Shirley Village Project

Feasibility Report and Implementation Plan

5th February 2018

Steve Jones-Poole

Shirley Community Trust

Kia Ora. Welcome to Shirley
Sign at Shirley Rd / Hills Road intersection

Maori proverb.
He aha te mea nui o te ao.
What is the most important thing in the world?

He tangata, he tangata, he tangata.
It is the people, it is the people, it is the people.

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Mural at Shirley Rugby League Club Grounds

Introduction:

The concept of the Shirley Village Project (SVP) was first raised by Jane Mitchell, Manager of the Shirley Community Trust, who reflected on the support and activities in the Shirley neighbourhood and their effectiveness in addressing the underlying social and economic factors that are creating intergenerational social and wellbeing issues for the neighbourhood and residents.

The feasibility study for the Shirley Village Project focuses on Jane's observation and question; "There are good support services and activities being provided in the community, but how do we stop the repeating cycle of the same problems within the community and across generations of families?"

The purpose of the Shirley Village Project is to identify the community issues, their causes, create a facilitated collective impact approach by the agencies, community groups, and stakeholders to support residents to have ownership of Community-Led Development, and takes a preventative approach to addressing the social and economic issues in the Shirley area.

The information for this feasibility report on the Shirley Village Project was gathered from September to December 2017 from observations and interviews with residents, groups, organisations, and agencies of the Shirley area, and available data. The information presented is intended to be indicative of the area, and more in-depth input from residents, groups, agencies, and data will be obtained if the decision is made to proceed with the Shirley Village Project.

This feasibility study assesses the need and support for creating the Shirley Village Project and outlines a draft plan to create the necessary structure and support for community-led development that will address the intergenerational social and economic issues in the Shirley area.

The Shirley Village Project area has been defined as the specific area of Shirley within the boundary of Shirley Road, Hills Road, Innes Road, Clearbrook Street, Briggs Road, and Marshland Road. Throughout this report any mention of the Shirley area is meant as referring to the Shirley Village Project area. Refer to map of Shirley Village Project area on page 3 of this report.

This Feasibility Report is based on my perceptions from information gathered and observations over a 3-month period. I encourage input from other people and additional information to make this report more robust and informative.

If you have feedback, comments or information to be considered please contact me at steve.jonespoole@gmail.com .

Regards Steve Jones-Poole.

Feasibility Assessment:

The Shirley Village Project area is in a defined area of the suburb of Shirley in the North West of Christchurch, with a mix of ethnic and socioeconomic demographics making up its 3500 population. It has a high proportion of social housing, lower income levels, and lack of accessible employment opportunities, lower educational outcomes, higher levels of social support needs, unmet health and mental health needs, youth issues, higher incidents of crime, family violence, alcohol and drug dependency, recent indications of increased gang and drug related issues, some traffic issues, and other neighbourhood social issues.

Locals residents seem to feel safe in the neighbourhood during the daytime and move around freely in the area, but for some that changes at night and they cautious about being out in the streets at nights. Generally, non-residents have a negative perception of Shirley and do not to come into the area without a specific reason.
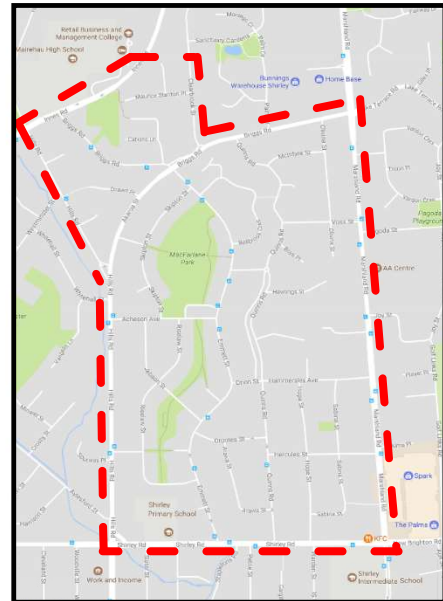
Map of Shirley Village Project area.
(Shirley Rd, Hills Rd, Innes Rd, Clearbrook St, Briggs Rd, Marshland Rd)

The neighbourhood is generally reasonably well cared for with little rubbish, and only a small amount of graffiti. There are local shops, large park areas, tree lined streets, and some community facilities. But overall there is an appearance of tiredness and lacking vibrancy, with some local shops empty and rundown, old worn play equipment, and colourless parks detracting from the few good facilities that do exist. The 2011 earthquakes impacted the area resulting in a number of still empty sections from demolished social housing and the loss of churches, and a community centre. Some improvements are occurring, with a community garden being started and a new community building due early 2018.

MacFarlane Park Playground.
Modern design and well maintained, but beside a broken-down fence and empty overgrown section.

12 shops in Acheson Avenue Shopping block.
A Dairy open to community, remaining used as business storage, residential unit or vacant. Unmaintained and untidy appearance.

MacFarlane Park Basketball court.
Well used. Poorly maintained.
What message does this send our youth?

The Shirley Village Project area has a Deprivation rating of 8, but in fact the area is divided with half having a Deprivation rating of 6, and the rest with a Deprivation rating of 9.2 (on a scale of 10), but the level of deprivation in Shirley is diluted by official boundaries that divides the neighbourhood into Shirley East and Shirley West and incorporates them with neighbouring higher socioeconomic areas. Because of this Shirley falls into the shadow of other suburbs that agencies and local government consider higher need, therefore the 'in need' Shirley residents do not receive the same level of support and interventions they require.

This has perpetuated a cycle of inequity, negative perceptions of Shirley, and community, and individual social issues that have become intergenerational and created low aspirations for some people in the community. Compounding these issues is a distrust in authorities and lack of willingness to seek assistance.

For those who do seek help with life issues there is a range of NGOs working in the Shirley community. These NGOs are countering the negative social impacts by providing good community support services and hosting events and activities that promote community connection and well-being. The number and variety of activities and events is high for the size of the area and are regularly attended by some residents. The schools and pre-schools have committed teachers who care

about the children and the community. The local Rugby League club is strong and a positive influence in the area. There are a range of other sports and

social clubs available. There are number of churches in the neighbourhood who are well connected into the community and provide good support to residents. A Community Directory listing all the groups, services, facilities, activities has been compiled and is soon to be published.

Over the preceding 20 years there has been significant changes in the Shirley area. Gangs and related crime that highly impacted the area have reduced, and there were clear signs of poverty and associated social problems. Local churches and other NGOs set up in the Shirley area and started actively working to support local residents and address social problems in the area. Largely their work has been responsible for the improvements that have come about through their provision of support services and activities and events.

The presence and connection of agencies and their services within the Shirley area is low and could be improved. Some are recognising this and are working to find ways to better engage with the residents, the community, and other agencies, while others have more work to do in this area. The Christchurch City Council has provided good support through the work of its Community Development Advisers and Recreation Advisors, which has benefited the local community groups and residents. Local community groups do collaborate and some activities are integrated. However overall the agencies and groups are focusing on their own activities and are too busy to fully collaborate and pursue a common vision or improve alignment of resources and services to provide holistic prevention approaches. But there is a desire to work more closely together for the mutual benefit of their organisations and the people of Shirley.
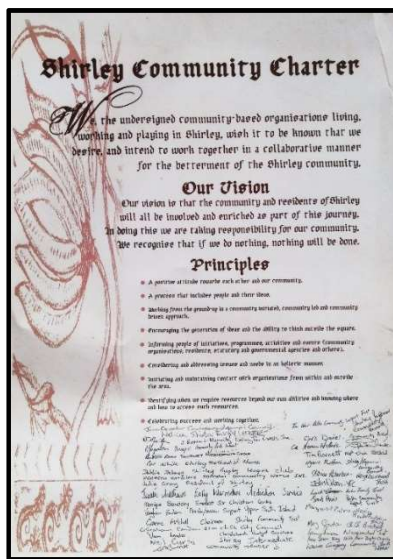
In 2007 the community groups and council representatives came together to create a Shirley Community Charter. This set out a vision for the Shirley community, and the principles they would use to work together collaboratively. The content of the Shirley Community Charter document is still relevant today and would provide a good basis for establishment of the Shirley Village Project.

Over time the cohesion behind the creation of the 2007 version of the Shirley Community Charter has diminished. This appears to be due to a lack of structure and facilitation to maintain the collaboration as the various groups were busy with their day to day work requirements. A clear community-led development plan, supported by a collective impact structure, enabled by a dedicated community development facilitator would overcome the obstacles that hindered the 2007 version of the Shirley Community Charter.

Generally, the NGOs and agencies are aware of the underlying causes of social problems in the area but have limited resources and struggle to address these adequately. There are a number of proactive programmes in place, such as Barista training, driver licencing course, youth work, and other activities. There is a real desire amongst the groups working in the area to have the ability to achieve more effective outcomes. Further gains will come from assessment of the problems in the area and the setting of a collaborative approach to implementing initiatives and activities that concentrate on 'preventative' approaches to reducing social issues and building community capacity, ownership, cohesion, and connectivity.

The Shirley neighbourhood is culturally diverse, with a Maori population of 13%, Pacifica 6%, Asian 9%, and 1.8% from other ethnicities. Shirley appears to be consistent with national research that shows Maori and Pacifica people as being over-represented in social well-being indicators of disadvantage and poverty. Therefore, it is essential that there is early engagement with residents, leaders, and groups representing Maori perspectives, as well as those of Pacifica other ethnic groups. It is important that they are involved in the development of the Shirley Village to ensure their voices are heard, and issues that are important to them are addressed in ways that are meaningful, relevant, and culturally appropriate to them.

The biggest asset that Shirley has is the people who live in the area, in their own way they are resilient. They make the best of their personal circumstances, while still being willing to help others in the neighbourhood 'family' and have a high level of pride that they are a Shirley resident. This sense of place and pride provides a strong foundation for community-led development activities if provided the appropriate support from NGOs and agencies working in collaboration with the resident.

There is an expressed desire amongst some residents for change in the neighbourhood to improve the social wellbeing of the community and create better opportunity and equality for residents. This is mirrored by NGOs and agencies who are willing to adopt a collaborative approach, and engage in preventative initiatives to reduce calls for service, and support community capacity building.

The concept of the Shirley Village Project, with the aim of community-led development to address poverty, unemployment, youth issues, family violence, health, mental health, and educational outcomes is well aligned with the current Government policies. Community-led development, collaborative engagement, and preventative approaches to address socioeconomic issues are supported by evidence-based research.

Conclusion:

The Feasibility Report establishes that there are on-going issues in the Shirley area that are caused by underlying factors that are not being adequately addressed by current approaches.

There are benefits for individuals, the community, support services, and agencies if these underlying cause factors are addressed using long term sustainable prevention approaches.

There is a desire amongst the residents, community groups, NGOs, and agencies that were spoken to to participate in a Collective Impact, Community-led Development approach to find and implement solutions to these problems, using the Shirley Village Project concept.

The new Community Garden
A community grows from the seeds of an idea, but only if nurtured and cared for.

Tug-o- war at Block Party
With a rope (Network Structure) and working together (Collective Impact) the residents (Ownership) can move Shirley to a better place.

Shirley Community Event – SHINE 2017
If the seeds are nurtured,
and the residents have ownership,
Shirley will SHINE even brighter!

Shirley Village Project scoping meeting (October 2017):

An initial scoping meeting was held with 5 community groups (Shirley Community Trust, Te Puna Oraka, Drug Arm, C3 Church, Kids Club After School Programme, Community Nurse (SCT)), to gather their views of community assets and activities, current issues, and vision for the future of Shirley.

The concept of the Shirley Village Project was discussed and the group were supportive of the initiative and keen to consider a full proposal for implementation.

Responses to the question 'What is the greater vison for Shirley neighbourhood?'			
Safe and caring community	Everyone is safe from physical harm.	Free from crime	A safe place to bring up kids
Events filled, life active, fun buzz	Everyone has their basic needs met.	A place where employment is the norm	Everyone has the ability to be engaged in meaningful work/activity
A place where innovative and creative thinking is nurtured and valued	Shirley is a place to bring up kids – opportunities – safe community	A place where young people are becoming leaders for the next generation	A place where people are empowered to be all they could be
Strengths based	Young people and older people learning from each other	People helping People	Collaborative
Building quality relationships	Relational approach	Everyone has a part to play – change to both give and take, and learn/grow	Genuine care for others.

<u>Shirley Information Gathering:</u>

During October to December 2017, informal discussion and interviews were held with over 60 people from community groups, NGOs, agencies, and residents.

Only a few residents were spoken to, to avoid raising expectation during the exploration process. A wide range of community groups, and NGOs, and some agencies were spoken to. These provided a good indicative overview of the Shirley area and the issues it is experiencing.

There are a number of other community groups, NGOs, and agencies who could also provide valuable data, information, and observations. If the Shirley Village Project proceeds, these other groups will also be invited to contribute, and input from a wide range of residents will be sort.

The purposes of these discussion were

1. To raise the concept of the Shirley Village Project and get feedback on it and the need for a collaborative approach to address underlying causes of problems in the Shirley area.

   Generally, the people spoken to were supportive of the Shirley Village Project. They recognised that there where repeating and intergenerational social issues occurring, and were willing to consider involvement in the project if it proceeded.

2. Gather information and perspectives on
   - The good things about Shirley
   - The issues in the Shirley area.

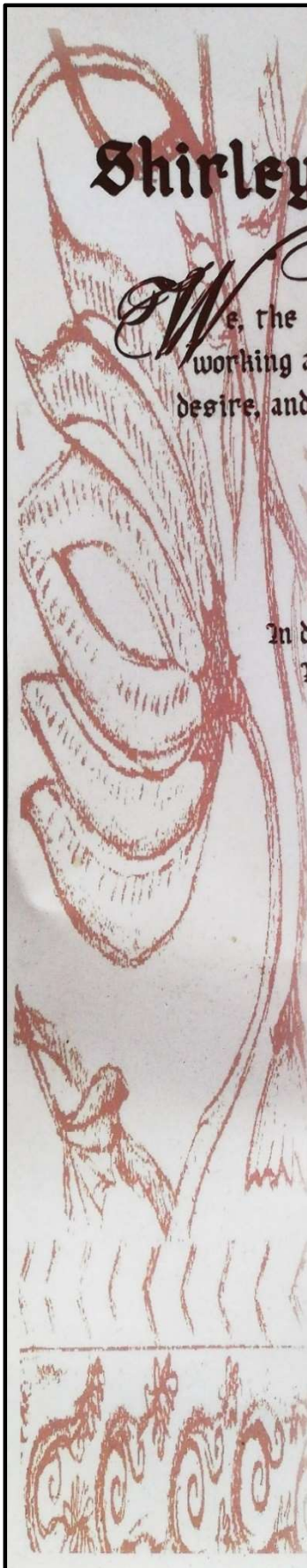   The positives identified about Shirley were

   - Overwhelmingly the best thing was seen as the people of the area. In particular their pride of being a Shirley resident, the sense of place and being part of the Shirley 'family', and their willingness to help others in the community. They were also seen as very resilient people who made do with what they had.
   - The support services available in Shirley. In particular the work of community-based groups like Shirley Community Trust, Te Puna Oraka, and the schools.
   - The activities and events were seen as good things happening in Shirley. There was a wide range of activities. The Shirley Rugby League club was seen as a strong and positive influence, along with other sports activities. The SCT Barista training was identified as being something that was providing people with the skills to gain employment.
   - Networking between the groups and that they were willing to work together was identified as a positive.
   - The location of Shirley was seen as a good aspect. People felt it was close to the shop, services, and amenities that they needed. There was good access to public transport, and it was easy to get to the city centre or out of town.
   - People rated Shirley as a good place to live.
   - Positive comments were made about the conditions of the new Social housing properties.
   - People had noticed that there have been improvements in the Shirley area over the years, with reduced gang issues and graffiti being mentioned.
   - People felt the parks and street areas were clean.

The issues identified in the Shirley area were

- **Poverty** was the major problem identified. People felt that there was just not enough money for people in need to progress their lives. Some lacked the money for basics such as food and health. Budgeting Support was seen as being needed in the area.
- **Wellbeing of people** was affected by their circumstances. There are issues with people feeling lonely, and disconnected. That the long-term poverty and associated issues had created apathy and that people lacked motivation and aspiration. It was felt that there was a lack of opportunity for people to be able to make significant improvements in their lives. Overall peoples feeling of self-worth was being negatively impacted.
- **Mental Health** was seen as a significant problem. Mental Health issues were across the board, but specifically mentioned as they related to Youth, Older Persons, and in relation to suicidal thoughts/attempts.
- **Youth issues** were of concern. It was felt that there was a lack of youth specific activities and lack of employment opportunities. These result in youth congregating which is causing concern for other residents who are fearful of what they are doing or might do. It was thought youth suffered from a lack of sense of belonging. Truancy and lateness to school was an identified issue.
- **Agencies 'Services** were felt to be not easily approachable or accessible, and ineffective. People felt that agencies were not connected to the Shirley area and was an area people would like to see improved. Lack of support for single parent families was mentioned. There is a fear of interacting with agencies.
- **Drug use** and effects were seen as a problem in the community. Methamphetamine and Synthetics were seen as causing the most damage, cannabis was thought to be widely used but more accepted.
- **Health related** concerns centred around lack of access to doctors, lack of trust in doctors, and inability to afford health care and treatment. Lack of food. Poor diets, and obesity was a major health concern.
- **Housing issues** were raised. Not enough housing, homeless, and lack of adequate housing were identified as problems. Heating was of concern.
- **Unemployment** and lack of employment opportunities near Shirley area were seen as a problem and contributing to many of the other issues.
- **Gang** related issues were often mentioned but only in general terms.
- **Facilities.** People felt that the Shirley area had less facilities than other areas, or those they were in the area were not as well maintained. The run-down nature of the shopping block in Acheson Avenue caused concern for people. And people believed there was a lack of gathering places available.
- **Family Violence** was recognised as a significant problem in the area, with more education and a higher level of reporting required to bring about change.
- **Families.** A number of families were considered as being dysfunctional and this was causing other issues with Grandparents or older siblings having to step in to care for children when parents were not providing adequate care. It was felt that the dysfunction in families was due to lack of parenting skills and the result of intergenerational dysfunction.

- **People's** relationships with neighbours, intruding in other lives was seen as something that caused problems in the neighbourhood. It was felt that the Shirley area was segmented, with capable residents not being involved in community activities.
- **Perception** of the Shirley area is often negative, mostly by those not living in the area. Some residents have a lack of feeling of safety in the parks and streets, mainly in the night time.
- **Older Persons** were thougth to be suffering from loneliness, financial insecurity, and having a lack of foor or a poor diet. There was concerns about older persons safety in the home along with abuse and negelect. Transport was an issue for older persons, which hindered them getting to shop, seeking medical attention, or joining in community activities.
- **Violence** and general safety in the community was a concern for some.
- **Alcohol isses** were seen as a factor in many family related problems.
- **Property Damage** from graffiti and vanadalism was mentioned.
- **Transport** related issues stemmed from people lacking transport and having to rely on public transport, or people not having drivers licences.
- **Cutural** concerns centered around a lack of cultural awareness and people receiving racist abuse. Some migrants were thought to be disconnected from the community.
- **Enviromental** factors were rubbish being dumped in the streets or vacant sections, and flooding of properties in heavy rain.
- **Agencies** received several mentions, with people having a lack of trust in them.
- **Crime** was mentioned in relation to burglary and theft from cars.
- **School** issues only related to SBHS and Avonside Girls schools leaving the area.
- **Smoking** only received one comment as being an issue.
- **Traffic** issues causing upset were people's manner of driving and hooning, especially in the area of pre schools.

List of Formal Survey Participants	
Age Concern – Accredited Visiting Service	Plunket – Manager
Age Concern – Nurse	Police – School Community Officer
Battered Women's Trust – Manager	Police – Shirley Community Constable
Best Start Pre School Marshland Rd – Manager	Residents x 6
C3 Church – Associate Pastor	Shirley Community Trust – Manager
Delta Community Trust – Migrant Support	Shirley Community Trust – Barista Trainer
Delta Community Trust – Manager	Shirley Community Trust – Community Support
Drug Arm – Manager	Shirley Community Trust – Youth Worker
Early Start Project – Manager	Shirley Intermediate School – Principal
HNZ – Tenancy Manager	Shirley Primary School – Principal
HNZ – Manager	Shirley Rugby League – Secretary
Kids Club After School Programme – Manager	St John Church – Youth Worker
Kidsfirst Kindy – Head Teacher	Te Ora Hou – Truancy Worker
Kidstart – Manager	Te Puna Oraka – Manager
Mairehau High School – Principal	Te Puna Oraka – Community Support
MHERC – Manager	Work and Income NZ – Manager
Noku Te Ao - Manager	

Shirley Community Charter

W e, the undersigned community-based organisations living, working and playing in Shirley, wish it to be known that we desire, and intend to work together in a collaborative manner for the betterment of the Shirley community.

Our Vision

Our vision is that the community and residents of Shirley will all be involved and enriched as part of this journey. In doing this we are taking responsibility for our community. We recognise that if we do nothing, nothing will be done.

Principles

- A positive attitude towards each other and our community.
- A process that includes people and their ideas.
- Working from the ground-up in a community initiated, community led and community driven approach.
- Encouraging the generation of ideas and the ability to think outside the square.
- Informing people of initiatives, programmes, activities and events (community organisations, residents, statutory and governmental agencies and others).
- Considering and addressing issues and needs in an holistic manner.
- Initiating and maintaining contact with organisations from within and outside the area.
- Identifying when we require resources beyond our own abilities and knowing where and how to access such resources.
- Celebrating success and working together.

[Document signed by numerous community members and organisations including: Canterbury Regional Council, Shirley Rugby League, Shirley Residents Group, Shirley Methodist Church, Shirley Rugby League Club, Papanui Community Watch Inc., Early Intervention Medication Service, Emmett St Christian Centre, Presbyterian Support Upper South Island, Shirley Community Trust, Christchurch City Council, Christchurch Budget Services, Shirley Intermediate, Community Police, Shirley/Papanui Community Board, Neighbourhood Trust, Delta Community Support Trust, North Avon Baptist Church, and others]

Implementation Plan for Shirley Village Project (Draft):

The decision to proceed with the implantation of the Shirley Village Project and its design will lie with the community and be dependent on sufficient support and resourcing from residents, NGOs and agencies.

The Implementation Plan steps are not linear, maybe implemented in parts, may cross over other Steps. The timeframes given are indicative and may change. While it will take time to implement the Shirley Village Project, the existing activities and social support services will be maintaining the work they are doing. This project is about building long term sustainable prevention approaches.

Step 1: (Completed March 2018) Promotion of the Shirley Village Project to Community Groups, NGOs, and agencies. Develop a Collective Impact approach, aligned to the Neighbourhood Network Structure. Set up initial Neighbourhood Network Group and an Interagency Group. Generate Funding and Resourcing Support, Sourcing of Facilitator. Establish an Evaluation process. Asset Map resources, groups, and activities.

Step 2: (Completed June 2018) Gather information to identify issues. Priority given to gathering the views of residents of issues that are of concern to them through a range of surveys, meetings, and activities. Gather in depth data from Community Groups, NGOs, and agencies, as well as qualitative information and observations. Environmental scan of the neighbourhood.

Step 3: (Completed July 2018) Process the identified issues through the Problem-Solving Process to identify causative factors, range of activities and initiatives to address the problems and their causative factors. Write Neighbourhood Safety and Development Plan in conjunction with residents, community groups, NGOs, and agencies.

Step 4: (Start August 2018 and on-going) Implement the Neighbourhood Safety and Development Plan through interventions to the problems and prevention initiatives to address causative factors.

Regular Neighbourhood Network Group meetings to manage the implementation of the Neighbourhood Safety and Development Plan. Promote community activity, cohesion, and ownership.

Regular Interagency Group meetings to build connectivity, build connections to neighbourhood, encourage collaboration for holistic prevention focused interventions to problems, actively support the implementation of the Neighbourhood Safety and Development Plan in work roles.

Neighbourhood Group and Interagency Group working collaboratively on neighbourhood issues.

Capacity building of community in community-led development knowledge, leadership, and ownership of Neighbourhood Safety and Development Plan.

Step 5: (Start August 2018 and on-going) Regular review and evaluation used to assess and evolve the activities, interventions, initiatives, processes, and project structure. Adapt implementation strategies to remain aligned to vision and purpose, while meeting changing circumstances and needs as they arise. Review issues through problem-solving processes and adapt responses as required.

Step 6: Transition to Neighbourhood Ownership. Build sustainability into structures and process to ensure long term sustainability of interventions and structures. Build monitoring process to maintain improvements and allow early detection of arising problems so interventions can be developed.

Neighbourhood Network Structure:

This is a Collective Impact based structure that promotes community capacity, cohesion, connectivity and culture. The details of the Neighbourhood Network Structure are explained below.

Neighbourhood Network Structure

The Neighbourhood
Everyone who lives, works, visits, and plays in the neighbourhood

Neighbourhood Groups and Activities

Group Leaders and Representatives

Facilitation, Research, Evaluation

Funding, Resources, Assets

Neighbourhood Network Group
Collaborative Community-led Development
Neighbourhood Planning and Capacity Building
Neighbourhood Problem Solving

Interagency Group
The Representatives of Government Agencies, Local Government, and NGO's who are working directly in the neighbourhood

The Neighbourhood

Everyone who lives, works, visits, and plays in the neighbourhood

The Neighbourhood part of the Network Structure encompasses everyone who lives, works, visits, and plays in the neighbourhood. This includes people who have knowledge about and influence over the issues in the area.

Neighbourhood Groups and Activities

Group Leaders and Representatives
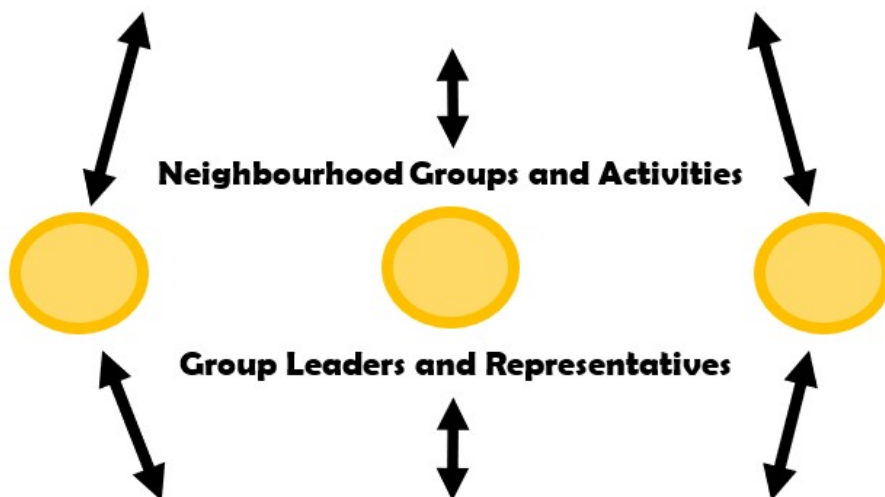
Within the neighbourhood are people who have a common interest in the range of groups and activities that occur in the neighbourhood. These groups and activities create 'Bumping Places' that brings people together, and through the shared interest they develop personal relationships that build community Cohesion. This is important to building a network of connections that can be used to share information and promote community development initiatives. They also help create a Culture of positivity and ownership.

Supporting existing groups and activities, and encouraging the development of others that meet the needs of people in the community is important to building community Capacity. Residents are the best placed to identify the groups and activities that they want to have happening in their community.

From these groups, community leaders can be identified and efforts put into supporting and further developing them. These community leaders provide the links between the Community Network Group and the community residents. These links assist with the community Connectivity.

Neighbourhood Network Group

Collaborative Community-led Development
Neighbourhood Planning and Capacity Building
Neighbourhood Problem Solving

The Neighbourhood Network Group brings together the leaders of the community-based groups and activities that occur in the neighbourhood. The structure of this group and how it operates is determined by the members. It is best to be an open membership group.

The Neighbourhood Network Group is central in the development of a Neighbourhood Safety and Development Plan, that promotes long term sustainable Prevention approaches to issues.

The Neighbourhood Network Group is the collaborative centre for Community-led Development. Amongst them they undertake a problem-solving process for issues in the neighbourhood. They are provided information and training on community development, problem-solving, and social issues. Agencies share their knowledge and good practice to build the community capacity and their ability to have ownership and self-determination. Community groups are able to support others activities.

The Neighbourhood Network Group links with the Interagency Group and seek advice and support when needed to resolve issues that are beyond their capacity.

Interagency Group

The Representatives of Government Agencies,
Local Government, and NGO's who are working
directly in the neighbourhood

The Interagency Group brings together the 'on the ground' representatives of the agencies and NGOs to create good Connectivity through personal connections and knowledge of the others work.

The Interagency Group purpose is to support the Neighbourhood Network Group, and where possible align their work to the Neighbourhood Safety and Development Plan. The members should be actively involved in the community. The Interagency Group recognises residents as the experts in their neighbourhood needs and commits to working 'with' the residents on community issues.

The Interagency Group members share information about issues in the area to ensure that holistic approaches are used to respond to issues, and seek to implement long term sustainable Preventative initiatives. They explore opportunities for mutually beneficial collaboration.

The Interagency Group is a place with specific problems can be discussed, information collated, and holistic interventions developed and implemented. This can be community-based problems, in liaison with the Neighbourhood Network Group, or issues relating to individual, with their consent and aligned with the principals and requirements of the Privacy Act.

The Neighbourhood Network Structure, Community-led Development, Problem-Solving process, and implementation of the Neighbourhood Safety and Development Plan requires adequate and ongoing support to be successful and long term sustainable.

The engagement of a Facilitator is important to long term sustainability as the project is developed and implemented. This person will need to be passionate about community-led development, utilise Collective Impact principals, and have a good understanding of the Neighbourhood Safety and Development Plan. The Facilitator is will be well linked into the neighbourhood, the Neighbourhood Network Group, and the Interagency Group and provide an overview perspective to ensure continued alignment with the Neighbourhood Safety and Development Plan.

The project should be supported by evidence-based information and research. Information and experience form other communities should be sort and utilised in a local context. The processes, principals, and initiatives should align with research, but members should also be willing to try new approaches and think outside the square when looking for solutions to local problems.

Throughout the project there should be ongoing evaluation integrated into the ongoing development and implementation of the project. The learning and reflections from the project and community members are important to guide the project as it progresses.

Overall evaluation should also be undertaken, and outcomes shared with the community and other interested groups. Agreed evaluation and measurement criteria must be clear, relevant, and useful.

Long term adequate funding is important to implementation stage and the long-term success of the project. This funding can come from new sources or from within existing funding from groups and agencies who are involved in the area. Funding applications will benefit from having a Neighbourhood Safety and Development Plan, collaborative approaches, and a high level of community-based involvement.

Resources from within the community and from NGOs and agencies need to be aligned to ensure that there are not duplications or gaps. The Connectivity of the Neighbourhood Network Structure helps with this process.

The assets, activities, groups, community resources, and community connector people within the neighbourhood need to be identified and the information shared across the groups. The more that community-based assets, etc are able to be utilised by Community Groups, NGOs, and agencies, and incorporated in prevention initiatives, the greater the level of community ownership and this improves the sustainability and likelihood of successful outcomes.

Positive Youth Development:

SUMMARY: Positive Youth Development in Aotearoa Framework

Positive Youth Development is an "approach that guides communities in the way they organise programmes, people and supports so that young people can develop to their full potential".[1] This Positive Youth Development in Aotearoa (PYDA) framework seeks to explore the confluence between the various approaches to positive youth development documented in local and international literature, with the grass roots experiences of young people and organisations in Aotearoa.

The PYDA framework suggests that both informal and formal initiatives, activities and programmes intentionally weave connections by integrating two key outcomes and adopting three key approaches.

Developing Connected Communities
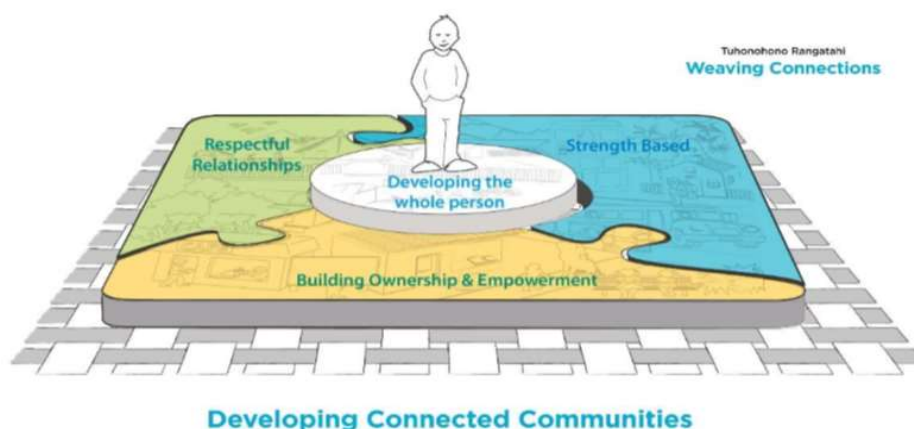
Key Outcomes

1) Developing the Whole Person

Developing the young person holistically addresses the developmental needs of the whole person collectively rather than separately. Various cultures and communities express that physical, emotional, intellectual, social and spiritual dimensions are aspects of holistic development. For resilience and wellbeing to grow, all of these elements need to be addressed.

2) Developing Connected Communities

Young people can be supported in isolation from the community they grow up in but it is not the ideal approach. They need to be included and engaged in the larger social environment of family/whanau, peers, school/training/employment, and community. They need opportunities to use their assets, strengths and skills by participating in and taking leadership of valued community activities. Communities can create supportive and enriching environments for all young people that will lead to positive outcomes as well as reducing negative outcomes.

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[1] Pittman, K. (2010) Positive Youth Development Resource Manual www.actforyouth.net

Key Approaches

1) Strength-Based

A strength-based approach is a perspective that assumes that people are active participants in the helping process (empowerment), that all people have strengths, often untapped or unrecognised, that strengths foster motivation for growth and that strengths are both internal and environmental.

Strengths include talents, skills knowledge, interests, dreams/hopes/goals, creativity, passion, connections etc. A strength-based approach recognises that both 'risk' and 'protective' factors are prevalent throughout a young person's development.

2) Respectful Relationships

We all have a responsibility to form respectful and challenging relationships with young people. Many studies have shown that the highest determinant of educational achievement is the expectations and belief from the educator in the young people they are working with.

The relationship we need is one of high support and respect, but also high challenge. In addition to the centricity of the relationship between the young person and the youth worker, this study found that relationship-based youth work also tended to focus on creating community connectivity.

3) Building Ownership and Empowerment

Programmes that have adolescent development as a primary objective need to focus on an intentional shift from dependence through independence and on to interdependence. This approach applies not only to work with individual young people but also to the way organisations work with the communities that the young people come from.

Building ownership and empowerment is inherently connected to having respectful relationships, having strength-based approaches, focusing on developing the whole person and being connected. This then provides the opportunity for young people to contribute to self, whanau and community with meaning and purpose.

Download the full Positive Youth Development in Aotearoa framework here:
http://www.wfct.org.nz

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The Wayne Francis Charitable Trust is a registered charity (charity number CC 24736)

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Collective Impact:

Collective Impact is a framework to tackle deeply entrenched and complex social problems

It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and residents to achieve significant and lasting social change

The Collective Impact approach is based on the belief that no single policy, government department, organisation or program can tackle or solve the increasingly complex social problems we face as a society.

The Collective Impact framework will provide the structure and processes to guide effective collaboration in the Shirley Village Project.

Collective impact is built upon five interconnected components to produce strong alignment and lead to large scale results:

Collective Impact relationship to Shirley Village Project.	
Collective Impact Conditions	**Shirley Village Project**
Community Aspirations	Empowerment of residents to set a vision for their community. Focusing on the issues that are important to them and their aspirations.
Strategic Learning	Ensuring the right things are measured to continually guide and adapt in the direction of the community vision.
High Leverage Activities	Collaboration between stakeholders for effective use of resources to support resident's activity and their community-led development, focusing on causative factors.
Inclusive Community Engagement	Recognise residents as the neighbourhood experts and working with them to identify issues, and to implement solutions together.
Containers for Change	The community groups and collaboration frameworks create the environment to empower residents and create ownership of community-led development.

However, before implementing a Collective Impact approach there are three pre-conditions that need to be met to create an environment for success. Having an 'influential champion', having 'adequate financial resources', and having 'a sense of urgency (desire) for change'.

Further information on Collective Impact can be sourced from
http://www.tamarackcommunity.ca/collectiveimpact

Community-led Development:

Community-led Development *principles*

Community-led Development is working together to create and achieve locally-owned visions and goals. It's a place-based development approach that's built around five core practice principles.

5 principles ...

1 Shared local visions drive action and change.
- Building visions and priorities with those who live, work, care, play, and invest in that place – the principle of ahi kaa[1].
- Tailor-making solutions from the 'ground up' and reflecting local aspirations, needs and conditions.
- Growing a shared sense of optimism and collective caring for people, place and the future ahead.

2 Using existing strengths and assets.
- Acknowledging everyone has a contribution to make – with attention to involve groups often ignored.
- Valuing local people as 'experts' in their place.
- Proactively engaging local voices and ideas.
- Building action plans built on existing community strengths, assets and resources.
- Encouraging and supporting local people with energy to do things, and connecting them up with others who can help.

3 Many people, groups and sectors working together.
- Involving all those who have a stake in creating visions and aspirations, plans and activities and working/doing together.
- Fostering new connections between diverse people, organisations and sectors to unlock resources and enable new thinking.
- Creating strong local relationships and linkages – at street/ neighbourhood level, between local groups, agencies, businesses and also with organisations based outside the local area.

4 Building diverse and collaborative local leadership.
- Intentionally strengthening, growing and joining up local leadership.
- Recognising and celebrating local leadership and achievements.
- Making change visible and communicating progress within communities.

5 Working adaptively, learning informs planning and action.
- Holding an intentional vision/goal with a flexible 'doing' framework.
- Not waiting for the 'perfect' plan or 'complete' analysis – they don't exist.
- Being prepared to take action, acknowledging uncertainty and adapting as things progress.
- Proactively sharing experiences, learnings, and results within and across communities.
- Understanding that ongoing small steps collectively contribute to larger transformational change.
- Making links and encouraging systems changes (policy, funding, practice etc) for lasting impact within communities.

[1]Ahi Kaa is a fundamental traditional Māori cultural concept meaning 'site of burning fires'. In contemporary times, Ahi Kaa is used to refer to people who uphold a particular purpose within the community. That is, they are the 'keepers of the home fires' be that at home, on the marae or within a particular organisation or movement.

www.inspiringcommunities.org.nz

Problem Solving Process:

To be effective in achieving long term sustainable solutions to complex community problems it is important that there is a full understanding of the problem. Solutions must be focused on addressing the causative factors of the problem, not just the symptoms.

This is possible by using a problem-solving process. A commonly used problem-solving method is the SARA model, which is supported by research and has resources available.

The SARA model contains the following elements:

Scanning:
- Identifying recurring problems of concern to residents, NGOs and agencies.
- Identifying the consequences of the problem for the residents, NGOs, and agencies.
- Prioritizing those problems.
- Developing broad goals.
- Confirming that the problems exist.
- Determining how frequently the problem occurs and how long it has been taking place.
- Selecting problems for closer examination.
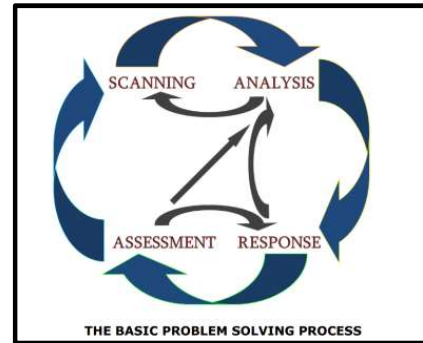
Analysis:
- Identifying and understanding the events and conditions that are associated with the problem.
- Identifying relevant data to be collected.
- Researching what is known about the problem type.
- Understanding how the problem is currently addressed and the strengths and limitations of the current response.
- Narrowing the scope of the problem as specifically as possible.
- Identifying a variety of resources to assist developing a deeper understanding of the problem.
- Developing a working hypothesis about why the problem is occurring.

Response:
- Brainstorming for new interventions.
- Searching for what other communities with similar problems have done.
- Choosing among the alternative interventions.
- Outlining a response plan and identifying responsible parties.
- Stating the specific objectives for the response plan.
- Carrying out the planned activities.

Assessment:
- Determining whether the plan was implemented (a process evaluation).
- Collecting pre– and post–response qualitative and quantitative data.
- Determining whether broad goals and specific objectives were attained.
- Identifying any new strategies needed to augment the original plan.
- Conducting ongoing assessment to ensure continued effectiveness.

More information about the SARA Problem Solving model can be gained from the Center for Problem Oriented Policing. http://www.popcenter.org/

Census Data:

This 2013 Census data has been collated for the Shirley Village Project area to provide an overview of the area. Similar suburbs given for comparison. The 2018 Census will provide current information.

2013 Census Data comparison	Shirley Village	Richmond South	Phillipstown	Christchurch City
Population	3519	2001	3786	341469
Under 15 yrs	22.34%	11.99%	16.96%	17.82%
65 & over years	10.91%	11.09%	7.69%	14.95%
Live at address less than a year	19.35%	34.05%	31.44%	22.04%
Lived at address 1 to 4 years	33.86%	36.05%	39.50%	30.86%
European	80.79%	79.58%	75.30%	83.91%
Maori	13.02%	11.93%	18.37%	8.53%
Pacifica	6.83%	3.92%	6.98%	3.10%
Asian	9.14%	10.95%	10.93%	9.43%
Other Ethnic Groups	1.85%	1.80%	1.65%	1.04%
Regular Smoker	23.00%	25.91%	32.41%	14.75%
Currently Married	37.61%	22.27%	24.38%	44.50%
Divorced/Separated	21.67%	22.85%	19.79%	18.00%
Never Married	41.84%	54.88%	55.83%	37.50%
In Current Relationship	52.04%	45.27%	44.17%	57.86%
No Qualification	30.38%	21.60%	29.36%	19.63%
Income from any Benefit	19.90%	18.37%	23.76%	9.68%
Unemployed	5.29%	5.70%	6.26%	3.46%
Not in Labour Force	38.24%	28.68%	30.88%	31.98%
One Parent Families	29.77%	25.64%	29.78%	17.37%
Two or more Family in Household	3.38%	1.95%	2.19%	2.48%
Six or more Usual residents	4.40%	2.22%	3.35%	3.10%
Household Income under $30,000	29.86%	33.20%	31.66%	21.16%
Household Income under $20,000	15.49%	18.15%	17.84%	10.43%
Median Household Income	$47,630	$45,900	$44,300	$65,300
Don't own the house they live in	47.88%	68.51%	65.08%	35.22%
Amount of HNZ Properties in area	21.70%	5.19%	4.56%	3.59%
No Motor Vehicle in Household	14.57%	18.56%	18.84%	7.93%
No Access to Phone	1.49%	1.39%	3.22%	1.21%
Has access to Internet	71.39%	66.67%	65.02%	79.22%

Police Calls for Service Data:

This Police calls for service data relates to the period January 2013 to October 2017 and comparisons showed the following trends. Calls for Service data differs from Official Crime data.

Assault and Threats:
Serious assaults increased 31% (16 to 21), Minor assaults decreased 21% (29 to 23), and Intimidation/Threats decreased 26% (57 to 42).

Sexual offences:
Sexual assaults increased from 1 to 6, with a spike in 2017, Sexual Affronts were the same in 2017 as in 2013 but there had been reductions in the intervening years.

Drugs:
Overall reports of drug related issues decreased by 30% from 2013 to 2017. However, this cannot necessarily be read as a decrease in drug issues, as there could be a higher level of acceptance of drug use and a corresponding lower level of reporting to police.

Disorder:
Disorder incidents have decreased 54% (168 to 78). Disorder incidents have been trending down each year and had a significant drop in 2017 from the previous year (137 to 78).

Family Violence:
There was a 15% increase (121 to 139) in Family Violence incidents. This can be from either/both an increase in the number of incidents occurring (a negative indicator meaning more violence is occurring) or an increase in the number of incidents reported to police (a positive indicator showing less tolerance for Family Violence).

Burglary:
Increased 330% (23 to 99) from 2013 to 2017. There was a big jump in 2014 and then a steady increase to 2017.

Car related crime:
Unlawful conversion has increased 186% (7 to 20), but the recovery of stolen cars within the Shirley area decreased 54% (24 to 11). At the same time reports of interference with cars has remained very low and steady at 4 incidents reported, theft from car offences dropped 25% with 6 offences reported in 2017, which is surprisingly low.

Theft:
Thefts from shops dropped 86% (56 to 8). But general thefts increased 512% (17 to 104) and has been steadily increasing over the years.

Arson:
Arson offences have remained steady over the years (5 to 3) but data from Fire and Emergency will better represent arson issues in the Shirley area.

Wilful Damage:
Reports of Wilful Damage of property incidents remained steady and low (20 to 18).

Graffiti:
There has been an 82% decrease in reported graffiti incidents (11 to 2), which is consistent with CCC
Graffiti programme data.

Trespass:
A decrease of 31% (42 to 29). Trespass offences have been up and down over the years but lower for
last two years.

Firearm incidents:
Incidents relating to firearms has remained steady (5 to 6) but increased in 2017 to 6 from 3 in 2016.

Suspicious Activity:
A 6% increase (102 to 108) but remaining relatively steady across the years.

Juvenile Complaints:
Overall a 27% increase (11 to 14) but this was after a spike in 2013 and since then reported has been
slowly decreasing and numbers are relatively low.

Mental Health:
There has been an 41% increase (17 to 24). This maybe reflective of better education and awareness
of mental health issues and willingness to seek support for people in need. Attempted Suicide
incidents had a decrease of 6% (34 to 32) but numbers have been fluctuating over the years

Noise Complaints:
Overall remained the same (4) and very low number. Note CCC noise control data will be more
relevant.

Traffic:
Traffic offending incidents has decreased by 13% (110 to 96), however Traffic crashes increased by
19% (32 to 38), and Drag Racing incidents increased 84% increase (19 to 35) with a significant
increase in 2017.

Graffiti:

Data from the Christchurch City Council Graffiti Programme shows that the amount of graffiti cleaned by contractor in the Shirley Village Project area has almost halved over the last 5 years. However, in November 2017 the Shirley area rank 10th in the city for removal of graffiti.

The amount of graffiti cleaned off has to be considered in conjunction with the amount of graffiti still visible in the area. Given that there is a low level of visible graffiti in the Shirley Village Project area, it appears that graffiti is not a significant issue.

Improvements can be made by having a community effort to get all graffiti removed. This will help improve the appearance of the area and is a simple thing that community members can do that will increase their sense of ownership.

Education within the community about the effects of graffiti on social wellbeing and crime, along with encouragement to use the Snap, Send, Solve app, will help engage community members in graffiti removal.

REPORTED GRAFFITI IN SHIRLEY VILLAGE PROJECT AREA BY YEAR
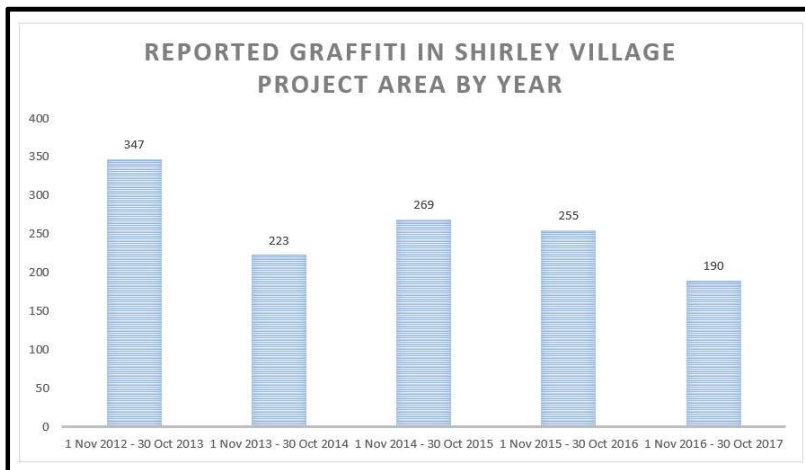
Fires:

Data from Fire and Emergency New Zealand revealed that while the number of fires in the Shirley Village Project area were similar to neighbouring suburbs, the rate of fires per population was higher.

All Fires per Residents (1000) per year		(01/11/15 - 31/10/17)		
Suburb	# Residents	# Fires	Rate	Ranking
Aranui	5853	113	9.65	1
Shirley	3069	37	6.03	2
Phillipstown	6471	66	5.10	3
Mairehau	3780	38	5.03	4
Richmond	4302	41	4.77	5
Total	23475	295	6.28	

There is opportunity to work with Fire and Emergency New Zealand to provide education and prevention information to the community that will help reduce the incidents of fires, and make the community safer. Engaging Fire and Emergency New Zealand into community activities will be mutually beneficial and could support community development.