

GAEL SURGENOR

INNOVATION IN THE PUBLIC SERVICE



Gael Surgenor

Gael Surgenor is recognised as a leading social entrepreneur in the Ministry of Social Development. As a service development manager in the Ministry's Family and Community Services, she has led significant attitude and behaviour change campaigns on parenting and on family violence, and pioneered successful strategies for combining social marketing with a community development approach to social change.

Gael has more than 20 years of experience working in community organisations and community-based media, and is an advocate for how government can better value and use the knowledge and expertise held by local communities. She has a particular interest in how government departments can grow wiser in coping with the complexity of major social problems, and how they can develop programme planning and evaluation tools which focus on learning and outcomes — rather than primarily focusing on compliance and contract delivery.

- Surgenor studied law at the University of Canterbury, in Christchurch, and while there she volunteered with Youthline and the Community Law Centre. When she graduated, she realised she no longer wanted to be a traditional lawyer but was much more interested in working in community development.

As a youth worker, Surgenor collaborated with a group of young people to create comic strips on legal rights which she photocopied and handed around. She found these were a very effective way of communicating legal issues. She realised she had a passion for developing information that helped people gain better access to their rights and entitlements, and enabled them to create change and live better lives. Surgenor was able to continue this interest when she joined the Wellington Community Law Centre and worked on a range of

media resources, including a women's legal handbook which was printed like a magazine and used cartoons to deliver its message.

She later joined the Legal Resources Trust, a social enterprise producing and selling educational publications and videos on consumer rights, youth rights, and family and health issues. She also worked in Britain with a similar organisation called Mental Health Media. Surgenor: "These enterprises weren't funded like a social service. We had to run them more like a business — producing and selling the resources to generate income, and dealing with market influences — yet also keeping in mind whether we were achieving enough social good. Some of the publications and videos worked well, and others not so well. If people didn't like the product they didn't order it, and you wouldn't get paid."

Surgenor went on to work with the Mental Health Foundation where she worked on the *Like Minds* campaign, a social marketing programme aimed at reducing the stigma and discrimination associated with mental illness. She soon found herself in the middle of a rapidly growing field which drew upon many of the skills she had developed.

"Social marketing is about using marketing and communications tools to achieve a social good rather than for selling consumer goods. It is not just a form of social advertising, but is centrally about how to communicate messages to audiences that would lead to an attitude and behaviour change."

"The advertising aspect of social marketing is just the very visible end of a wider spectrum of activities that need to happen to achieve social change. A social marketing campaign needs to be multi-faceted with community engagement and action as well as communications. It needs to support and create partnerships with innovators and organisations who are working to create changes in attitudes and behaviours."



Strategies with Kids | Information for Parents

- This mixture of community development and social marketing experience led Surgenor to be recruited by the Ministry of Social Development to work on a new parenting campaign.

The new campaign in 2004 was a response to the New Zealand government's concern about the high levels of child maltreatment in the country, and the numbers of children dying from abuse. Originally, government ministers decided to spend \$10.5 million over three years on a national mass media campaign promoting alternatives to the physical punishment of children. There was a lot of feedback from community organisations saying they wanted a practical approach where the campaign resources were invested in parenting skills in the community and less about media advertising telling parents how to bring up their children.

The government agreed with this change of direction and in a very short period of time the Ministry of Social Development had to come up with an alternative plan. A new project called SKIP (Strategies with Kids — Information for Parents) was created, with the purpose of communicating positive parenting messages and supporting community leadership and action *to change the way children are raised in New Zealand.*



Gael Surgenor in a workshop at the NZSEF Retreat

Surgenor: “When I was brought on board as the Project Manager for SKIP, we only had two and a half years to make a difference with the money that had been allocated for the campaign. This sense of urgency was actually what created the conditions for innovation ... because we didn’t have the time to go through the conventional policy design and implementation process.”

Rather than designing what they wanted from inside government, and then putting it out for tender for community groups to bid for and implement — the new SKIP project team embarked on a community development approach which meant getting alongside the leading parenting organisations such as Plunket, Barnados, Playcentre and Kohanga Reo.

“Our belief was that the solutions for changing the way we raise children in New Zealand already lie within local communities. Our role as a government organisation is to enable these solutions to be unleashed, get alongside them and support them. We created the conversations with these community groups where we could focus on a shared vision. We tried some things out together, and then adapted them. The SKIP projects grew out of this process, rather than the government doing the thinking and the community groups just doing the doing.”

This change in approach was hard at the beginning for many of the community organisations. And Surgenor concedes it took time to build up the trust that SKIP was not going to be just another “tack-on” project with some government funding that they would be asked to deliver on.

“We were genuine in saying we wanted the community organisations to stop and think. We wanted them to look at the ways that the opportunity with SKIP could strengthen what these organisations were already doing. We supported them to do some scoping work and get engaged with a developmental approach — before we funded any specific projects. We wanted the organisations to imbed *changing the way that children are raised in New Zealand* into everything that they did. This was the only way that the social change we were after was going to become sustainable.”

- The SKIP team took advantage of research from the Children’s Issues Centre at the University of Otago which had brought together the main research on effective parenting and had come up with a useful set of six principles that could change the context of discipline

between parents and children. SKIP embedded these principles into all its strategies and marketing messages. These principles are:

1. *Love and warmth* — help children have loving relationships, and positive self esteem
2. *Talking and listening* — taking children seriously and giving clear messages, which are suited to their age, build confidence and healthy relationships
3. *Guidance and understanding* — non-judgmental straightforward, respectful explanations inspire co-operation
4. *Limits and boundaries* — clear rules keep things fair and safe for everyone in the family
5. *Consistency and consequences* — consistency involves predictability. Related, reasonable and respectful consequences teach self-confidence
6. *A structured and secure world* — safe, supportive environments provide security and reduce conflict.

SKIP produced free resources for parents and caregivers, based on the six principles and giving simple graphic messages. These included pamphlets, postcards, fridge magnets, DVDs and educational modules (in both Maori and in English). A series of six radio advertisements were broadcast around each of the principles, there was a series of newsletters aimed at young parents, and a weekly SKIP parenting column began to appear in community newspapers. Many of the resources were also targeted at specific cultural groups — a set of training cards called *Whanau Whakapakiri* was created for organisations who specifically work with Maori parents, and radio shows were also created in Samoan and Mandarin.

- In developing the communications and advertising strategies, the SKIP team directly asked children and parents for their ideas, rather than just relying on the views of traditional experts.

Surgenor: “We wanted to affirm the role of parents and children in this exercise, because they are the ones most affected by this issue. We enabled children themselves to take an influential role by making a DVD called “*Children’s Voices*” for the launch, interviewing children aged 4-7 years for their ideas. That little resource became the heart of SKIP and one of our most popular resources. We asked parents for their ideas and stories and all the publications and pamphlets use quotes and stories from the parents.”

SKIP also established a Local Initiatives Fund which was designed to be “tight” on what the purpose of the fund was, but “flexible” about how communities did it. Communities were asked for their ideas, and were encouraged to create a great variety of projects — as long as the initiatives contributed to the central purpose. In the first five years, this fund provided \$6.76 million in funding to 174 organisations who established parenting networks, ran semi-

Try to have a routine - but expect that some days it just won't work



Play together

Let the housework wait if they need you now - give them that time

Talk lots - praise their talking



Pick your battles

Say yes as much as possible

Have as few rules as possible - but stick to them



Spend time everyday just enjoying your child

Say lots more positive than negative things

Ask them for their ideas



Read books together

Tell them you love them

nars and workshops, and hosted large-scale family days — all to increase the awareness and utilization of positive parenting skills.

“With the community organisations we funded, we didn’t just have the traditional government-funder relationship. It was more of an exchange and a reciprocity that had to be based on trust. We were surprised that the relationships generated more than we could have imagined — precisely because we didn’t go in and say “this is what we want you to do”.

“The community groups took ownership of SKIP. For every one unit of energy we put in as a government agency, the community groups put in tenfold — not in financial terms, but in terms of passion, enthusiasm, ownership and generosity. You don’t get these sorts of benefits if you are just a funder that keeps a contracting distance between itself and the community group.”

The SKIP team also brought together the different funded groups to establish a “community of practice” in which they could share their ideas and experiences with one another. Surgenor: “We worked with Gravitas Research to help the groups think deeper about what they were trying to achieve, and to focus on *improving* what they were doing rather than just *proving* whether or not it worked. I wanted to support reflective practice and thinking among the community groups, and build their capacity for peer learning.

“Some organisations found it difficult to make that mind-shift from just ticking the boxes and delivering on a contract — to being creative and thinking deeper about what they were doing. But other organisations responded so positively they started applying this developmental thinking in all their work.”

SKIP also started to explore how businesses could support better parenting among their employees. This work was piloted by The Warehouse retail chain and was sparked off after Warehouse founder Sir Stephen Tindall spoke with Surgenor at a Social Entrepreneur Fellowship retreat. The Warehouse chose Father’s Day as a time to distribute parenting resources aimed at fathers, and they included SKIP messages in their banner advertising.

The Warehouse also decided to hold SKIP workshops among the 200 employees at their Wiri distribution centre (in South Auckland). These workshops were held in work time, with the managers and workers mixed together — focusing on their common experience of family and parenthood. Besides having a direct impact on parenting skills, the workshops did a great deal to bridge the cultural divide between the largely Pakeha managers, and the Pacific Island and Maori workforce at the distribution centre. This project also won the supreme award at the 2010 EEO Trust Awards and has consequently generated interest from other businesses.

- By mid-2005, the SKIP programme was fully operational and already gaining a reputation as a government initiative that was working well with community organisations, developing trusting relationships, and starting to make a positive difference for parents. This got some senior managers at the Ministry of Social Development curious about just what were the success factors of the SKIP programme.

They commissioned a review, and the consultant took the unusual approach of examining SKIP as a living system of relationships between government, community groups, and parents and their children. Surgenor: “Through the review, the team was exposed to the ideas of

complexity theory. It was amazing. We thought we were working with common sense and intuition and a strong base and experience in community development and communications. But through the review process, we could see there was a theory that underpinned what we had been doing and explained some of the things that we had thought were just weird or unique to our own experience.”

These insights led Surgenor to begin voraciously reading the current literature on complexity theory and complex adaptive systems. She became particularly influenced by the work of Brenda Zimmerman, Margaret Wheatley, Adam Kahane, Allan Kaplan and Sue Davidoff, and others who were explaining how these insights applied to addressing tough social issues in our communities.

“As I began to see our work through a complexity lens, my attention became focused on how government could build on this practice and develop the capacities and faculties to work with social complexity. A lot of the methods and programmes that government has developed work well on simple problems, or on technical problems ... but not very well with complex social problems. We need to get better at mastering how government itself can become wiser and more adaptive amidst these challenges.”

It wasn't long before Surgenor and her team were given the chance to apply these insights to a whole new initiative.

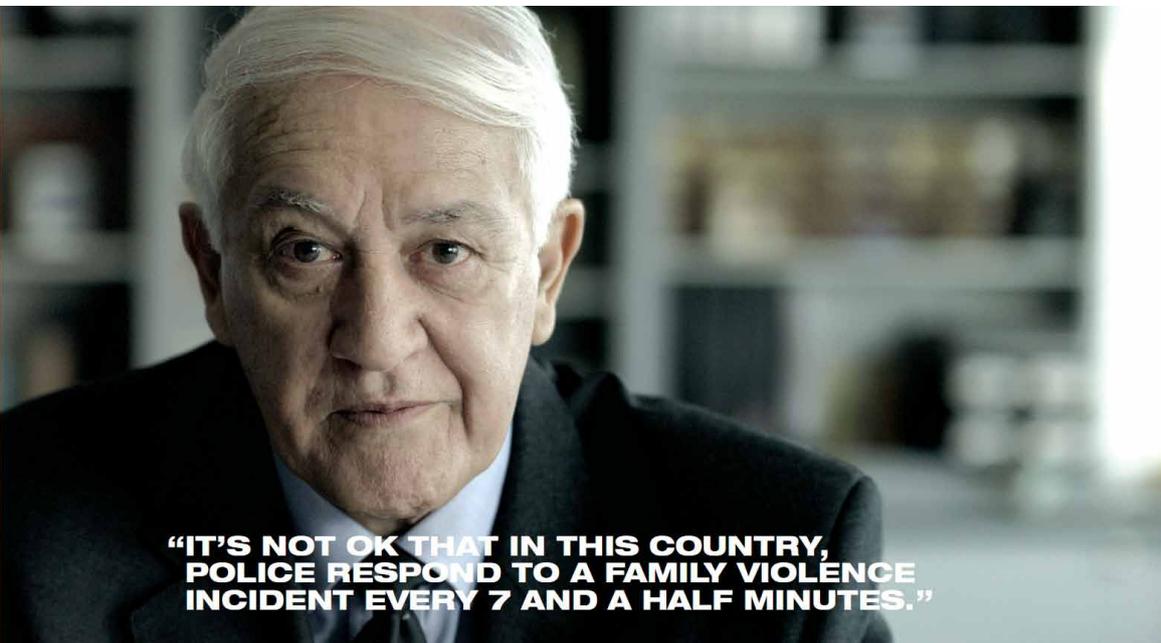
- In 2005, the government became particularly determined to address what had been considered an intractable level of family violence in the country. One in three New Zealand women reported that they had experienced physical or sexual violence from a partner during their lifetime. On average, the police responded to a family violence incident once every 7 minutes, and every year an average of 14 women, 6 men and 10 children died as a result of this violence. While these statistics in themselves were disturbing enough, it was also believed that many thousands of cases of family violence went unreported.

The government decided to bring together chief executives of government and non-government agencies in order to co-ordinate a major new effort to address these issues. The Taskforce for Action on Violence within Families was established, and Gael Surgenor's team was tasked with creating a new community-based social marketing campaign addressing the issue of family violence — drawing on what they had learned from SKIP.

Surgenor: “Actually this new campaign was much harder than SKIP because it very high-profile, and there was a lot more anxiety around it. We had a lot more scrutiny, and we couldn't establish our innovations under-the-radar. We realised that SKIP wasn't a model that you could just replicate in other areas — there isn't any short-cut or a blueprint here — but we could take the principles we had learned from SKIP about community engagement and be more confident and purposeful as we embarked on this new campaign.”

Surgenor says that there was a constant demand from government officials for a four-year plan outlining details about what they were going to do, by when, what the outcomes were going to be, and how they were going to measure them.





**"IT'S NOT OK THAT IN THIS COUNTRY,
POLICE RESPOND TO A FAMILY VIOLENCE
INCIDENT EVERY 7 AND A HALF MINUTES."**

**"IT'S NOT OK TO
MAKE YOUR KIDS
FEEL WORTHLESS,
JUST BECAUSE
YOU'RE HAVING
A BAD DAY."**

IT IS
OK TO ASK
FOR HELP

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“We learnt to work with the demands of the linear policy process that was seeking predictability and certainty, while at the same time working to hold open the space for development processes that were messy, emergent and uncertain. This is where the review of SKIP and our introduction to complexity theory was hugely influential. There were multiple and diverse stakeholders and initiatives and little agreement between them about what worked well to address family violence. Along with this is the multiple and diverse contexts where family violence exists. All of this reinforced our understanding of family violence as a complex issue. We were learning how to embrace this complexity and not to try and control it by looking for certainty and clarity.”

- The campaign team embarked on research using interviews and focus groups with violence perpetrators and the general public. This research showed that New Zealanders had no clear understanding of the nature and scope of family violence. It also showed there was a need to take a step back before directly addressing intimate partner violence. It was more important to begin by putting “a stake in the ground” to show that family violence is a serious social issue for all New Zealanders, and then start to mobilise action.

The philosophy of the campaign was summed up in the theme of “It’s Not OK!” Surgenor soon found this message proved to be a disarmingly simple thing to say about this difficult issue. It immediately put a “stake in the ground” about family violence, and it became one of the key success factors of the campaign.

The campaign team decided not to take the traditionally negative or sensational approach to family violence. They wanted the message to have a positive core built around the stories of how people had created a better life for themselves by addressing the violence. Surgenor: “The research showed us that the perpetrators of violence usually disassociated, minimised or excused their violence. We also found that these people don’t respond well when blamed and shamed — they would say ‘that’s those people over there, that’s not me’. So we did advertising that established that family violence was a serious issue, but there was also the positive possibility of change.”

The “It’s Not OK” campaign used similar strategies as SKIP by establishing partnerships with community organisations, and a Community Action Fund that worked alongside local groups. From this base grew a huge diversity of activities where these groups were encouraged to develop their own local versions of the “It’s Not OK” message.

Besides the mass media advertising, there were also more targeted projects such as holding workshops with journalists at journalism school on the issue of family violence, developing a handbook for police detectives who are dealing with family violence cases, supporting rugby teams to develop a violence-free culture within their clubs, and working with script-writers and actors to build “It’s Not OK” messaging into popular TV programmes like *Outrageous Fortune* and *Shortland Street*.

The results of the overall campaign were immediately impressive. Surgenor reports that family violence in New Zealand is no longer considered a private issue. The term “It’s Not OK” has quickly become part of Kiwi vernacular, and the question “Are You OK?” has become a very soft introduction to a subject that had been too hard to discuss.

The “It’s Not OK” campaign evaluations show that there has been a significant increase in people, particularly men, seeking help to change behaviour and more women saying it’s



The "It's Not OK" Campaign Team

OK to leave violent relationships. Police, health and social services say it's easier to raise issues with clients, and frontline workers say people are increasingly citing "It's Not OK" as the reason why they are seeking help. Media coverage is now generally more accurate and responsible when it comes to reporting family violence.

The campaign has engaged with a wide range of individuals and organisations including sports teams, businesses, local government, youth groups and churches. Celebrities and local leaders are increasingly offering to get behind the campaign and lend their support. Community groups working with the issue of family violence report an increase in morale and better understanding of their work.

Surgenor: "Finding ways to measure results and attribute changes is very challenging, and we probably have not cracked how to do this well yet. It is great that our monitoring is showing that these initiatives are making a difference. But both SKIP and "It's Not OK" are complex and evolving initiatives that do not lend themselves to linear cause-and-effect evaluation measures. Our evaluation efforts are probably best focused on learning and reflection rather than a simple assessment of its success or failure."

- When Surgenor was invited to join the New Zealand Social Entrepreneur Fellowship, she found that she was the only person chosen who works in the public sector. Surgenor: "I suppose that tells us a lot about how innovation is perceived in the public service. I think the biggest value to me from the fellowship has been in gaining the recognition as a social innovator. It's been very helpful because it legitimises your way of thinking when you are trying to bring fresh perspectives into the way government departments can work."

"I have found the peer group of relationships we have built in the fellowship very rich personally and supportive to my work. We may be all working in different places, but we are also all working for social change. And the opportunity to reflect at the retreats means that you keep processing the learning as it applies to a much broader range of issues."

In 2007, Surgenor was presented with the Ministry of Social Development Outstanding Achievement Award for her work with SKIP and "It's Not OK". In presenting the award, MSD chief executive Peter Hughes described the campaigns as "...becoming part of New Zealand's collective conscience."

A year later, Surgenor was awarded a fellowship with the Leadership Development Centre (which offers leadership education to senior public servants). There are only three

LDC Fellowships granted annually, and it covers support for travel, accommodation, and course fees to enable the senior leader to study new ideas, practices and resources relating to the public service. Surgenor used this opportunity to travel to England and Canada to attend two major leadership programmes, and to also visit thought leaders in the field of social innovation and complexity thinking.

“I have been driven by a desire to be at the forefront of fostering and influencing a more socially innovative public service. One of the questions I took with me on the LDC Fellowship trip was how to scale innovation and innovative practice. My thinking had been focused on spreading innovation by communicating or advocating successful initiatives and the principles applied, expecting that others would be interested to learn from our case studies. During my travel, this thinking changed and now I think that the principles of how to effectively foster innovation need to be spread closer to home. I am now picking up the challenge of doing more capacity building and organisational development at Family and Community Services so that the principles and conditions that support innovation can thrive and spread.”

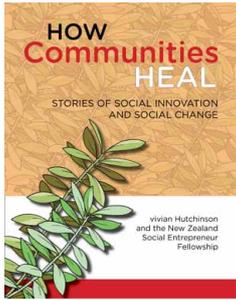
The success of the “It’s Not OK” campaign has also led the Ministry of Social Development and the Families Commission to become recipients of the top prize at the 2010 Public Sector Excellence Awards (... sometimes referred to as “the Public Service Oscars”). “It’s Not OK” also won the Public Sector Communications Award.

Surgenor hopes that the profile generated from these awards will inspire other government departments to reassess the role they play as contractors and controllers ... and explore how they can become enablers and facilitators. “I think one of the things that really stands out about the “It’s Not OK” campaign is that we noticed that most people affected by family violence *don’t* go to services. They get help from family, friends, neighbours and workmates. These people want to help but they don’t always know what to do. That’s the resource and opportunity in socially complex issues that government services don’t often tap into.

“We found that was the same with parenting. Family and friends are the biggest influencer in how people raise their children — it’s not the parenting experts. So the more that we can enable and support these informal social connections that people have ... then the more effective our work for change will be.”

“It’s Not OK” winners of the Public Sector Excellence Awards in 2010





Notes and Links

- This article by Vivian Hutchinson is part of the [HOW COMMUNITIES HEAL project](#) — stories of social innovation and social change featuring members of the New Zealand Social Entrepreneur Fellowship. It is available online at tinyurl.com/hchsurgenor
- *Gael Surgenor* can be contacted at gael.surgenor@paradise.net.nz or at Family and Community Services, Ministry of Social Development, P O Box 1556, Wellington 6140
- The *Like Minds campaign* website is at www.likeminds.org.nz
- *SKIP ...* is an acronym for “Strategies with Kids — Information for Parents”, but it also refers to the *skipping* which children spontaneously do when they are truly happy. The *SKIP* website can be found at www.skip.org.nz
- *Government ministers change of mind on the advertising campaign ...* there was also a particularly polarising public debate going on in New Zealand at the same time about repealing that part of the Crimes Act (section 59) which provided a legal defence for any parent charged with the assault of their child.
- “*SKIP – What It is and How It Works*” a report based on the Point Research review of the key factors that help make SKIP a success, available for download at www.skip.org.nz/documents/resources/research-and-training/skip-what-it-is-and-why-it-works.pdf
- *SKIP and The Warehouse ...* The Warehouse retail chain won the supreme award in the 2010 EEO Trust Work and Life Awards for good parenting programmes run in conjunction with SKIP. See also “*Big rewards from parenting scheme*” by Simon Collins *New Zealand Herald* 29 October 2010
- *SKIP evaluations ...* “*SKIP Implementation Success Model – a report for Ministry of Social Development Family and Community Services*” by Philip Gandar (Synergia Limited November 2005); “*SKIP Research report*” by Gravitas Research and Strategy Ltd (2005); and “*SKIP – Report of Findings*” by Alex Woodley & Nadine Metzger (Point Research April 2009)
- *SKIP* has also been profiled by the UK think-tank Demos in their booklet “*The Collaborative State – How working together can transform public services*” by Simon Parker and Niamh Gallagher (Demos 2007) available for download at www.demos.co.uk/publications/collaborativestatecollection
- *thought leaders in complexity theory ...* see Brenda Zimmerman (co-author of *Getting to Maybe*), Margaret Wheatley (*Leadership and the New Science*), Adam Kahane (*Solving Tough Problems*), Allan Kaplan and Sue Davidoff (*Artists of the Invisible*).
- Gael Surgenor paper on complexity given to the Otago School of Medicine (March 2010)
- *The Campaign for Action on Family Violence ...* website is at www.areyouok.org.nz
- *The Taskforce for Action on Violence within Families ...* was established in 2005 to advise government ministers on how to make improvements to the way family violence is addressed in New Zealand. The taskforce is the first time that decision-makers from government and non-government sectors, the judiciary and Crown agencies have come together to tackle the problem of family violence.
- *family statistics ...* from the *It's Not OK* campaign. Police recorded 86,545 family violence incidents and offences in 2008. They are called to 200 family violence situations a day — one every 7 minutes. It is estimated only 18 per cent of family violence incidents are reported. The *Women's Refuge* had about 50,000 crisis calls in 2007-08, and provided services to 11,295 women and 6996 children. The economic cost of family violence is estimated at between \$1.2 and \$5.8 billion each year.
- “*Getting back on your own two feet*” by Julie Ash in the *Dominion Post Weekend* 28 August 2010 available at www.stuff.co.nz/national/4070846

- *"It's Not OK – a Message of Hope"* by Rose Northcott, in *Public Sector Journal* of the Institute of Public Administration New Zealand (October 2010)
- *It's Not OK* TV Marketing see www.youtube.com/watch?v=poRjb4m8RXk
- *It's Not OK* resources ... campaign website is at www.areyouok.org.nz.
- *It's time we started telling these stories* (Family and Community Services MSD 2009) a book of stories compiled to help New Zealanders realise that it is possible to have a safe and violence-free life beyond abuse. www.realstories.org.nz/
- *It's Not OK* Campaign results (monitoring research by the Centre for Social Research and Evaluation, March 2010) 95% of New Zealanders were aware of the campaign; almost one in four people (24%) say their views on family violence have changed as a result of the campaign; 22% say they have taken some action; two thirds of the population, 18-49 years, say they are thinking more about family violence; two thirds feel the campaign has helped them to understand more about behaviours we should not tolerate. The campaign has had a strong impact with Maori and Pacific peoples with the highest total recall of the campaign by Maori females and Maori males (99% and 98% respectively). Reported action was also significantly higher for Pacific peoples with overall 55% of Pacific males and 58% of Pacific females surveyed reported taking some action. see tinyurl.com/4puhgsw
- *It's Not OK Campaign evaluation ... "Campaign for Action on Family Violence – an innovative approach to changing social attitudes around family violence in New Zealand"* by Alex Woodley & Nadine Metzger (Point Research December 2009)
- *"Building a launch pad for innovation in the public sector"* in *Public Sector Journal* of the Institute of Public Administration New Zealand (September 2009)
- *LDC Leadership Fellowship* ... was awarded to Gael Surgenor by the Leadership Development Centre in 2009 (see www.ldc.govt.nz) This fellowship enabled Surgenor to attend the Proteus Leadership Development Programme at the London Business School (June 2009), the Shamballa Summer Institute (ALIA Authentic Leadership in Action) in Canada 2009, and a course in Ecological Facilitation at the Schumacher College in Devon, England, in April 2010. See *"Report to the Leadership Development Centre"* by Gael Surgenor (October 2010)
- *the Public Service "Oscars"* ... The Ministry of Social Development and the Families Commission were joint recipients of the supreme award (Prime Minister's Award) in the 2010 IPANZ Gen-I Public Sector Excellence Awards for the Campaign for Action on Family Violence (phase 1 and 2). The two organisations also won the Talent2 Public Sector Communications Award.
- *Gael Surgenor comments* taken from workshop presentations at the NZ Social Entrepreneur Fellowship Retreats at Long Bay 2007 – 2009. Also catch-up interviews with Vivian Hutchinson 13 June 2008, and 6 August 2009, and interview for the HOW COMMUNITIES HEAL project 5 October 2010.
- More articles in this series, and further information on the HOW COMMUNITIES HEAL project can be found at www.nzsef.org.nz/howcommunitiesheal
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- This project is on Twitter at [@HowCommHeal](https://twitter.com/HowCommHeal) using the tags [#HowCH](https://twitter.com/hashtag/HowCH) and [#socent](https://twitter.com/hashtag/socent)
- The online publication of the HOW COMMUNITIES HEAL project has been made possible by the Bishop's Action Foundation.



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- Funding for this project has also come from several individual donors, the Jobs Research Trust, the Social Innovation Investment Group, and the Tindall Foundation.
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