand what children wanted in

# QUICK STATS

## MEADOWOOD NEIGHBOURHOOD EVENTS

Roundabout Meadowood have held ten community events over five years.

On average, each event has attracted between 10 and 20 per cent of Meadowood residents with four events attracting more than 20 per cent. All the events have been attended by high numbers of families with children and new migrants. Events have included numerous small group planning workshops and meetings as well as large group festivals:

**International Food Festivals.** An annual event (since 2009) held in the Meadowood Community House, attendance ranges between 70 and 150 residents.

**Neighbours Day Celebrations.** Each year Roundabout Meadowood celebrates Neighbours Day with a picnic or neighbourhood get-together. Approximately 80 residents have attended each of these events.

**"Our Amazing Place Treasure Hunt"**. More than 200 people comprising 53 teams took part in this event in March 2012.

## 4. Know Your Neighbours Outcomes and Impact

their local park; a planning evening to determine residents' strengths and interests and to prioritise activities

6. Setting up and maintaining neighbourhood communication channels, e.g. Facebook or community newsletters

In all instances these projects have been community-led, that is, the residents have chosen the projects they want to work on and have decided the time-frames of the activities. As a result of this, the connections which have formed as a result of the activities look quite different from one another. In Meadowood, the reach, frequency, and extent of the events and activities means that connections have been formed on a larger scale than in Taurus Crescent, which is purposefully street-based. In Greenslade Crescent, residents have chosen to build connections with their closest neighbours, as it is these residents with whom they have most in common. The connections in Greenslade Crescent have therefore formed in 'pockets' which are almost autonomous from one another.

### 4.1.2.2 Building connectedness through social ties

The quality and strength of ties between neighbours varies in the selected communities. Some residents in the selected communities have formed strong ties and close friendships with others.

*We were burgled six months [after we moved into the street] and I felt really negative about it, but then after we had our first meeting, I felt so much better. [I remember] thinking, "oh there are some really cool people on the street and I can pop around and say hello", and for me with a young kid and being alone, that's a really good thing.*

**Taurus Crescent resident**

Residents in all three communities spoke of the notion of 'family' that occurs when you build strong ties with your neighbours.

*You kind of find this family. You have this immediate family then you build this family relationship with your neighbours.*

**Taurus Crescent resident**

*When you get involved in a group [like this] you want to look after your community, and your community becomes like a family that you care for. It expands; you become more aware of what is happening around you.*

**Meadowood resident**

*(It) is very happy and we are very safe. I think I just live in a big family*  
**Greenslade Crescent Resident (Housing for Older People)**

In addition to the strong ties formed through KYN, there are many instances of neighbours forming what may be called 'weak ties', such as a nodding or waving acquaintance, collecting mail, or feeding pets. Researchers believe that the connections formed through even weak ties are an important source of well-being, particularly for vulnerable and marginal groups such as children, the

# COMMUNITY DEVELOPMENT IN PRACTICE

## Involving Children

Taurus Cres has included children in planning and consultation processes around the new playground. This process is intentional and is designed to engender pride in the children about where they live, to also show them that change is possible and help them understand that they play an important role in the functioning of their community.

## Involving Migrants

Meadowood is home to many new migrant families, and the residents group makes special effort to plan activities which involve the participation of migrant, such as the International Food Festivals which have been held three times since 2008 .

The residents of the Housing for Older people in Greenslade Cres, many of whom do not speak English, have used storytelling and a community garden to connect with each other. Both these methods have been particularly effective at enabling residents to understand their neighbours, despite not sharing a common spoken language.

## 4. Know Your Neighbours Outcomes and Impact

elderly, those with disabilities, and new migrants.<sup>xix</sup> For children, connected neighbourhoods have been shown to contribute to higher levels of social competence and lower levels of problem behaviours.<sup>xx</sup> Good outcomes for children occur when they live in communities where neighbours help provide support for vulnerable families and young people, where neighbours take responsibility for monitoring young people's behaviour, and where there are close ties between neighbours and a willingness to help each other.<sup>xxi</sup> Children can also be a focus of local collective action, for example Family Fun Day activities or the children and youth consultation on the local playground (see sidebar).



Roundabout Meadowood shared meal/planning meeting

### 4.1.2.3 Finding new ways to connect

Finding ways for residents to communicate with each other that are not dependent on spoken language is particularly important in communities with high numbers of new migrants. Residents in the two communities with relatively high levels of new migrants or non-English speaking residents, Greenslade Crescent and Meadowood, have found creative and inclusive solutions to communicating with each other. Gardening, an international food festival, and a storytelling book project are just three of the activities that have been used to connect non-English speaking residents or new migrants with their neighbours.

*New Zealand people like gardening; they always make their garden very well. We Chinese can't [garden] because we also live in the city, we never do gardening. We just pay money to buy [flowers and vegetables]. Here I have a small garden, so I arrange the garden with vegetables, for flowers, for plants. [My neighbour] teaches me how to make it good.*

**Greenslade Crescent Resident (Housing for Older People)**

*The Chinese people up there... like to get to know people, but they don't know how to go about it because of the language barrier. But now, we've got our own garden going. Now, I can get a few words out of them. They'll see me and go "good morning". We all share [the produce].*

Greenslade Crescent resident

### 4.1.2.4 Neighbourhood-wide benefits

The outcomes of KYN show that even connecting some neighbours can have a positive impact on the wellbeing of the entire neighbourhood. The high profile of neighbourhood events, and the publicity and activity associated with each event (e.g. door knocking), appears to have neighbourhood-wide benefits that aren't restricted to those who attend the events, meetings, and other activities. As an example, the Taurus Crescent group estimate that over the past 12 months, one-fifth of their neighbourhood have actively taken part in community meetings, gatherings, or the Facebook page. Yet, as a direct result of these connections, the local park will be upgraded and recreation and activity options for all residents will be improved. Second, although it is difficult to directly attribute the drop in crime to the increased connections in the Taurus Crescent community, both police and Neighbourhood Support representatives believe that the increased visibility of residents in their neighbourhood is one of the drivers behind the significantly-reduced crime rate. Residents who have connected with their community through KYN feel more positive about where they live and feel a sense of responsibility for, and ownership over, the future of their community.

*Being involved has spurred me on to being more involved in the things I believe in in this community.*

Meadowood resident

*You work hard at it because you know there is something good that's going to come out of it... I say to my kids, "no matter where you go, try to give back to those that care for you and put in the effort for you". One day, you never know, we could be holding some great doctors or lawyers in this street, top NRL players, community leaders, the Prime Minister! And because they had that chance, they had the ability, to be a part of this street.*

Taurus Crescent resident

### 4.1.3 Building neighbourhood social capital

#### 4.1.3.1 Building local leadership through residents' groups

While it may appear as though the sole purpose of the residents' groups is to organise neighbourhood events, it is worth noting that the existence of the group is, in itself, a community activity.

*It helps that you can share it through the neighbourhood and that there are other people who feel the same as you. It makes it a great team effort.*

Taurus Crescent resident

*A huge part of what I like about living here has been the community group and people I've met and the fact that I can walk up the street now and go "hello", "hi", you know, see people. It's cool.*

Taurus Crescent resident

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Before I met Rebecca (CDW) I was just one person, and one person can't make a difference. But now that I have links to the community, if I want to make a difference I feel like I can, with the support of the group. This has increased my confidence in being a community member who can do something.

Meadowood resident

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# COMMUNITY DEVELOPMENT IN PRACTICE

## Story-telling

In 2011, the residents of Greenslade Court and Piringa Court compiled a book of their stories (facilitated by the Council Housing co-ordinator).

Some residents chose to contribute a story or poem about their lives; others chose a story based on their experience in the village and how they enjoyed each other's company. The stories of the non-English speaking residents were included in their original form alongside their English translation.

The residents valued their contribution to the book and enjoyed learning about each other through stories.

For the Housing Coordinator, the book was particularly effective at breaking down barriers. She says "the changing make up of our community can be quite challenging for some older people, particularly when someone who doesn't speak English moves in. Now, she maintains "They may not talk to each other every day, but they know there is someone there for them".

The book was printed and bound by Auckland Council, and was launched at a party for Neighbours Day 2011.

## 4. Know Your Neighbours Outcomes and Impact

### 4.1.3.2 Building and supporting community vision

The groups are sustained by having a shared vision. While having a number of diverse interests and foci around the table could make planning difficult, for both groups this is mitigated somewhat by having a shared purpose: to bridge diversity, connect the local community, and build a strong and secure place to live.

*There is a vision behind what we're doing; we know how we want to live in our community.*

**Meadowood resident**

It is in the process of achieving the vision that the magic happens.

*The beauty of knowing your neighbours as an outcome is that it's extremely broad and such a large vision that if you actually get to that outcome it's amazing, but the stuff that can happen in-between could be anything. So many things can pop out of the process.*

**KYN student volunteer**

### 4.1.3.3 Inclusiveness

The impact of neighbourhood activities has extended well beyond those directly involved, to include many more residents, regardless of participation. As part of the evaluation the researchers spoke with residents who had yet to participate in either a group or community event, although, due to the high profile of neighbourhood events, they were well aware of what was happening in their community. These residents report that, although they haven't taken part, they enjoy the sense that something 'good' is happening in their area and that their perceptions of their local area have improved.

The residents who report the highest impact, irrespective of age, ethnicity, or personal circumstances are those who see neighbourliness as a part of living somewhere and who desire connection with the people and community around them.

*[I remember when we moved in], no one came over to say welcome to the neighbourhood or anything like that. I found that hard.*

**Taurus Crescent resident**

*[I have a neighbour with a mental illness]. I take him to our street meetings. People say to me they haven't seen [him] like this before, wanting to get out and go anywhere, and to I say to them "well, to me he's a neighbour, that's just what you do".*

**Greenslade Crescent resident**

The other group who report impact are residents who were experiencing a period of isolation and who, with encouragement, benefited from increased connection with others.

#### 4. Know Your Neighbours Outcomes and Impact

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*I'm quite comfortable in the area, but a lot of my friends have disappeared, and it feels empty... I do feel very disconnected sometimes.*

**Greenslade Crescent resident**

*It's kind of breaking down cultural barriers and people are interacting, getting to know each other.*

**Meadowood resident**

Migrants are highly represented in the first two groups, suggesting culture and "settling in" are both strong motivators.

*I saw a flyer [in] the mailbox, saying Know Your Neighbours. So I told (my husband), "I think we should go and have a look, because we are new [to New Zealand], and maybe we could find someone that we could meet".*

**Meadowood resident**

*I feel responsible for the community, I want to contribute to the community and make it a better place to be, because we are new in New Zealand and I want to share what I can for the community, to be part of the community.*

**Meadowood resident**

Residents from both these groups report they have benefited personally from being involved and that without KYN they feel it was unlikely these new connections and sense of belonging would have been realised.

It is worth noting that at least half of the participants in the neighbourhood conversation groups for this project were tenants, rather than owner-occupiers.<sup>xxii</sup> While one or two felt they were 'only renters', the rest had a high degree of connection with their neighbours and their neighbourhoods. Effective ways of



**Street BBQ, Meadowood**

# QUICK STATS

## Neighbours Day Aotearoa Outcomes

An evaluation of Neighbours Day 2012 found that:

- There was increased perception of neighbourhood safety. More than half (60%) of respondents said that they feel safer as a result of knowing their neighbours better
- Participants experienced an increased feeling of trust in their neighbours. Before NDA 48% of respondents were likely to ask for help, compared to 71% after neighbours day.
- Over half, 55%, of respondents have shared contact details with their neighbours as a result of NDA2012.
- Four in ten, or 41% of respondents formed or strengthened a neighbourhood support group and 57% of respondents plan to have more regular contact with their neighbours in the future.

## 4. Know Your Neighbours Outcomes and Impact

engaging rental tenants in neighbourhood initiatives is going to become more pertinent as home ownership rates fall, indeed it is predicted that the numbers of rental tenants on the North Shore will increase by 58 per cent by 2016.<sup>xxiii</sup>

### 4.1.3.4 Coping with social problems

There is much evidence to suggest that building connected communities enhances the capacity of those communities to deal with social issues, such as family violence and child maltreatment. In policy terms, this is known as the 'third way':

*At the local level, mutual aid and self-help, facilitated by a diversity of loose ties and mediating community organisations, are used by people in excluded communities to provide solutions, springboards and alternatives ...At the societal level, 'third-wayers' argue that self-governance through mutual institutions fits the spirit of the times and can replace the decline in trust in traditional institutions, whilst boosting a sense of belonging at the same time*

Forrest and Kearns, p. 2139

One neighbourhood in particular, Taurus Crescent, is currently actively building its capacity around neighbourhood care and support. Residents are currently helping a new migrant family to deal with on-going harassment and intimidation and are working to build a positive community response to on-going crime (e.g. calling the police, checking with other neighbours that things are okay).

*Sometimes it's the test of the robust community. You can all get together round a barbeque and have a beer, but how do you deal with [family violence]? How do you, as neighbours, care for them?*

Superintendent, Lifewise

Whilst the group is relatively new and has yet to deal with social problems such as family violence or child maltreatment, they believe they are confident enough to be start dealing with these types of issues.

*There's quite a bit of trust between us all and if anything like that happened and we were made aware of it...we'd get together and action some sort of plan*

Taurus Crescent resident

A key part of this community response is something they call 'cosy but nosy'. Residents are currently producing signs that alert both residents and visitors to the street that the residents are connected (cosy) and looking out for each other (nosy).

## 4.2 Raising Awareness and Influencing Change

The second arm of KYN, raising awareness and influencing change, has impacted on neighbourhood development at the local, regional, and national levels, as well as the practices and ways of working of people and their organisations.

# COMMUNITY DEVELOPMENT IN PRACTICE

## NDA

Key learnings from the Neighbours Day Aotearoa campaign team about collaboration include:

- Take time to build solid foundations and a shared sense of purpose
- Name a shared vision and develop principles of working together
- Clarify contributions, roles, and responsibilities (the RASCI model is a helpful tool)
- Utilise the skills, strengths, and resources held within each team member and agency
- A collaborative leadership approach (light-touch management) fosters trust and helps keep the team together
- Communicate regularly and keep one another in the loop with progress
- Be open to learning from what's working well elsewhere
- Continually look back and forward; reflect and adapt along the way
- Celebrate, thank, and encourage one another; have fun
- Working collaboratively is possible!

Source: Sharing a collaborative campaign: Neighbours Day Aotearoa, Rebecca Harrington, June 2012

## 4. Know Your Neighbours Outcomes and Impact

### 4.2.1 Neighbours Day Aotearoa (NDA)

The impact of NDA is growing with each year. By Neighbours Day 2012, 683 people had formally registered their interest in holding a Neighbours Day event through the Neighbours Day website ([www.neighboursday.org.nz](http://www.neighboursday.org.nz)). This is nearly three times the number (213) who registered in 2011. In addition to formal registrations, organisers estimate that “countless” others held events or organised “morning teas, pizza parties, hangi, chalk drawing contests, street games, barbecues, pot-luck (shared) dinners, pancake breakfasts, cricket matches, craft sessions, street clean-ups, tree plantings, music competitions, and picnics”.

An evaluation of NDA 2012 highlights outcomes for individuals and neighbourhoods, organisations and organisational relationships, wider communities, schools, local bodies, and government. In communities, individuals who have taken part in Neighbours Day report increased perceptions of neighbourhood safety and increased feelings of trust in their neighbours. Moreover, well over half of those who participated plan to have more regular future contact with their neighbours.

Some community workers spoken to in this evaluation report that NDA has helped to validate the community development work they are undertaking. In addition to this, Neighbours Day has had enquiries from international organisations and agencies keen to learn about the concept and replicate it in their own communities. In Perth, the Department for Communities has adapted its website to reflect the practical tools contained on the Neighbours Day website. A representative writes: “What I found inspiring about the Aotearoa website was that it had practical tools that communities could use to celebrate Neighbours Day and it was user-friendly. So rather than waiting for government to do something for Neighbours Day, communities could take this up themselves, which is what Neighbours Day is all about. We have based our web page on this concept.”

In Canada the city of Red Deer has been inspired by Neighbours Day to shift from a large community focus, which they believe lacked momentum, to a more micro, neighbour-relations approach. As a result, they developed their Great Neighbourhoods Program, which continues to evolve and grow.

### 4.2.2 Communication materials and strategies

#### 4.2.2.1 Brochures and Newsletters

The *Do You Know Your Neighbours?* brochure was designed to get residents to think about their relationships with their neighbours. A survey in two North Shore communities, Sunnynook and Meadowood, showed that the brochure had a relatively high uptake, with an average of 70 per cent of residents indicating that

# QUICK STATS

## Neighbours Day Media & Communication

An evaluation of Neighbours Day 2012 found that:

- Between 24 February and 3 April 2012, 683 people registered online to participate in NDA 2012, compared to 213 for same period for in 2011. (NB: The actual amount of people participating in NDA is far greater than the number who joined in online).
- A total of 6,376 unique users visited the website from 24 February 2012 to 3 April 2012
- 1095 Facebook 'likes' (compared to 200 in 2011) with high levels of interaction from members.
- The largest number of NDA2012 website visitors came in order from Auckland, Wellington, Christchurch, Hamilton, Dunedin, Hastings, Gisborne, Whangarei, Sydney (Australia), Lower Hutt, Perth (Australia), Napier, Manawatu, Wanganui, and further centres with lower numbers.
- Local paper coverage was extensive and national papers including the NZ Herald, Dominion Post, and Sunday Star Times and TVNZ's Breakfast covered Neighbours Day Aotearoa in both 2011 and 2012.

## 4. Know Your Neighbours Outcomes and Impact

they had read the brochure. More than 60 per cent of Sunnynook residents who had seen the brochure wanted more connection with their neighbours, and more than half (54%) indicated they would be interested in facilitating that connection. In Meadowood, 95 per cent of survey respondents said that knowing their neighbours was important, and one-third (32%), indicated they would be interested in helping to organise an event. A local business sponsored the printing of 2,000 copies to be delivered in Sunnynook.

In addition to assisting residents to think about their relationships with neighbours, the brochure also helped others who work with communities.

*For us it was extremely valuable, very helpful. It had a lot of ideas in there about how neighbours can know each other, and for [the person knocking on doors] it was such a straightforward way to get people talking about what being a neighbour meant*

Community Worker

The six KYN newsletters produced between Feb 2009 and October 2010 received wide support from individuals and organisations in the North Shore community and beyond. The support enabled the reach of the newsletter to go well beyond its original database, with schools and community organisations either reproducing the newsletter or offering an online link in their own communication materials.

### 4.2.2.2 Media

Media coverage impacts in two ways. First, it raises awareness among the general public about neighbourliness and illustrates and publicises local projects that are occurring under the KYN umbrella. Whilst the impact of media coverage cannot be easily measured, the relatively quick uptake of Neighbours Day would suggest that media is impacting on both national awareness and action. Locally, nearly one-quarter of attendees at the Amazing Place (Roundabout Meadowood) event indicated that they had attended after reading an article about the event in the local newspaper.

Second, the experience of Roundabout Meadowood would suggest that positive media coverage impacts significantly on the reputation of the group within their community, as well as providing affirmation for group members. As a result of much positive media coverage, Roundabout Meadowood has developed a good reputation within their community, and it has a feel-good and success factor that people genuinely like to be associated with. Media coverage helps the group feel less isolated and more like they are part of a growing movement.

*We can see that people are taking notice and it's very positive and encouraging. This is changing the whole of Auckland, because once you start bringing media in and saying "this is happening", [then] everyone sees this is how people are*

*interacting in their communities. It's becoming more of a theme going through Auckland, whereas before we were very rare.*

**Meadowood Resident**

### 4.2.3 Conversations with impact

Every person in New Zealand lives next to someone else, regardless of whether our back doors are metres or kilometres apart, or above or below us, as is the case with apartment dwellers. In this respect, there is the potential for everyone to be a neighbour. As noted previously, KYN builds on the familiar. Once heard, the concept of 'knowing your neighbour' resonates with most people, perhaps as something they remember, something they aspire to, or something they actively participate in.

*When we first started talking about Neighbours Day [someone said to me] "Being neighbourly is just part of being Kiwi isn't it? I remember when we were kids..." and all of that, I thought that was exactly right, she nailed it for me. Neighbourliness is just part of being Kiwi; well is it still, actually?*

**General Manager, Lifewise**

*When I talked about KYN at community sector network meetings, people would often say, "Oh yes, that's a great idea. Neighbour relationships are really important. I wonder why we don't focus on them much any more?" They told us we'd given them something to think about.*

**Community Development Worker**



**TMC Fundraising Garage Sale for Lifewise**

By building on this notion of familiarity, the simple tools of networking and conversation have an impact that reaches well beyond their modest application. In this way, individuals, organisations and others, such as the TMC parish, have been impacted by KYN enough to inspire them to use the KYN approaches in their own workplaces or neighbourhoods.

For some, KYN has impacted on their behaviour in both small and significant ways:

*... I'd feel a little hypocritical if I was saying to people, "get to know your neighbours" [and I didn't]. A new neighbour moved in last weekend, and I saw him park his car and I thought "back up the truck and go say 'hello', make the effort" ...so I introduced myself.*

**Police representative**

*I've gone off and taken action in very humble ways, and then those actions have led to other outcomes and impacts that I wouldn't have predicted...*

If we're trying to maintain our values as a culture and as a society then neighbourliness has been one of those core values and we're in danger of losing it if we don't look after it and a way of looking after it is to practice it

General Manager, Lifewise

## 4.2.4 Influencing practice

### 4.2.4.1 Internal

Throughout the development of KYN, the CDW and the reference group have sought to constantly raise awareness within the TMC parish about how they as individuals can take part in engaging with their own communities.

*...when I communicated with the church I would say "You are part of KYN because we're all neighbours". It doesn't matter how old we are, if we're already being a supportive neighbour then that's awesome because that is what this is about. KYN is not about volunteering; it's about celebrating what we're already doing where we live, or challenging ourselves to be more active in our own backyards.*

Community Development Worker

Some parishioners have taken up the challenge of knowing their neighbours and have reported positive outcomes as a result. One noted small changes in their community after a Neighbours Day barbeque:

*I see people wave to [each other]. I see my neighbour talk to the [other] neighbour over the road and they are completely different nationalities and they never would have before. I've been invited to people's places. I know the other neighbours know [each other] better than they would have.*

Reference Group representative

For Lifewise, the foundational partner in the project, KYN has impacted deeply at an organisational level. For some time, Lifewise has believed that in addition to supporting families through social support services and social workers, there is



Moving Forward Evening, TMC 2007

potential for alternate approaches. For Lifewise, the community development approach as embodied by KYN, offers a different model of support. The organisation believes that a combination of the two approaches – social services and community development – will enable it to become more responsive to community need and lead to better outcomes for children, families, and communities.

*... because we work in the area of child abuse and family violence, we should have the goal of reducing the amount of child abuse in the*

## 4. Know Your Neighbours Outcomes and Impact

*community in which we work. The beauty of having the two ways of thinking in an organisation is that to support that goal we can use the social services side while also looking at different ways of doing this, including community-led development.*

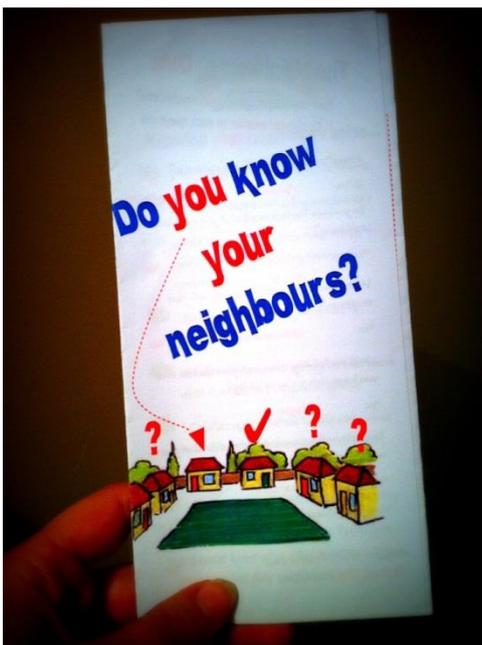
**General Manager, Lifewise**

Importantly, however, Lifewise does not see community development as another 'department', but rather an approach that should be absorbed into the culture of the organisation.

*I think it's too easy for community development to be isolated and corralled away somewhere else and for everything else to carry on as usual. Whereas the purpose for us of having a community development approach as an organisation is that we want it to be transformative of our practice and for that it needs to be embedded... all of our practice is trying to change to become a little more aligned with this way of working.*

**General Manager, Lifewise**

Organisationally, the parish has had a great deal of opportunity over the past four years to engage with community development principles and see them in practice. Raising the awareness of the congregation around community development started with engaging a community development advisor (who was to later become the external CDW mentor) at the beginning of the process to articulate community development. Parishioners were kept up to date every month on the development of both KYN and Neighbours Day. The CDW regularly addressed the congregation during Sunday worship, and there were a number of workshops and planning meetings open to parishioners, some of which (such as the Moving Forward evening) attracted at least 50 participants



Know Your Neighbours Brochure

### 4.2.4.2 External

Some community workers have started to apply some of the KYN practice principles in their own communities or with their own organisations. One of the biggest outcomes for these workers has been to understand the value of the micro-contact; the doorstep conversation.

Two projects that utilised the KYN approach recognised that, while time consuming, door knocking was the most effective way to start neighbourhood connections. Both these projects were able to link neighbours to work together towards positive neighbourhood outcomes. One current project in West Auckland started with linking neighbours to each other and has now progressed to working with street leaders to plan a community garden. One of the coordinators explains:

*[We work] in a really highly-mixed ethnicity area. Two-thirds*

#### 4. Know Your Neighbours Outcomes and Impact

*were immigrants and they had all lived there quite a short time, most less than two years... They were ripe for [making connections], they thought it was great. Just linking those people up, then they knew that they wanted the same thing, which was all we needed to do.*

**Community worker**

The council officer who coordinated the storytelling project at Greenslade and Piringa Courts Council Housing for Older People, talked about how she had learned from the community-led approach of KYN and felt it had contributed to her professional development.

*It was a good learning opportunity... My approach might have been a little different, but [because] it was community-led it was more than people from agencies going in and asking what they would like and then delivering it with a twist. I had an idea of how the project would run, and it started like that but then it morphed into something else, because they wanted it to. Being involved was a good opportunity for me, it was learning that you've got to go with the flow, and that's why it was so successful, because they took ownership of it.*

**Council officer**

For the council, the CDW and Neighbourhood Support were the catalysts of the storytelling project which, whilst facilitated by the council, drew on the KYN way of working, that is, strengths-based and community-led. For the person from the council who was most involved in the project, this provided not only an opportunity for neighbours to communicate with each other, but was also a valuable learning experience in terms of working within community development principles.



Neighbours Day Aotearoa 2012 photo competition winner "Cake and Tea" by Rose Lawrence

### *What has worked*

The following approaches have contributed to the Know Your Neighbours outcomes and impacts

- **Networking** with community groups and local residents
- **Linking** with existing groups and organisations
- **Initiating conversations** with local residents
- **Working alongside local residents** in the ways they desire, on the projects they want, in the time frames they choose.
- **Encouraging inclusiveness**, enabling anyone to participate
- **Supporting and developing community leadership**
- **Understanding community motivation** as to why people participate and their willingness to forge community connections
- **Naming and celebrating small successes**
- **Managing project complexity** so that it wasn't too overwhelming or onerous for residents, neighbours, and communities

# 5. Know Your Neighbours in Action

KYN is a complex change-initiative that has used an evolving theory of change to critically plan the processes required to bring about a desired social change, in this instance, stronger, more inclusive and connected neighbourhoods.

KYN emphasised intentional planning and development, and used this to track progress against planned impact. This provided the initiative with an evolving theory of change, whereby a number of pathways were drawn during the initiative to illustrate the relationship between actions and outcomes. The CDW was central to this process by leading and ensuring that the project actions stayed true to theory of change and continued to be underpinned by the theoretical influences behind the project. This approach ensured that, despite the involvement of others, developments and projects were resident-led and were responsive to both the needs and strengths of each community.

Having already considered the outcomes of the project, we now turn to the actions which made these outcomes possible. In this section, we will consider how, and in what ways, the actions have contributed to the outcomes. What was the role of the CDW in achieving these outcomes? What worked well? What were the challenges? Lastly, what can other communities learn from what has occurred?

## 5.1 Drawing a transformational vision and sharing it widely

One of the key actions which allowed the initiative to achieve outcomes across both the strategic arms has been to share the KYN transformational vision of 'creating supportive, inclusive, creative, healthy, and connected neighbourhoods with strong local leadership striving to see positive and sustainable change'.

KYN is a complex initiative. By sharing the vision widely and referring to it often, the CDW has allowed all those involved with KYN to feel as though they are part of the vision. Sharing the vision in this way not only allows it to attain wide support; it also offers people ownership over the challenges of, and the solutions involved in, reaching the vision.

Sharing the vision has allowed those involved in local street and neighbourhood development to look to the long term to envision the type of community they want to live in and to realise what their role in creating that community is.

### Sharing the Vision

The CDW has used a number of different methods and strategies to share the KYN vision. These include:

- Regularly sharing the vision and goals of the project in the KYN newsletters
- Facilitating residents groups which focus on their hopes and dreams for their community and help them draw a pathway towards the KYN vision of strong neighbourhoods
- Taking every opportunity to talk to groups and individuals about KYN and sharing the KYN vision via these.
- Publicising the vision on both the KYN website and the NDA website.

## 5. Know Your Neighbours in Action

*You want to see the change and you want to see good change. I guess for me it is not so much seeing what is happening right now, but the future. The seed that we plant now will grow to something really good.*

**Taurus Crescent resident**

One of the most important parts of sharing the vision has been to adapt it to respond to different audiences. In this way, the CDW has made the concept of the vision paramount, rather than a prescription of the exact form it should take. For example, the vision on the Neighbours Day Aotearoa (NDA) website is about building better connections to transform whole neighbourhoods into healthy, fun, and vibrant places to live, which changes to a focus on enhancing community wellbeing and resilience through fostering better-connected neighbourhoods and more everyday 'neighbourliness' on the NDA website. Adapting the vision, whilst keeping the concept intact, helps keep the vision fresh.

### 5.2 Action-reflection cycle

Effective mentoring allowed the CDW to explore, in a regular, intentional way, the connections between theory and practice (or 'praxis'). Learning, inquiry, and reflection were actively encouraged as part of this process, allowing the CDW to make meaningful connections between the theory behind community development and place-based practice in a community or neighbourhood. The reflective process, in particular, allowed the CDW and her mentor to examine and pay attention to the unfolding narrative. After each mentoring meeting the CDW wrote up notes from the meeting.

Intentional reflective practice enabled the CDW to constantly reflect on what she was learning, and to hold that against the KYN vision and the theoretical principles that underpinned the initiative. She could then better understand if she was heading in the right direction or adapt and change if necessary

*Learning and reflection and practical support is important. Sometimes...you're getting situations you don't quite know how to deal with, and intentionally reflecting on what's happened [helps to] make you aware of what your role is and how that might need to be the same or change, or change everything.*

**Inspiring Communities Representative**

### 5.3 Supporting street and neighbourhood development

There are a variety of ways in which the actions of, and approaches taken by, KYN supported local examples of street and neighbourhood development.

### 5.3.1 Networking

Networking set the foundation for the street and neighbourhood development, with the engagement of community groups and organisations prior to any work within neighbourhoods. Once the groups were engaged, the CDW began by initiating conversations with local residents and then working alongside them to plan events and activities to connect their neighbourhood. Through this, the CDW was able to garner a deep understanding of what the residents wanted and identify, support, and develop community leadership, which will ultimately be the key to on-going sustainability.

### 5.3.2 Linking with existing groups and organisations

Prior to working in any of the three communities, the CDW spent some time firstly identifying suitable communities and then actively engaging and collaborating with groups and organisations that already had a presence in those communities. This approach ensured that the CDW was working in a community 'by invitation', and wasn't replicating other local initiatives.

Many of the relationships with local groups and organisations drew on the relationships the CDW had formed in the foundation stages of the community development project. Familiarity and trust were both important factors.

*That's where I think [those relationships] made the difference – people knew who I was, who I represented, and that they could trust us.*

**Community Development Worker**



Rebecca Harrington (CDW) door knocking

Besides ensuring that KYN was not replicating other existing initiatives, linking with existing groups also ensured that KYN was starting somewhere where there was some support and enthusiasm for the idea of localised street and neighbourhood development. For the CDW, this was crucial if the initiative was to be successful.

*We were going where the energy was, where people wanted our support and assistance.*

**Community Development Worker**

*We have a transient neighbourhood. There were a lot of new people moving in looking to make a neighbourhood connection and if they weren't interested in any of the groups we had, you were kind of losing them. And I thought "There's got to be some way that we can connect with the community" – and that's*

# COMMUNITY DEVELOPMENT IN PRACTICE

## Door Knocking

Door-knocking is an extremely effective way of engaging neighbours in face-to-face conversation.

Roundabout Meadowood have enthusiastically adopted the door knocking approach and now use it as a primary method of engaging neighbours and publicising neighbourhood events. They offer this advice:

\*Always go in pairs (for safety and company)

\*Carry some information with you, such as a brochure or invitation that you can leave with your neighbour

\*Begin the conversation by introducing yourself as a neighbour and letting them know that you live nearby.

\*Prepare what you are going to say.

\*If there are children around, make sure you let the parents know there will be activities for kids.

\*Ask residents if they would like to join a database (for reminders or to publicise events). Take something to record their details.

\*If you have a residents group, let the neighbours know. Most new Roundabout Meadowood members have been recruited through door knocking.

## 5. Know Your Neighbours in Action

*when Rebecca came into the picture with Know Your Neighbours.*

**Meadowood Community House Manager**

### 5.3.3 Initiating conversations with local residents

Doorstep conversations have been the primary method of engaging residents with the idea of getting to know their neighbours. In every community the CDW led by example by initially going out into neighbourhoods, knocking on doors and asking residents if they knew their neighbours, and if not, whether they would like to know their neighbours better.

For the CDW, doorstep conversations are one of the most important parts of the connection process.

*[When door knocking you can quickly see the people who] have a real interest and desire to know their neighbours. They are prepared to accept the challenge that it's got to start with someone. They are really willing and interested in working alongside others to make that happen. It's almost a sparkle when you knock on the door and you talk to them, it's that initial reaction to harness and follow up.*

**Community Development Worker**

All the residents who took part in this evaluation who have been involved in some way with KYN, attribute their involvement with this initial personal connection either with the CDW or representatives of the residents' groups.

*[The CDW] came around and said "are you interested in having more contact with your neighbours, even possibly forming a little group?" and I said "yes, absolutely, I'd want to be part of that!"*

**Taurus Crescent resident**

*If [the CDW] hadn't come in and done the Know Your Neighbours on that first street, it wouldn't have eventuated and that group wouldn't have started, but they did and they spread out throughout the community.*

**Meadowood resident**

*I was actually trying to think, "who could I ring?", because it would be good to start something here, and then [the representative from Neighbourhood Support] and [the CDW] came and knocked on my door and that sparked it.*

**Greenslade Crescent resident**

In the beginning stages of each local project, once those people who wanted to know their neighbours better had identified themselves, the CDW acted as a 'catalyst for connection', by helping them to start building their own community connections.

### 5.3.4 Working alongside residents

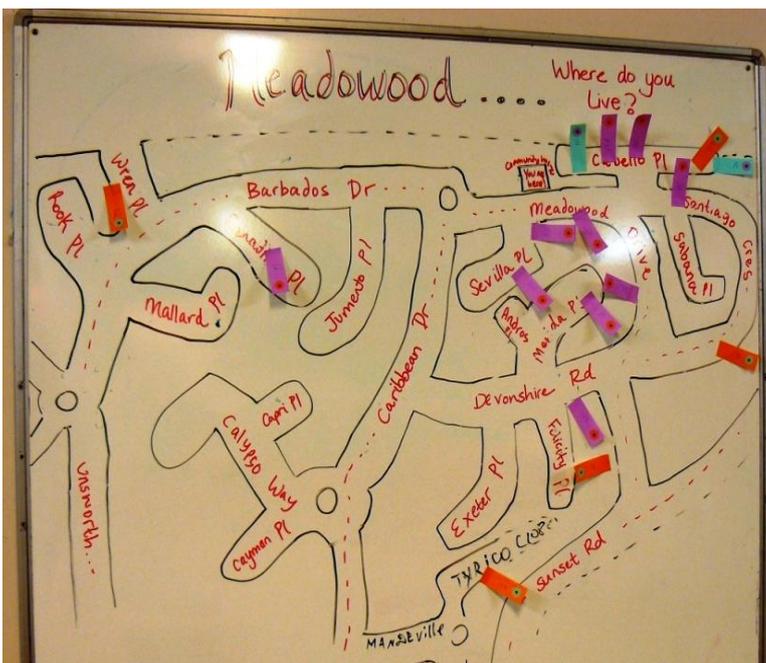
One of the key actions behind supporting street and neighbourhood development has been empowering and working with residents in the ways they desire, on the projects they want, in the time frames they choose.

Much of the preliminary work involved the CDW organising an initial meeting or get-together between the residents who were most keen on connecting with their neighbours. The CDW aided residents to get to know one another by facilitating initial meetings or projects and worked alongside residents to identify the strengths and assets that operate in their street or neighbourhood. This initial work culminated in all three communities in an initial activity (e.g. street barbeque or street picnic) or project (e.g. storytelling project).

In each case, the involvement of the CDW in the initial stages of the neighbourhood connection served several purposes. First, she provided a point of connection, ensuring that residents who turned up for an initial meeting or get-together would know at least one person. Second, having the CDW facilitate the first residents' meetings gave the residents a 'level playing field' in which they could identify their own strengths while still getting to know each other and understand each other's strengths and interests. Third, for some residents the presence of the CDW gave credibility to the initiative both among residents and the wider community.

*What [the CDW] brought...is credibility, people know this is not just a fly-by-night initiative, this is something that has people behind it to make it work, and that means people are more willing to give it a chance.*

**Meadowood resident**



Fourth, the CDW validated a collection of residents as a neighbourhood and as a community and helped them name their vision of how they could create a strong, connected neighbourhood.

*They had someone come into the village who showed some interest in them, who showed they were interested in the type of people they are, they are a community in their own right. It's not only making new connections, it strengthened the ones they already have. It's a validation of them as a community.*

**Council Officer**

Lastly, and particularly for the two communities that have maintained residents' groups, the CDW helped the group name its

**Meadowood Neighbours Map**

## 5. Know Your Neighbours in Action

vision and an understanding of how they could work together using a community development framework.

*[Where] I've found [the CDW] has been really good is that she has come in, has helped run the meetings when we needed it, but has sat back, listened, interacted, taught and learned. And I like that she's not someone who teaches things, she also learns. And I think that's important, because people are likely to listen to you if you listen too.*

**Meadowood resident**

The groups have continued to work together under this framework. Both groups operate from an asset-based perspective and encourage all participants to bring their unique skills and community networks to the group activities.

*I think it's important to have people who have different passions; there are many functional positions within our group.*

**Meadowood resident**

In this way, the groups draw on the wider community ideas and interests.

*It helps that you can share it through the neighbourhood and that there are other people who feel the same as you. It makes it a great team effort.*

**Taurus Crescent resident**

*What actually happens is that the group gets together and they decide what event we are going to run. And everyone shares their ideas. You might get someone who is a bit dominant...but we all work it out together.*

**Meadowood resident**



**Sunnynook Community Workshop**

### 5.3.5 Encouraging inclusiveness

Often, community development projects will begin with community leaders, identifying those in a community who can inspire and motivate others to get on board. Rather than start with community leaders, KYN took a universal approach.

Although the streets were targeted, anyone from those neighbourhoods who wanted to could participate. There was no 'stigmatisation' in taking part or not taking part.

*I think we've got to be careful, not everybody wants to be a neighbour, people live next door to each other but they're not necessarily neighbours to each other and if people don't want that or they don't want to be neighboured then that's fine, that's people's individual choice.*

**General Manager, Lifewise**

By knocking on many doors, the CDW modelled the principle of inclusion, that is, the recognition that each person, family or whānau in a neighbourhood has something to contribute, and that each person should be encouraged to participate (or not) in ways in which they chose.

*...there's something about finding out what people's passions are...moving from having some leaders who might be really interested in something to capturing others who might want to participate.*

**Inspiring Communities representative**

### 5.3.6 Supporting and developing community leadership

In Greenslade Cres, local leadership has been supported through the establishment of three Neighbourhood Support groups. Meadowood and Taurus Crescent, however, wanted a wider focus and have established residents' groups. These residents' groups have organised and coordinated a number of neighbourhood activities, supported by the CDW and others (e.g. Community House Coordinators, council).

The CDW has supported local leadership in a number of ways. Over time, she has supported pivotal members (or local drivers) in each group, particularly when the groups were small and looking for ways to grow their capacity to be self-sustaining. Second, she has supported neighbourhood drivers to lead meetings, plan neighbourhood activities, and speak to media and council.

In addition to facilitation and support, the CDW has also introduced new ideas and people to support the neighbourhood events, and in doing so has achieved a balance between being supportive and standing back so the groups can build their own internal and external connections and relationships.

*We used a mentoring paradigm; checking in with them every now and then and encouraging them, not telling them what to do, but offering perspective when they asked. [We were] really mindful of the principles of community development, in the broader sense of it being resident-led and the role of an outsider is to help facilitate, equip, resource, highlight skills, and join the dots.*

**Community Development Worker**

This has been an intentional strategy designed to lead the groups towards self-sustainability, and over the course of the initiative the CDW has gradually and

## KYN IN ACTION

### Understanding Community Motivation

Many neighbours noted that the questions on the KYN project survey encouraged them to reflect on their neighbourhood relationships and the role they played in forming and nurturing these relationships.

Organisations, too, noted the value of the survey when undertaking doorstep conversations.

The survey is both a reflection tool and a call to action. It comprises of six simple questions:

1. How important do you think it is to know your neighbours?
2. How well do you know your neighbours?
3. Would you like to see more connection with neighbours in your street?
4. If you answered maybe/yes, would you be interested in helping out your street?
5. What are your ideas for how neighbours can get to know one another?
6. Would you like to know the results of the survey and hear about opportunities?

For a full copy of the survey, please see Appendix 2

## 5. Know Your Neighbours in Action

quietly withdrawn from each group as they have gained experience and confidence. For the groups, this was positive as it was a sign that they were strong enough to continue without outside assistance. All three communities, however, have taken comfort in the fact that they have 'back up' there if they need it.

*It really helps to know that [the CDW]...is there if I ever get stuck.*

Greenslade Crescent resident

### 5.3.7 Understanding community motivation

Throughout the project the CDW has encouraged residents' groups to create regular opportunities to hear what other residents think, either through meetings, events, or other activities. The CDW has supported this process by regularly initiating surveys in the local area, designed to understand community motivation behind their participation in neighbourhood activities and willingness to forge their own community connections.

*Simply doing the KYN survey gets people thinking about their neighbours. Afterwards we'd send them a letter with feedback about what others said and share some ideas for making neighbourhood connections... If we were to follow up with everyone who indicated they'd like more connection in their street, we'd have plenty of work to last us for a long time.*

Community Development Worker

### 5.3.8 Naming and celebrating small successes

Successful neighbourhood-building is not only about large-scale community activity. Sharing a vision of success that celebrates the small things assists residents to value the small-scale activities that also occur in their neighbourhoods. In doing so, the CDW encouraged the residents' groups to view all acts of connection as contributors towards greater community connection, regardless of how large or small they were.

*The challenge that I found was that most of our events were not that big. But now, I've got used to that. It's okay that there are only a few people coming, as long as they had fun.*

Meadowood resident

### 5.3.9 Managing complexity

KYN is a complex project. It is, or has at times been, non-linear, emergent, dynamic, adaptive, uncertain, and co-evolutionary.<sup>xxiv</sup> One of the key roles of the CDW was to understand and manage the complexity so that it didn't become too overwhelming or onerous for residents, neighbours, and communities. It is important to note that keeping it simple in this context does not mean 'dumbing down' community development to make it easier for residents to understand, indeed the CDW initiated and facilitated meetings among residents' groups (Meadowood in particular) that challenged and extended their understanding

## 5. Know Your Neighbours in Action

around community development. Rather, keeping it simple means that while the vision was complex, the changes involved to realise the vision could be easily managed within neighbourhoods.

*To be a change agent is to think boldly, to envision grandly. Complexity theory shows that great changes can emerge from small actions.*

Patton (2011) p.5

By managing the complexity of the vision while maintaining a social change agenda, the CDW offered the best opportunity for communities to continue the process beyond the initiative and to enable other neighbours and communities to connect up in this way.

*We tried not to overcomplicate KYN...I think there is a danger that community initiatives are not sustainable beyond the community development worker and we've been very conscious of that, that at any stage this may not continue and asking "What would be left behind?"*

General Manager, Lifewise



Small sample of Neighbours Day Aotearoa 2012 media coverage

## 5.4 Raising Awareness and Influencing Change

One of the roles of the CDW has been to prepare and coordinate media releases and speak to media around KYN events and activities. This has ensured that the KYN change and awareness activities, such as Neighbours Day Aotearoa, have enjoyed a relatively high profile in both local and national media.

### 5.4.1 Social Marketing

In early 2009, encouraged by the enthusiasm of the communities who were part of Know Your Neighbours, the CDW began investigating ideas for an Auckland-wide Neighbours Day, aimed at "turning streets into neighbourhoods, strangers into friends and turning every street into a fun, friendly, safe and resilient place to live". By August that year a 'champions' group' was set up comprising 14 representatives of various NGO's, schools, and council groups from around Auckland, led by Lifewise and Inspiring Communities. The event was promoted with 200,000 flyers (delivered in Auckland), social media, posters, billboards, and through contacts with schools, organisations, community centres, and churches.

The first Neighbours Day was held in Auckland in October 2009. While it is difficult to accurately estimate the numbers of neighbourhoods who took part in

the first Neighbours Day, the anecdotal feedback and interest raised from the event was enough to convince Lifewise, with the support of the TMC, to consider working towards an annual event. Thus, in 2011 the second Neighbours Day was held, this time in March, and this time it was New Zealand-wide. In March 2012, 683 people 'officially' took part in third Neighbours Day, and the CDW and community partners estimate that countless others also took part, but didn't officially register their activity.

### 5.4.2 Working with other change makers who share the vision

Partnering with Inspiring Communities in 2009 and 2011, and with Inspiring Communities, Neighbourhood Support NZ and the Mental Health Foundation in 2012, has allowed Neighbours Day a reach well beyond what might have been achieved had just one organisation attempted the initiative on its own.

Each partner brought their own considerable experience, community contacts, and ways of working to the table. Inspiring Communities was able to assist and support the CDW and Lifewise, to plant Neighbours Day within communities in 2009 and 2011, and Neighbourhood Support NZ and The Mental Health Foundation joined the team in and assisted with this in 2012. By working together, all the partners were able to leverage the partnership to not only gain wider promotion of the Neighbours Day concept, but also further progress their missions.

*[Working together was] not simply about what we're doing, as one organisation. But how can what we are doing— and our commitments, and what we're on about, what we hope to achieve – dovetail with what you're on about and what your commitments are, and what you hope to achieve, so that we can both really relish this working relationship. And so that we can achieve more by working together than working alone, and also influence each other's thinking, and challenge, and stimulate.*

External CDW mentor

Both Lifewise and the CDW, however, recognised, and still recognise, that Neighbours Day would not have been possible without the support of the original partner, TMC.

*[There wouldn't be] a Neighbours Day without TMC. We always honour them as much as we can for their involvement in the campaign's foundations.*

Community Development Worker

For TMC, Neighbours Day now extends and informs the work within their local communities.

*One small organisation like ours can't do the work individually to go to communities and build neighbourhoods...[Neighbours Day works] on that broader scale and that's much better. If you're looking on a broader scale and you*

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Neighbourliness  
is not owned by  
any organisation.  
Neighbourliness  
is quite rightly  
owned by  
people who are  
neighbours.

General Manager, Lifewise

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*can get systems in place that inspire people right across the nation to do things that they otherwise wouldn't, then it's really achieved what we wanted and it's just going to keep going.*

Reference Group representative

### 5.5 Sustainability

Are the values of neighbourliness ones which will persist over time? Many interviewees spoke of their own experiences from 20 or 30 years ago, and remembered that connected neighbourhoods were the norm; that knowing your neighbours was not an initiative, it was simply a way of life. It is, perhaps, no surprise that the two most successful groups, Roundabout Meadowood and the Taurus Crescent neighbours' group, involve residents who have some idea and understanding of what it is like to live in a strong, vibrant, and connected community, and who bring this vision to the communities in which they now live.

A useful tool to examine future sustainability of such KYN is the outcomes measurement metaphor called 'splash and ripple'.<sup>8</sup> It allows us to create a useful image of the 'splash', the current local initiatives e.g. Meadowood and Greenslade and Taurus Crescents, and the 'ripple' sustaining a wider outward influence, e.g. Neighbours Day Aotearoa.

*While reaching for sustainable solutions has long been a priority in the field of community development, attention may have been focused more on demonstrating the most immediate results – the splash – of our work. True, ripples are harder to track because they cover a widening area; influence a larger number of people, and their outward movement takes time. Yet, supporters of Outcomes Measurement methods argue that there is much to learn from the longer-term outcomes of our activities. Inside those ripples, they say, are new insights to help improve the way we do our work.*

[www.plannet.ca](http://www.plannet.ca)

#### 5.5.1 'Splash': Sustaining street and neighbourhood development

To what extent will the street and neighbourhood development arm of the initiative continue to beyond the involvement of the CDW? Several clues which may point to the sustainability of the initiatives can be found in approaches taken by the CDW, in particular, networking with other community groups and organisations, working alongside and mentoring residents, and supporting and developing local leadership. This approach has helped these groups to become self-sustaining entities; they currently operate independently of the CDW and have, so far, not lost any traction with their street and neighbourhood development work. Members of the residents' groups in Taurus Crescent and Meadowood, and to a lesser extent in Greenslade Crescent, are very clear about

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<sup>8</sup> For more on the Splash and Ripple approach, see [www.plannet.ca](http://www.plannet.ca)

## 5. Know Your Neighbours in Action

the future sustainability of their groups. They see the future potential both in their groups and their communities.

*We have leaders in this group who have emerged...[we thought] "why is [the CDW] doing this, she isn't even part of our community?" Now we have other people to take the lead.*

**Roundabout Meadowood member**

*There is a still a lot of potential in what we can do here. I'm into connecting people, getting more and more people involved in what we're doing. More events, more community events, a youth group. There's heaps of stuff.*

**Taurus Crescent resident**

Evidence from the street and neighbourhood development arm of the initiative would suggest that the following factors contribute towards sustainability in the medium to long term:

- Street or neighbourhood drivers who are committed to building great neighbourhoods with, or without, outside help or funding
- More than one person to share the load
- A group of people with different and complementary skills, interests, opinions, histories, and ways of working
- A place to gather; be it a park, community house, or resident willing to open their home for community meetings
- Geographical features such as small streets or cul-de-sacs in street-based work, or a network of linking properties for location-based development.



**Neighbours Day Aotearoa street BBQ**

## Costs

Other groups and organisations considering a neighbourhood-based community development project may need to take the following costs and resources into account:

- Salary (for community development workers)
- Resources, which could include office space & equipment, computer, phone, internet usage
- Mileage
- Supervision
- Professional development
- Koha for community groups

## 5. Know Your Neighbours in Action

- Residents using multiple methods of communication to interact with each other
- Visible action or events which help maintain the interest and involvement of group members and motivate others to take part.
- Having the support of other local community focus organisations, for example, Meadowood Community and Neighbourhood Support.

This evaluation has found that when these dimensions are not present in an initiative that encourages community connection and action on a scale larger than neighbour-to-neighbour, it appears to reduce the likelihood of success and long-term sustainability.

### 5.5.2 'Ripples': Raising awareness and influencing change

There are multiple levels of sustainability within the wider arm of KYN. By creating and using national initiatives such as Neighbours Day to raise awareness of neighbourliness, KYN has created multiple opportunities for residents to practice neighbourliness without taking part in organised events.

Neighbours Day is a catalyst for connection across New Zealand that allows communities to breathe neighbourliness into their streets and communities. With additional KYN resources on the Neighbours Day website, others could be inspired and informed of how KYN has developed and grown. Furthermore, it could inform key influencers to the potential benefits of community-led development, providing an exemplary example which could be shared with potential partners such as churches, funders, councils, community police, and community organisations.

## 5.6 Cost Effectiveness

One of the key questions from organisations that may wish to utilise some of the KYN practices and principles in their own community development work will be "Is it cost effective"?

Given the wider impact of KYN, not only on selected communities but also on the practice of other community development workers and organisations, it is difficult to quantify the cost of KYN for each resident, household, neighbourhood, and community. Indeed, most interviewees agreed that cost effectiveness is not an appropriate measure, and preferred to talk about the project in terms of value for money.

Overall, there was agreement from organisations, individuals, and neighbourhoods involved in the implementation of KYN, that it *was* cost effective, and, more importantly, that it appears to have been a worthwhile investment of time, money, and resources.

## 5. Know Your Neighbours in Action

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For TMC, the project has represented a significant investment of funds, volunteer time, and parish resources. Most members of the Reference Group agree, however, that their investment has represented value for money in terms of wider impacts on their organisations and communities, particularly if the initiative is sustainable beyond the involvement of TMC/Lifewise.

*[The value has been much wider than our own investment], you think, even one family where someone might have gained employment through either the connections or feeling good. And it's not a saving to this church, or this parish, or the funders of [the CDW's] salary, but it might be a saving to the government or to some other support service.*

**Reference Group member**

*For me, if something good comes out of it on a reasonably permanent basis then I think it's all been worthwhile*

**Reference Group member**

For Lifewise, KYN has enabled them to engage with a number of communities without having to set up expensive infrastructure alongside the project

*... it enabled us to engage with the community in a non-institutional way, in other words we haven't set up a Lifewise office, set up a bunch of social workers and community development people, none of that, we're just an invisible light. And if you take all those factors together, I believe if you talk to our finance controller, you can quantify that, and it's value for money, it's good use of skills that various people bought to it and I don't think it's a project that we will regret getting involved in financially or in terms of human resources.*

**Lifewise representative**

*It's a pretty lightly smelling oily rag... So have we got a return on investment in terms of money? Well we couldn't have bought the knowledge that we've gained from [the CDW] and from her work for any cheaper than what we've paid in salary. And on top of that we've got a whole lot of impact in terms of brand and awareness of our organisation .... Has there been value for money out in the community? The feedback I get is that [the CDW] has had a massive influence on the practice of others out there for a pretty modest outlay; it seems to me to have been quite profound. If those other organisations and practitioners had to buy in [this expertise] it would have cost huge amounts of money.*

**Lifewise representative**

For the Police and Neighbourhood Support, their investment represents significant value for money.

*...that's value, to lower crime like that and stop returns.*

**Police Representative**

Although their involvement in KYN represented an investment in time, for council officers the investment was one which was worthwhile.

## 5. Know Your Neighbours in Action

*[I think it was cost effective] it gives you an insight into the community and those extra connections you wouldn't have otherwise.*

**Council Officer**

*This was more than worth it...It wasn't an expensive process, mostly our time, but it's part of our role, so it was no cost. It was most definitely cost effective.*

**Council Officer**

For one of the community workers who used the KYN approach in a community she was working in, the initiative was most definitely cost effective, as it didn't cost anything beyond her time.

*All the resources I got hold of were free. Volunteers or stuff from the council costs nothing. Obviously it could cost more but it needn't cost anything because it's just about people doing stuff with what they've got, it's not about the community's money, it's about using the assets and strengths of a community that are already there.*

**Community worker**

By utilising the skills and resources within an area (a key principle of asset-based community development), many of the activities and events in each neighbourhood have been held on a low- or no-cost basis. In Meadowood, the support of the local community house has meant that meetings, events, and activities have been held at the community house for no charge. Where possible,

local residents have contributed to each event (e.g. the International Food Festivals are run on a 'pot luck' basis), and the CDW has assisted the residents group to find local sponsorship for other events which require prizes. In Taurus Crescent, residents meet in a private home and their activities (e.g. street picnic) rely on contributions from those who attend.

The Roundabout Meadowood group has recently received a small council grant, via its local board, to assist it with their street and neighbourhood development activities.

### 5.6.1 Cost Savings

It appears community connectedness can result in a decline in the level of outside intervention required in neighbourhoods. Knowing neighbours, therefore, can result in potential cost savings with regards to police time and time spent dealing with



## Challenges

The following summarises the challenges encountered by Know Your Neighbours during implementation

### Helping others see community development as a priority

When new partners come on board to assist with projects, one of the challenges is ensuring that projects remain driven by communities, rather than the new partners.

### Community protectionism

Finding space in a community or a sector where others may already be working.

### Finding local drivers to help sustain grassroots development

**Isolation.** A team approach to community development can be far more effective than one person working in isolation.

## 5. Know Your Neighbours in Action

graffiti and vandalism. Over time, community connectedness may also impact positively on the levels of intervention required from social support agencies and the like.

### 5.7 Challenges

#### 5.7.1 Neighbours Day Aotearoa: Helping others see community development as a priority

In order to reflect the community development approach of KYN, Neighbours Day needed to grow out of the grassroots of communities. Initially, however, there was some tension over whether NDA was a social marketing campaign, a community development initiative, or both.

While ultimately beneficial to the campaign, the involvement of large, nationwide organisations meant that there was some tension about driving a campaign through their involvement when, ideally, the campaign should be driven from within communities. There was also a need to manage the campaign in ways which were consistent with the principles that underpin community development.

How is this managed? First, the CDW (now NDA project manager) is very clear that Neighbours Day activities needed to reside in, and be led by, communities and that any campaign partners should both respect and work within this paradigm. The selection of who to work with on Neighbours Day, and in what context, is done with a great deal of thought and consideration.

*We were really nervous about taking anyone on board that might have a different agenda or message...we considered carefully where our partners lie and where [we would] compromise and where we [wouldn't].*

Lifewise representative

#### 5.7.2 Community protectionism

The North Shore is not short of NGOs and community workers, as evidenced by the number of relationships the CDW built on the North Shore over her tenure. There were, however, some challenges for the CDW on entering a location where those already working with this community felt her efforts would be duplicating work already perceived to be done.

Effective mentoring and reflection and strong support from the reference group assisted the CDW to look at how she could best add value. Most importantly, she resolved to take her mandate from residents.

#### 5.7.3 Local drivers

One of the original neighbourhoods, Sunnynook, took part in KYN activities as long as the CDW had the time and effort to put into it; however a lack of street

champions and a lack of capacity at the community centre to assist on the ground with on-going work meant that continuing community-wide work was not sustainable or within the capacity of the CDW.

*There was a point when I realised "Wow, this is actually quite hard to keep all these relationships with residents going", and because there wasn't more capacity available from other organisations like the community centre in Sunnynook to work alongside me, we had to take a step back and re-evaluate where we could best contribute with the capacity we had.*

**Community Development Worker**

Both the CDW and the Reference Group are at pains to point out that a discontinuation of activity does not equate to a lack of a success in communities. Rather, it is simply an acknowledgement that the project needs to move where both the energy and the needs are greater.

*...It doesn't matter if it doesn't last five thousand years. Is it a failure if it only lasts ten months? No it's not.*

**Reference Group member**

Whilst KYN has discontinued on a larger scale, interviewees from the Sunnynook community suggest that the ripple effects of the action have carried on well beyond the activities, but on a much smaller scale than what has been witnessed in other communities.

### 5.7.4 Working in isolation

A team approach to community development can be far more effective than one person working in isolation. Although the CDW worked alongside neighbourhoods and other community development workers, she was for the most part a one-person team. This posed difficulties in terms of critical feedback and support from other team members, as well as safety.

*[When I started door knocking] I was a bit naive in the fact that I went on my own, but I didn't have anyone to go with.*

**Community Development Worker**

## 6. Recommendations

The experiences of those involved in the KYN initiative, alongside the findings from this evaluation would suggest that those considering initiating a community development project should consider

### 6.1 During the emergent phase of the project or initiative

#### 6.1.1 Put aside enough time for a foundation or preparation phase.

One of the greatest strengths of the community development project which preceded the KYN initiative was the amount of time allowed for preparation and groundwork. Those who are considering a community development project or initiative may want to formally put time aside to build a solid foundation for the emergent development project or initiative.

During the foundation phase, practitioners should focus on:

- Networking and establishing relationships with other practitioners in the sector or communities in which they are working;
- understanding what initiatives or services are already present in communities;
- establishing effective communication channels with project sponsors, organisational representatives and others who are interested in the progress of the project or initiative ; and
- extending their knowledge around community development theories and how they relate to practice;

It is recommended that this phase is formally named and allocated a set period of time so it is clear during this phase what the purpose is, enables a shared understanding that the phase is essential and ultimately takes the pressure of those who are doing the work.

#### 6.1.2 Appoint an external supervisor or mentor

Good supervision and mentoring allowed the CDW a safe space to reflect on the emerging community development project and, later, to explore what the Know Your Neighbours initiative could look like in action. Many of those involved in this project believe that the mentoring relationship was an integral part of the community development project and KYN initiative.

Effective mentoring or supervision occurs regularly (e.g. fortnightly or monthly), and should ideally involve someone who has lived experience in the area or discipline in which the mentee is working (e.g. community development). Other important qualities of an effective mentor or supervisor include ability to link theory, practice and action, experience in working in a strengths-based environment, a willingness to support the practitioner as well as gently challenge when necessary and, above all, a belief in the practitioner and their work.

### **6.1.3 Create a trust-based environment**

A trust-based environment is key to allowing the practitioner flexibility and autonomy and the space to be light on their feet and respond to opportunities as and when they arise. Robust support (e.g. in the form of a reference group) and effective mentoring should be given in the form of support and assistance, rather than in tightly managing and monitoring outputs.

## **6.2 Structuring the initiative**

### **6.2.1 Planning to inform action**

KYN had a clear structure, which allowed it to align the overall vision with actions and ways of working. The learnings from this project suggest that a structure should be clearly articulated, so that it can be explained and understood easily and yet flexible enough to respond to issues, needs and changes as they arise.

### **6.2.2 Create a shared vision**

One of the key actions which allowed KYN to achieve outcomes across both the strategic was a drawing a transformational vision and sharing it widely. Those who are considering a community development project should consider the creation of a vision as a priority. Having a vision gives people something to aspire to and allows those involved to understand very quickly what it is that the initiative wants to achieve.

### **6.2.3 Implementation**

There were a number of actions undertaken throughout the KYN initiative which other projects may wish to consider using to support street and neighbourhood development and raise awareness and influence change.

#### **6.2.3.1 Actions which support street and neighbourhood development**

- **Actively engage and collaborate with groups and organisations** which already have a presence in the communities in which you wish to work.

This will avoid replication as well as generate some support and enthusiasm for your project.

- **Initiate conversations with local residents.** Once you have identified suitable areas for your project and researched what is happening in that community by engaging with others already working there, your next step should be to engage local residents. One of the simplest ways to do this is by **door knocking**. For safety, always go in pairs.
- **Understand community needs and motivations by using a neighbourhood survey.** A neighbourhood survey (for an example, see page 79) is a simple way to engage residents, to get them thinking about themselves as neighbours and to understand their willingness to take part in forging their own neighbourhood connections. Ensure you follow up any survey with results from their street or neighbourhood. By doing so, the survey can be used not only to inform but also as a catalyst for action.
- **Work alongside residents** in the ways they desire, on the projects they want, in the time frames they choose.
- **Encourage inclusiveness.** Recognise that each person, family or whānau in a neighbourhood has something to contribute, and encourage them to participate in ways in which they choose. Conversely, ensure there is no stigmatisation in taking part or not taking part.
- **Support and develop community leadership** through the development of formal (e.g. Neighbourhood Support) or informal neighbourhood groups and networks. Support the groups by assisting them to: identify and develop pivotal members; plan local activities; facilitating meetings (particularly when the group is new); introducing new ideas and people and speak to media and other organisations such as council.
- **Name and celebrate small successes.** Share a vision of success which celebrates the small things and values the small acts of connection which contribute to greater community connectedness.

### 6.2.3.2 Actions which raise awareness and influence change

- **Think big - consider how your work in local communities be done on a larger scale.** Once you have done this, consider the following:
  - **Work with others who share your vision.** Partner with other groups and organisations who want to achieve a similar vision to yours.
  - **Leverage your profile, or the profile of those you are working with.** Use your profiles to assist exposure in local, regional and national media and to spread the word amongst other groups and organisations about what it is you are doing
- **Take every opportunity to share what you are doing with others.** Meetings, conferences, presentations, workshops, seminars and lectures are all effective ways of getting your message out

### 6.3 Sustainability

The following factors may contribute towards on-going sustainability:

- **Support street or neighbourhood drivers or local champions.** Note that the likelihood of sustainability is greater when there are more people, with complementary skills, interests and ways of working, to share the load.
- **Identify a place or places to gather.** Meeting places can be a local park, resident's homes or a community house or building.
- **Encourage residents to use multiple methods of communication.** Meetings, Facebook, door-knocking, emails and newsletters allow multiple ways for residents to connect with neighbourhood activities and developments.
- **Encourage residents to plan regular neighbourhood events.** Visible actions and events help maintain the interest and involvement of group members and motivate others to take part.

### 6.4 Cost Effectiveness

Harnessing and using the energy and motivation of local groups, organisations and residents can be one of the most cost effective ways of running a community development project.

The following expenses should be taken into account when considering the implementation of a community development initiative:

- Salary (for a community development worker)
- Resources, which could include office space and equipment, computer, phone, internet usage)
- Mileage
- Supervision
- Professional development
- Community koha (e.g. contributions towards neighbourhood events and activities)

### 6.5 Evaluation and Measuring Success

On-going evaluation allows initiatives to focus on ways of continuously improving and supporting development and innovation. It is recommended that others engaged in community development projects consider the implementation of evaluation frameworks designed to measure/ record change and impacts in neighbourhoods at the *beginning* of their project, so that changes can be tracked over time.

## 6. Recommendations

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Capturing the intention of the initiative early in its development will support the identification of intentional and unintentional outcomes.

Specific measures could include:

- Levels of participation in neighbourhood events
- Levels of engagement (e.g. numbers participating on Facebook page, numbers emailing or engaging with other residents outside of neighbourhood events, numbers of residents on contact databases)
- Neighbourhood churn: the numbers of residents moving in and out of the neighbourhood
- Levels of “nuisance crime” e.g. graffiti, litter, animal control, noise complaints
- Crime statistics, particularly burglary, stolen cars, levels of reporting (including family violence reporting)<sup>9</sup>
- Notifications to Child, Youth and Family
- Amount of media coverage

In addition to collecting specific indicator data, it is recommended that community workers assist groups they are working with to build their capacity around on-going reflective evaluation. This approach only considers the initiative or event at hand, but also takes into account the role of the group, community conditions and how the group may responsively act or adapt. The group therefore regularly considers what worked well, what they learned and what they could do better next time as well as also more searching questions such as: What would happen if they weren't there? What difference are they actually making? How could they make a greater difference? What needs to happen next?

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<sup>9</sup> Note that an increase in reporting, such as crime reporting and notifications to CYF is often considered a positive indicator of a more connected community. As communities become more connected, it is expected that these levels will rise and then decrease over time.

# 7. Conclusion

The Know Your Neighbours initiative has been designed to create supportive, inclusive, creative, healthy, and connected neighbourhoods with strong local leadership striving to see positive and sustainable change.

The purpose of this evaluation was to consider the difference Know Your Neighbours has made to selected neighbourhoods, and articulate how it has made this difference. The evaluation was limited in scope due to the unavailability of national-level datasets with direct measures of neighbourhood social ties, statistical data which may highlight community changes and census data which may be out of date.

Overall, Know Your Neighbours local strategies appear to have contributed towards positive outcomes in at least three North Shore (Auckland) communities. Moreover, available evidence suggests that national-level strategies, such as Neighbours Day Aotearoa (NDA), have contributed to raising awareness of neighbourliness in participating communities throughout New Zealand. Together, these strategies have contributed towards an increase in trusting relationships between neighbours, a growing sense of neighbourhood security and safety, greater community connectedness and social cohesion and the building of neighbourhood social capital in participating communities.

Currently, the impetus behind local street and neighbourhood development appears to have been sustained in at least two of the participating communities. This is due, in part, to the solid foundations of the initiative and the amounts of time and effort put into groundwork and preparation and in the considerable effort put in to engaging participant communities and building local community leadership. Likewise, the NDA campaign, the primary strategy behind increasing national awareness of neighbourliness, is set to continue in 2013 and beyond.

Community and neighbourhood engagement which is resident-led and inclusive appears to be key to achieving the vision of healthy and connected neighbourhoods. Residents who have engaged with KYN through local street-based development report feeling positive about the future of their communities and better equipped to deal with challenging social issues as they arise.

There are many different ways in which to engage in community development. Understanding what works allows us to add the learnings from this initiative to our overall knowledge of what works in community development in Aotearoa/New Zealand, and thus to build healthier, stronger and more connected communities.

# Appendix One: Impact Profiles

## Roundabout Meadowood

### Impact at a glance

Connecting neighbours in the suburb of Meadowood started in 2008.

- KYN began as a street initiative and soon grew into a community-wide approach.
- Door knocking and a local survey were key strategies to invite neighbours to get involved.
- In 2009 the group named itself Roundabout Meadowood. The group meets monthly, with an average of six to eight members.
- There have been 10 community events over five years, with on average 10-20 per cent of Meadowood residents attending.
- The Roundabout Meadowood database has around 184 households on its database, representing 37 different streets.
- The group developed a high profile in their community with the support of the Meadowood Community House through their newsletters, website, and street signage. In addition, the centre has 45,000 visitors a year from many surrounding areas.
- The group has had frequent media releases and has been profiled in local newsletters and by local and national media stories.
- Roundabout Meadowood has an active Facebook page with loads of photos from the local get-togethers.

### Community story

The Meadowood area is located in Unsworth Heights, Albany. Approximately 1090 people live in the area bordered by Caribbean Drive, Sunset Road, the Upper Harbour Highway and the Northern Motorway.<sup>10</sup> Meadowood is an area popular with young families. At the last census the median age of residents was 29 and the median income was \$27,050. The area is also multi-ethnic, with just over half of residents identifying as European (50.5%), one quarter Asian (25.5%), 10 per cent Māori, seven per cent Middle Eastern/Latin American/African, and five-and-a-half per cent each identifying as Pacific peoples and other ethnicities.

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<sup>10</sup> This data was obtained by combining census data for Meshblocks 0180850, 0180816, 0180853, 0180851, 0180818, 0180815

In May 2008, in collaboration with the Meadowood Community House, Know Your Neighbours began in Meadowood. At the time there were some emerging community needs. Once traditionally known as an area for first home owners with young families and new migrants, the changing property market had seen many privately-owned homes move to rental properties, which brought a new group of residents into the neighbourhood. At the same period of time, the local community house had been through significant growth and, while they were aware of the changing needs, found it difficult to respond. The Community House Coordinator at the time recalls that they community centre was growing so quickly that they felt they had “lost touch with the community.” People who wanted to connect with other community members, but who couldn’t find an existing group that interested them were being lost. Know Your Neighbours captured the interest of these people.

In the beginning KYN was about starting on one street and making connections. A Christmas barbeque was held on Cabello Place. One third of the residents got involved, and discovered they had eight different nationalities in 10 houses on their street alone. New friendships and connections were forming from the get-togethers. One resident who had recently brought his elderly parents from India to live in New Zealand, built a strong relationship with his neighbour, who not only spoke the same dialect, but also had elderly parents living with her. The parents socialised together, which greatly assisted the new migrants in their settling-in process. Another resident, who lived alone, reported that the activity on his street helped him feel less isolated and more involved with his community.



**Cabello Place Group, August 2008**

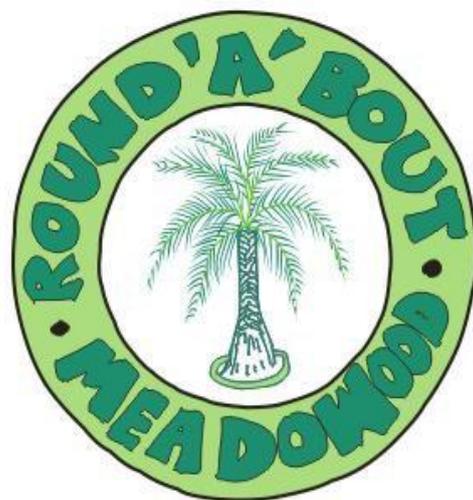
Growing interest in what KYN was doing ensured that within six months it had grown from one street to a whole-of-community approach. The first event in November 2008 attracted approximately 200 residents, who enjoyed a community barbeque on the lawn of local Community House.

Keen to know what people wanted next, residents were invited to a Know Your Neighbours get-together in early March 2009. More than 40 residents from across the Meadowood area brainstormed ideas of what they wanted in their community. These included an international festival, rugby nights at the community house, street parties, a community talent quest, health seminars, 'new to the neighbourhood' events, and activities for children and youth.

As the community-wide approach developed, a flurry of informal get-togethers began to emerge. Feedback received from the organised get-togethers was almost always positive. And there were indications that additional informal get-togethers were initiated, signalling a promising wider impact. For example a mini 'meet your Filipino neighbours' gathering attracted five Filipino families living close to each other, a family recently migrated from South Africa met and formed a friendship with another family at the March KYN get-together, and others utilised the contact details sheet to email other residents and invite them to social gatherings.

The next two gatherings raised the Know Your Neighbour profile, drawing both local and national media attention. Both sparked a new level of neighbourhood leadership and many residents were becoming actively involved as 'catalysts for connection'.

An International Food Festival held in July 2009 was a hive of activity, with 70 residents enjoying food and culture from nine different countries from around the globe – India, South Africa, Russia, Samoa, New Zealand, Philippines, Democratic Republic of Congo, and Korea.



A Neighbours Day picnic held on the first Neighbours Day in October 2009 was profiled by magazine programme *Asia Downunder*, promoting Neighbours Day as a way to start something in your own neighbourhood.

As Know Your Neighbours in the Meadowood area continued to emerge, the driving force behind its continued emergence and burgeoning success became the residents, who started taking



**Meadowood Neighbours Day 2009 group**

ownership and making their own connections.

Just over a year after the CDW had started knocking on doors in the very first street in Meadowood, Know Your Neighbours had grown into a fully-fledged resident-led initiative. By September 2009 the newly named Roundabout Meadowood group had 10 committed group members who had a clear purpose; to bridge diversity, connect the local community, and build a strong and secure place to live.

Over the past two and a half years, Roundabout Meadowood has developed and grown. Currently, the group boasts ten regular members. The group also has a small pool of volunteers who are happy to help out with group organised neighbourhood events. Their most recent event, "Our Amazing Place", attracted more than 200 participants, 96 per cent of whom were local residents.

### **Impact**

The resident-led focus of Roundabout Meadowood appears to have contributed to its high profile and good reputation. It offers residents a way to "get involved" and volunteer, thereby helping to build personal satisfaction and growing confidence.

The Roundabout Meadowood community-wide approach brings together next-door-neighbours and residents with similar interests. Both street-level and community-wide activities have been very successful in engaging high numbers of residents.

One-third of the residents on the first street attended their street BBQ and evidence suggests that six of those went on to become involved in Roundabout Meadowood activities.

On average the Roundabout Meadowood events have attracted between 10 and 20 per cent of Meadowood residents, with four events attracting more than 20 percent. All the events have been attended by high numbers of families with children and new migrants. The International Food Festivals, for example, which showcased the cultural diversity of the Meadowood community, were attended by more than 70 children. The most recent Amazing Place Treasure Hunt event, held on Neighbours Day on March 24<sup>th</sup> 2012, had 16 ethnicities amongst more than 200 participants.

There are promising indicators that numerous secondary contacts between residents have been initiated after meeting at a Roundabout Meadowood event, signifying that the effort and investment in community events has had a wider impact beyond the events themselves. New residents have also joined Roundabout Meadowood after attending events, which is a promising sign for self-sustainability.

### **What has worked for that community**

#### *Establishing a residents' group*

For the group members it may seem as though the group's sole purpose is to organise community events, however the group itself is a community activity worth acknowledging. In the same way they draw on the wider community ideas and interests, so the group itself initiates, negotiates, and collaborates.

Working together like this is no easy task when you are a diverse group of people but the group manages it because their key purpose is to bridge diversity, connect with the local community, and build a strong and secure place to live.

The group has continued to grow into a self-managing group of committed residents, despite experiencing changes when members have moved on and new people have joined. For some who have been involved since the beginning, this has felt challenging at times but the older members' leadership and new members' enthusiasm keeps the focus on the future.

The group draws on the strengths and skills of the members, works hard to keep running smoothly, and is interested in tools and people who can help them host successful events.

#### *Open and welcoming*

Many Roundabout Meadowood members believe that an approach best described as 'open to everyone and everyone is welcome' is a special quality which has managed to bring together diverse groups of residents. In an area with a high number of new-migrant families, this is a particularly important quality.

Doorstep conversations are one of the key methods the group uses to break down barriers. The group regularly goes door knocking to personally invite residents to

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I think it's good  
that we have all  
age groups.  
You've got to be  
in touch with  
what's happening  
in your  
community and  
focus on events  
for everyone.

Meadowood resident

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the next event. It allows for introductions and often a chat about what Know Your Neighbours is all about. Often residents recall having seen a flyer or having read about the event in the Meadowood newsletters before someone knocks on their door. They attribute this personal touch to giving them extra motivation to come along.

Door knocking in pairs is time consuming, however all those involved attributed this personal touch to getting KYN off the ground, generating high turnout at events, and getting new people involved in the group.

### *Keeping it local*

Focusing on people's interests is essential to understanding why people might choose to get involved.

Roundabout Meadowood has been built on resident's interests and ideas. It's a key part of the success of getting so many people involved. In the early days they used door knocking and surveys to find out what people would like. Then a brainstorming get-together with 40 residents from 25 streets generated some great ideas. Over the next three years many of these ideas were developed into very successful events or influenced the kind of event that was chosen, for example fun, family-friendly events. The initial community barbeque, International Food Festival, and the Amazing Place events, all attracted large numbers of young families. The winning team at the Amazing Place was a dad with a group of his teenage son's school friends.

Roundabout Meadowood has grown from a street initiative, across Meadowood, and recently went even wider to include Unsworth Heights, which has had mixed results. Geographically, the presence of a busy road makes engaging residents on the other side of the road difficult.

One of the future challenges facing the group is how to maintain the personal touch and finding out what people want if the area becomes too big for the size of the group leading the initiative.

### **How KYN supported what happened**

KYN started in collaboration with the Meadowood Community House, ensuring the initiative would be well-supported locally.

The organisational expertise provided by TMC/Lifewise has enabled the CDW to develop a strong and varied communication strategy for Roundabout Meadowood. Local media has covered group events numerous times, ensuring local success stories can be enjoyed and inspire others.

The group has also made an important connection with Violence-Free Waitakere, which mentored them to run the Amazing Place event. Making these connections

outside their local community is particularly important to feeding the group's passion and knowledge.



Meadowood Community House sign

## “Notorious” Taurus Crescent

### Impact at a glance

Residents started meeting as a group in Taurus Crescent in March 2011. Since that time:

- Residents meet regularly to plan street events and discuss matters pertaining to their street (such as the redevelopment of the local park). Residents work intentionally to make the meetings “upbeat” and positively-focussed.
- A Facebook page has been set up, which residents are regularly active on.
- Residents estimate that approximately one-fifth of the street is actively involved in either street meetings or the Facebook page. In addition, they estimate that at least half of residents have participated in a street event since early 2011.
- Street events so far include a neighbours’ picnic in the park, a Halloween party, and a neighbour-led children and youth consultation, designed to understand what children wanted in their local park
- In addition to the street events, a newsletter is regularly produced that is delivered to all houses.
- Residents involved in the street group that meets regularly report that they feel safer in their homes, more connected to those around them, more likely to approach each other for help, and more empowered to be active when something goes wrong (e.g. call police).
- These residents are also proactively working with others e.g. helping new migrant families settle in to the street.
- Since the group began, the incidence of reported burglaries, wilful damage, and stolen cars on the street has dropped by half. Although it is not possible to draw a direct attribution, both police and Neighbourhood Support representatives strongly believe that the drop in crime is directly linked to the neighbourhood connections built in 2011.

## Community story

Taurus Crescent in Beach Haven is a small street of approximately 100 households. At the last census, 228 people lived in Taurus Crescent and half of these (114) were aged 16 or under. Three main ethnic groups reside on the street, Pacific people (32%), Māori (27%) and European (26%). The majority of employed residents were in clerical and administrative roles, and sales or trades, and the average median income was \$19,600. The unemployment rate on the street was eight per cent; double the national average.



Figure 1: Taurus Cres, Beach Haven

In 2010, ten burglaries were reported to police in just 12 months and Taurus Crescent became known to police, local authorities, and residents as 'notorious Taurus'. Some residents were burgled more than once. One resident was broken into about three months after she moved in and then again six weeks later. Another had been living on the street for just six months when she arrived home to find her back door kicked in. "I was very scared. I felt really fearful and angry," she says. As a young couple with a small child, the resident and her husband began to regret their decision to buy on 'notorious Taurus'. "It's a huge thing to

do and we felt like we'd been naïve and silly and a bit gung-ho and made a rash decision."

In March 2011 the CDW and a representative from Neighbourhood Support began working on a collaborative neighbourhood support project (Strengthening Our Neighbourhood<sup>11</sup>) in Taurus Crescent, working alongside residents to introduce neighbours to each other and gathering residents keen to introduce a sense of community back to the street. In April 2011, 15 Taurus Crescent residents met together for the first time.

Residents planned a picnic in the park at the first meeting, which more than 20 residents attended. After the picnic, the local community coordinator told residents about local board legacy funding that had been allocated to their neighbourhood. The group attended a local board meeting to present their idea to

<sup>11</sup> Strengthening Our Neighbourhoods is a partnership between Neighbourhood Support North Shore and Lifewise/TMC.

make changes to the local playground at the top of the street. The local board welcomed the idea and the new park, which includes a bucket swing, flying fox, community gathering space, and edible hedging is due to be completed in June 2012.

Over the past 12 months, a core neighbourhood group of four to seven people has formed. The group shares responsibility for organising events, producing a newsletter, and administering a street-based Facebook page. Meetings, which are usually held in the home of one of the core group members, are open to all residents and are publicised via the newsletter and Facebook page. The group members have noted that more and more people are coming to each meeting, with a large turnout of residents following four burglaries in early 2012. In November the group held a Halloween party for the children of the street, and the street group continues to meet fortnightly to plan other events and street gatherings.

### **What has worked for that community**

#### *Intentional positivity*

For the group, a focus on crime is about prevention or stopping something, whereas focussing on the positive aspects of the neighbourhood gives residents the chance to experience the neighbourhoods' strengths and assets. The group understands that staying positive requires a lot of work.

*It's more work than putting a sign up, it's communicating with everyone, but there is a reason why you are trying to be positive, and that will influence more people and eventually things will happen.*

Taurus Crescent resident

I've got a really strong belief in neighbourhoods and being in touch with your own community and I think you can get massive benefits out of it. If you have a strong community and a strong neighbourhood, that's a good foundation for everything.  
Taurus Crescent resident

*The active participation of children and young people*

Children and young people are actively involved in what is happening on Taurus Crescent. Again, this process is intentional and is designed to engender pride in the children about where they live, and to also show them that change is possible.

*My passion is showing my kids that they can be part of something that will grow and bring a bigger meaning in their life and my life. It's about showing them it can build your character and just strengthen you as a person.*

Taurus Crescent resident

On a practical level, the children deliver newsletters and their networking skills are well known to the group and often used. There is a children's section of the newsletter that has puzzles and items of interest. A Halloween party was held in October specifically for the streets' children and young people, who have also taken part in a consultation process around the new park. The group gathered the children at a neighbourhood house one weekend and asked them to draw their ideas for the park.

*Individual support and community response*

Part of being able to keep the group focussed on the positive is acknowledging individual worries or fears and then seeking to provide a positive community response. Neighbours who want to discuss crime, for example, are invited to talk after the meeting.

*Allowing residents to engage in multiple ways*

There are many different ways in which the residents in Taurus Crescent can



North Shore Times article on Taurus Cres, 6 September 2011

engage. Some, for example, are active participants on the Facebook page, yet have never been to a community meeting. The newsletter is delivered to all households on the street, regardless of whether they take part in street activities or not. This ensures that all residents are informed about what is going on, and can choose to take part when they are ready.

### *Working with community development principles*

The Taurus Crescent group is fortunate in that one of the members has a background in community development. She maintains, however, that community development is just common sense and that simply understanding and working to basic principles is easy for any community. For the group, keeping action locally-driven and strengths-based involves constantly thinking about the cultural, environmental, social, and economic factors on their street.

In a street as diverse as Taurus Crescent, intentionally working with cultural principles is an important part of keeping the street engaged. One of the core members of the group is Samoan and as a result has managed to engage a number of Pacific families on the street, many of whom are now coming to meetings.

### **How KYN supported what happened**

The work in Taurus Crescent began as the Strengthening Our Neighbourhoods Project, which was a collaboration between Lifewise/TMC and Neighbourhood Support Northern Region ('NS'). Initially conceived as a project to introduce neighbours to each other in order to form Neighbourhood Support groups, the project quickly expanded into street-based community action.

At the beginning of the project the CDW and a NS representative delivered leaflets to all the households and personally engaged with at least half of the households on the street. They supported residents to arrange the first meeting and attended the initial meetings. Members of the group believe that it is highly unlikely they would have met and formed a neighbours' group without the initial work done by the CDW and NS. .

## Greenslade Crescent

### Impact at a Glance

- Three new Neighbourhood Support networks have been formed, comprising approximately 30 households.
- A storytelling project involving 18 residents of Greenslade and Piringa Courts Council Housing for Older People was highly successful, forming new connections between residents and strengthened old connections.
- Some links have been built between the four distinct resident types on the street, e.g. private homeowners, residents of the Housing for Older People complex, Royal New Zealand Navy tenants, and Housing New Zealand tenants.
- A community garden has been established by the Housing New Zealand tenants, who share both produce from the garden as well as meals.

### Community story

Greenslade Crescent in Northcote is an ethnically and age-diverse street made up of four distinct types of residents: Housing New Zealand tenants, Auckland Council Housing for Older People tenants, Royal New Zealand Navy tenants, and private homeowners. Statistics from the 2006 census show that nearly one-third (31%) of the street identify as Asian, 38 per cent as European, 10 per cent Māori, eight per cent as Pacific Peoples and 13.5 per cent as other. Nearly one-third (29%) of the street speak a language other than English or Māori. Whilst the median age of residents is 34, there are a large number of residents aged 65-plus, most of whom reside in the Housing for Older People village. The street appears to have a high number of residents dependent on benefits, with a median income of \$17,900.

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They may not talk  
to each other  
every day, but  
they know there  
is someone there  
for them.

Council officer

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A relatively high rate of crime led Neighbourhood Support to identify Greenslade Crescent as one of two target areas (alongside Taurus Crescent) for the Strengthening Our Neighbourhoods Project. A representative from Neighbourhood Support North Shore and the CDW began developing links with residents on the street in October 2010, primarily through door-knocking. During October and November 2010 the pair estimate they engaged with at least seven out of 10 households on the street.

At one end of the street is the council-owned Housing for Older People (Greenslade Court and Piringa Court), which backs onto a large park at one end of the street. Residents of this housing reported feeling intimidated by the behaviour

of people in the park, particularly along the walkway which runs along the back of the park alongside the complex. One resident remembers seeing “various people going through, at different stages of intoxication or under the influence of drugs”, whilst another recalls a time when someone burgled four of the pensioner units by climbing through open windows. A Housing New Zealand tenant remembers when local teens would walk through their housing unit area, intimidating residents, damaging trees, and performing other acts of petty vandalism. Much of this behaviour ceased when one household, whose residents had been implicated in most of the bad behaviour on the street, moved on.

### **Impact**

The diverse nature of the street and the physical location of the diverse groups has meant that the impact of the Strengthening our Neighbourhoods Project<sup>12</sup> has been felt in ‘pockets’, rather than across the street as a whole. Nonetheless, a street-wide meeting in the local church (which is also situated on the street) allowed residents from the different groups to meet with each other, and the residents are working with the local Community Coordinator to organise and publicise neighbourhood events in the local park.

As a result of the initiative, three new Neighbourhood Support groups were set up by residents, comprising approximately 30 households. It is the *nature* of the neighbourhood support, however, which is making the most impact on the neighbourhood. Residents who were formerly isolated by their age, language difficulties, or mental illness have made connections with others on the street who offer them friendship and support.

### **What has worked for that community**

#### *Using non-spoken forms of communication*

In this community, residents have used storytelling and a community garden to connect with each other. Both these methods have been particularly effective at enabling residents to understand their neighbours, despite not sharing a common spoken-language.

#### *Facilitating connection between resident groups*

A street-wide gathering has enabled residents from the different groups on the street to connect with each other and, in some cases, provide ongoing support to each other. This has particularly benefitted those residents who were slightly isolated within their own part of the neighbourhood.

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<sup>12</sup> Strengthening Our Neighbourhoods is a partnership between Neighbourhood Support North Shore and Lifewise/TMC

*Balancing community development and crime prevention*

The involvement of the CDW, with a community development focus, and a representative from Neighbourhood Support, with a crime-prevention focus, gave the project a balance between the two philosophies. In this way, residents were able to become involved with the project in the capacity they desired. The residents in the Housing for Older People villages, for example, were less interested in a Neighbourhood Support approach than they were in understanding and engaging with their neighbours, particularly those from different cultural backgrounds. The tenants in the Housing New Zealand units, however, wanted to set up a more traditional Neighbourhood Support network, coordinated by a local resident. The dual approach taken by the CDW and NS has enabled both these groups to participate in ways that best suit them and their needs.

*Resident-led development*

The connections that have formed in Greenslade look different to other KYN projects, in that they have formed in 'pockets' that are almost autonomous from one another. While residents see the benefits of a street-wide community, they have chosen to build connections with their closest neighbours, as it is these residents with whom they have most in common. Further, they have been able to dictate the pace and extent of their connections, and have not had a development project 'foisted' upon them. For example, when interviewed as a group, the residents in the Housing for Older People Villages were concerned that they didn't



Greenslade and Piringa Court residents at the launch of the book.

meet the criteria of the project because they were not “having little cups of tea together all the time”, however when asked if this was what they wanted, they all replied with a resounding “no”. While they enjoy the companionship that comes with living in the complex, they also want to maintain their privacy. What these residents want to know is that they have people around them who they can call on when they need them.

### **How KYN supported what happened**

Greenslade Crescent was part of the Strengthening Our Neighbourhoods Project collaboration with Neighbourhood Support. As with the other area involved with this project, residents doubt that anything would have happened without the involvement of the two agencies.

For both residents and council, the involvement of Lifewise/TMC and NS has given residents some validation that they are a community, and that as a community their influence is greater than the sum of their individual parts.

## Neighbours Day Aotearoa (NDA)

### Impact at a Glance

Neighbours Day Aotearoa ('NDA') is a catalyst for connection across New Zealand that allows communities to breathe neighbourliness into their streets and communities.

- The first Neighbours Day was held in Auckland in October 2009. The second Neighbours Day in March 2011 was promoted nationally, and attracted 213 formal registrations, which increased three-fold to 683 registrations for the March 2012 Neighbours Day.
- An evaluation of NDA in 2012 shows that it has impacted positively on feelings of safety, security and neighbourhood trust.
- Those who participated in an NDA event are significantly more likely to share contact details with their neighbours and plan to have more regular contact with their neighbours in the future.
- Those things which may be seen to have worked well for NDA include partnering with others who share the same vision, allowing free access to NDA resources via the NDA website, and having a media and communications strategy.



Sample of Neighbours Day Aotearoa 2012 publicity and communication materials

### The Impact Story

In early 2009, encouraged by the enthusiasm of the communities who were part of Know Your Neighbours, the CDW began investigating ideas for an Auckland-wide Neighbours Day, aimed at “turning streets into neighbourhoods, strangers into friends and turning every street into a fun, friendly, safe and resilient place to live”. By August that year a ‘champions’ group’ was set up comprising 14 representatives of various NGO’s, schools, and council groups from around Auckland, led by Lifewise and Inspiring Communities. The event was promoted with 200,000 flyers (delivered in Auckland), social media, posters, billboards, and through contacts with schools, organisations, community centres, and churches.

The first Neighbours Day was held in Auckland in

October 2009. While it is difficult to accurately estimate the numbers of neighbourhoods who took part in the first Neighbours Day, the anecdotal feedback and interest raised from the event was enough to convince Lifewise, with the support of the TMC, to consider working towards an annual event. Thus, in 2011 the second Neighbours Day was held, this time in March, and this time it was New Zealand-wide. In March 2012, 683 people 'officially' took part in third Neighbours Day, and the CDW and community partners estimate that countless others also took part, but didn't officially register their activity.

### Impact

In communities, individuals who have taken part in Neighbours Day report increased perceptions of neighbourhood safety and increased feelings of trust in their neighbours. Moreover, well over half of those who participated plan to have more regular future contact with their neighbours. For community workers, NDA has helped to validate the community development work they are undertaking.

An 2012 evaluation of NDA found that found that:

- There was increased perception of neighbourhood safety. More than half (**60%**) of respondents said that they feel safer as a result of knowing their neighbours better
- Participants experienced an increased feeling of trust in their neighbours. Before NDA **48%** of respondents were likely to ask for help, compared to **71%** after Neighbours Day.
- Over half, **55%**, of respondents have shared contact details with their neighbours as a result of NDA2012.
- Four in ten, or **41%** of respondents formed or strengthened a neighbourhood support group and **57%** of respondents plan to have more regular contact with their neighbours in the future.

The impact of NDA has not been confined only to New Zealand. International organisations and agencies from Australia, Canada, India and Spain have indicated their interest in learning about the concept and replicating it in their own communities.

### What worked

#### *Partnering with others who shared the vision*

Partnering with Inspiring Communities in 2009 and 2011, and with Inspiring Communities, Neighbourhood Support NZ and the Mental Health Foundation in 2012, has allowed Neighbours Day a reach well beyond what might have been achieved had just one organisation attempted the initiative on its own.

Each partner brought their own considerable experience, community contacts, and ways of working to the table. Inspiring Communities was able to assist and

support the CDW and Lifewise, to plant Neighbours Day within communities in 2009 and 2011, and Neighbourhood Support NZ and The Mental Health Foundation joined the team in and assisted with this in 2012. By working together, all the partners were able to leverage the partnership to not only gain wider promotion of the Neighbours Day concept, but also further progress their missions.

*Allowing free access to resources*

Resources on the Neighbours Day website allow neighbourhoods and communities to engage with Neighbours Day in ways in which they choose. The materials on the website are freely available; there is no need to formally register to access the resources. T

*Publicity and communication*

NDA has been covered many times in the media, in local and regional newspapers, and on local, regional and national radio. In 2009 TVNZ's *Asia Downunder* featured Meadowood in a five-minute documentary capturing the impact of Neighbours Day. In addition, KYN local activities and projects have been featured many times in local North Shore media.



Neighbours Day Aotearoa publicity and communication materials (2011)

# Appendix Two: KYN Project Survey

**'Know Your Neighbours' Project Survey: Please circle the answer that best suits you!**



**How important do you think it is to know your neighbours?**

Not important Important  
**1** **2** **3** **4**  
Some-what important Very important



**How well do you know your neighbours?**

Never met / not very well Sometimes wave / say hello  
**1** **2** **3** **4**  
Met once or twice Really well / talk often



**Would you like to see more connection with neighbours in your street?**

Not at all Yes, I think so  
**1** **2** **3** **4**  
Maybe - it's okay the way it is Yes, absolutely!



**If you answered maybe/yes, would you be interested in helping out in your street?**

No thank you Yes, I'd like to try  
**1** **2** **3** **4**  
Maybe Yes, absolutely!



**What are your *ideas* for how neighbours can get to know one another?**



**Would you like to know the results of the survey and/or hear about opportunities?**

Yes / No

**Name:**

**Address:**

**Phone number(s):**

**Email:**

Your contact details will not be disclosed to other parties and will only be used for the purposes of the Know Your Neighbours Project – to contact you with relevant updates & opportunities.

# Appendix Three: Terms used in the report

The following may assist with the reading of this report:

**CDW:** Community Development Worker

**Community development project or “the project”** refers to the project first initiated by the partnership between TMC and Lifewise in 2007.

**External CDW Mentor:** The external mentor for the Community Development Worker. Similar to an external supervisor.

**KYN initiative or “the initiative”** refers to the Know Your Neighbours initiative which grew from the community development project.

**Lifewise:** the second founding partner of the community development project. Formerly known as the Methodist Mission

**NDA:** Neighbours Day Aotearoa

**TMC:** Takapuna Methodist Church, one of the founding partners of the community development project

**Whakawhanaungatanga:** Relationship building

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## Notes and References

<sup>i</sup> For the importance of neighbourhoods, see for example the Neighbourhood Sustainability Framework: Prototype, 20 September 2005, by Kay Saville-Smith, Ktaylor Lietz, Denise Bijoux and Megan Howell, [http://www.beaconpathway.co.nz/neighbourhoods/article/six\\_key\\_areas\\_for\\_neighbourhood\\_success](http://www.beaconpathway.co.nz/neighbourhoods/article/six_key_areas_for_neighbourhood_success) downloaded 25 March 2012

<sup>ii</sup> Forrest, R & Kearns, A (2001) Social Cohesion, Social Capital and the Neighbourhood. *Urban Studies* 38 (12) p.2125-2143

<sup>iii</sup> Ivory, V., Witten, K., Salmond, C., Lin, E., You, R.Q and Blakely, T., (2012) *The New Zealand Index of Neighbourhood Social Fragmentation: integrating theory and data*. *Environment and Planning A*, Vol 44 p972-988

- <sup>iv</sup> Memorandum of Understanding between the Takapuna Methodist Church and Methodist Mission Northern, March 2007
- <sup>v</sup> Bradley A, (2012) Neighbourliness: Local connections and mental wellbeing. Mindnet Issue 26. Mental Health Foundation of New Zealand.
- <sup>vi</sup> Pan R., Littlefield D., Valladolid S., Tapping P. & West D (2005) Building healthier communities for children and families: applying asset-based community development to community paediatrics. *Pediatrics* 115 (4) 1185-1187
- <sup>vii</sup> What we are learning about community-led development in Aotearoa New Zealand. Inspiring Communities. Inspiring Communities Trust, New Zealand. 2010
- <sup>viii</sup> Nilsson, W. O. (2003). *Social innovation: An exploration of the literature*. Retrieved 1 August, 2012, from <http://sig.uwaterloo.ca/sites/default/files/documents/SocialInnovation.pdf>
- <sup>ix</sup> Andreasen, A., (1995) Marketing Social Change: Changing Behaviour to Promote Health, Social Development, and the Environment. San Francisco: Jossey-Bass.
- <sup>x</sup> Raeburn, J., Rootman, I., (1998) People-Centred Health Promotion. West Sussex: John Wiley and Sons Ltd.
- <sup>xi</sup> "Strangers now neighbours thanks to Neighbours Day Aotearoa", Neighbours Day media release, 28 March 2012.
- <sup>xii</sup> Putnam R., (1995) Bowling alone: America's declining social capital. *Journal of Democracy*; 6(1):65-78 and Chavis D. & Wandersman A., (1990) Sense of community in the urban environment: a catalyst for participation and community development. *American Journal of Community Psychology*; 18(1):55-81.
- <sup>xiii</sup> Forrest & Kearns (2001)
- <sup>xiv</sup> Baum, F., Ziersch, A., Zhang, G & Osborne, K (2009) Do perceived neighbourhood cohesion and safety contribute to neighbourhood differences in health? *Health and Place*, 15 (4) p. 925-934
- <sup>xv</sup> Schweitzer, J., Woo Kim, J., Mackin, J. (1999) *The Impact of the Built Environment on Crime and Fear of Crime in Urban Neighborhoods*. *Journal of Urban Technology*, 6 (3) p59-73
- <sup>xvi</sup> Forrest & Kearns (2001)
- <sup>xvii</sup> We note here that high 'social cohesion' is not always a positive measure of neighbourhood connection. Forrest and Kearns note that social cohesiveness can also apply to neighbourhoods with a high degree of gang participation, or the "social cohesion of an ethnic minority imposing its rules and values on others" (p.2134). Kushner and Sterk (2005) also note that a highly-cohesive social setting

could overwhelm individuals and leave them unable to act in their own interests (cited in Ivory, V., Witten, K., Salmond, C., Lin, E., You, R.Q and Blakely, T., (2012) *The New Zealand Index of Neighbourhood Social Fragmentation: integrating theory and data*. Environment and Planning A, Vol 44 p972-988). For this reason, we use the term “positive social cohesion” to denote the types of social cohesion which result in connected, healthy, inclusive, and supportive neighbourhoods.

<sup>xviii</sup> Forrest and Kearns, 2001

<sup>xix</sup> Henning & Leiberg, cited in Forrest and Kearns 2001

<sup>xx</sup> Wilkenfeld, B., Anderson Moore, K., & Lippman, L. (2008) Neighborhood Support and Children’s Connectedness. Child Trends, Washington DC. [http://www.childtrends.org/Files/Child\\_Trends-2008\\_02\\_05\\_ConnectednessFS.pdf](http://www.childtrends.org/Files/Child_Trends-2008_02_05_ConnectednessFS.pdf)

<sup>xxi</sup> McLaren, K (2002), Youth Development Literature review: Ministry of Youth Affairs, Wellington. <http://www.myd.govt.nz/documents/about-mydp/publications/building-strength-youth-development-literature-review-2002.pdf>

<sup>xxii</sup> Research suggests that more than two-thirds of rental tenants report high levels of isolation and low levels of engagement with their neighbours (Transport, Housing and Well-being (THAW) Study, 1997–2000, Glasgow and Clyde Valley Structure Plan Area.

<sup>xxiii</sup> DTZ Research (2005) Housing Tenure Aspirations and Attainment, report prepared for CHRANZ and Building Research, available at <http://www.hnzc.co.nz/chr/>

<sup>xxiv</sup> Patton, M.Q (2011) Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use. The Guildford Press, NY