

Prepared in April 2013 by Em James for Community Plu



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1. Introduction

1.1. Background and objectives

This community plan has been prepared by and primarily for Community Plus, as an initial insight to assist our work in the Annerley area. Following preliminary community engagement throughout 2012, in December 2012 Community Plus hired a community development worker to begin working with the residents, organisations and businesses of Annerley. As set out in Community Plus' 2012 service agreement with the state government, this worker is also to engage with surrounding suburbs of Tarragindi, Buranda, Dutton Park (a responsibility shared with West End Community House) and Fairfield (shared with Yeronga Community Centre).

This is a living document that aims to guide the work of the Annerley community development worker. It will be regularly updated as Community Plus' knowledge and experience in the area grows. Whilst the plan is primarily for Community Plus in-house purposes, in the future a version will be made publically available to foster discussion and increase knowledge of current issues, assets and emerging themes in Annerley.

1.2. Research methods

This community profile and plan focuses primarily on Annerley. It draws upon a wide variety of sources, including; key national, state and local government documents; demographic data; existing reports and community research; and input from local community leaders, business owners and residents, derived from our ongoing engagement with the community.

2. A snapshot of Annerley

2.1. Beginnings: A short history

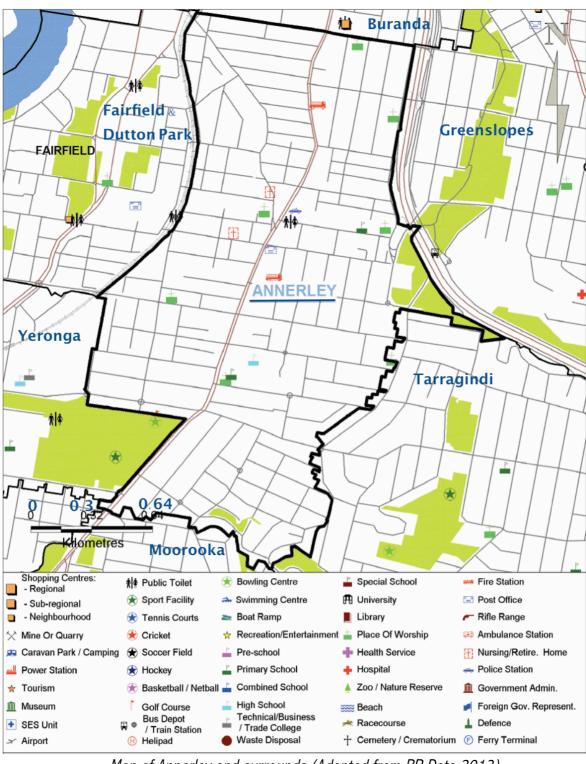
For an estimated 40 000 years indigenous peoples lived in the area south of Brisbane river, including the land we now call Annerley. The Jagara Tribe were living along watercourses such as Norman Creek when Europeans first arrived in the area in 1823. Throughout the early invasion, and up until the 1870s, Aborigines maintained campsites in Franklin/Horatio Street and another in Dutton Park (BRISbites 2006).

White settlement began to grow around the "The Junction", a hotel established on the corner of Boggo and Ipswich roads in 1866. Other shops followed, leading to what we know now as Annerley Junction. The dairy farms surrounding the region gradually gave way to houses, and "urbanization increased with the opening of Boggo post receiving office (1880), establishment of the railway (1884) and the opening of a provisional school (1888)" (CGQ 2013). The school — now Junction Park State School — is this year celebrating its 125th anniversary, and has published several books on the history of the school. Significantly contributing to a shift from farming to urban residential living, an electric tram service was extended to Annerley in 1899, connecting Dudley Street to Cornwall Street along Ipswich Rd (CGQ 2013).

The Boomerang Picture Theatre, which opened in 1924, was a much-loved local institution. At one point there were three cinemas in the area (Pers. Comm.). A cake and pastry shop owned by Fred Lunn was commemorated in his son's memoir, "Over the Top with Jim". Food For Less, one of the first supermarkets in Brisbane, recently closed to make way for a Woolworths complex, which is scheduled to open in August 2013.

2.2. Annerley today

A suburb of 3 square kilometres (or 284 hectares) in size, Ipswich Road divides Annerley into two halves of east and west (profile.id 2013). Primarily a residential area, Annerley has two key nodes - Annerley Junction and Chardon's Corner, both retail and service hubs along Ipswich Road. Please refer to the map below.



Map of Annerley and surrounds (Adapted from RP Data 2013)

City Plan 2000-12

The Stephens District Local Plan, part of the City Plan 2000, is a short yet helpful insight into BCC's vision for the area. There are clear strategies to "reduce pedestrian movement" across lpswich Road at both Chardon's Corner and Annerley Junction. For the latter, the plan emphasises the eastern side of lpswich Road for the twin roles of;

- **Local service provision** a "traditional role" of the area which the report attributes to its accessibility, both by public transport and private vehicles.
- **Specialty retail** "developing a regional role in specialist retail activities such as antiques or second-hand retail".

The western side of Ipswich Road is "intended to contain non-retail business or small commercial uses... that complement the suburban nature of Annerley Junction". A walk through Annerley Junction largely supports the implementation of this vision — a diverse and intriguing array of specialty shops on the eastern side, and numerous real-estate agents, some small-scale technology-related businesses, and other mostly commercial businesses on the western side.

The draft Brisbane City Plan 2012 contains little reference to Annerley, though interestingly both Annerley Junction and Charden's Corner are marked two of only three "points of interest" on a map from the Mooroka-Stephens District Neighbourhood Plan Code. The plan indicates council's intention that, "the traditional character of specific commercial and shopping areas is reinforced and their pedestrian and landscape amenity enhanced, including... Annerley Junction and Chardons Corner" (BCC 2013).

Occupations and earnings

The labour force in Annerley consists of 7149 people (DEEWR 2012). Presumably reflecting the proximity of the University of Queensland and the Princess Alexandra and Mater Hospitals, the top industries of employment in Annerley in 2011 were hospitals (8.6%) and tertiary education (5%) (ABS 2012). 1 in 3 Annerley residents were professionals, compared to 1 in 5 in Greater Brisbane (ABS 2012).

In the September quarter of 2012, 460 Annerley residents were unemployed - an unemployment rate of 6.4%, slightly higher than the Brisbane rate of 5.2% (DEEWR 2012). A significant number (approximately 15%) of Annerley residents were attending a university or tertiary institution (ABS 2012).

Personal and family incomes in Annerley — at \$697 and \$1817 each — are higher than the greater Brisbane equivalent (\$633 and \$1615 respectively). Yet there is evidence of greater levels of social stratification than in other areas of Brisbane; there is a higher than average number of households in Annerley on both ends of the income spectrum i.e. that earned *less* than \$600 or *more* than \$3000 gross weekly.

• Public Transport

More than 1 in 4 people in Annerley travel to work using public transport or walking only (27.5%), compared to 16% of Greater Brisbane residents (ABS 2012). Bus routes along Annerley Road, including several express services, are frequent - although recent cuts to public transport may affect locals' mobility. The closest train station is Fairfield, from which it is a 600-metre walk to Annerley Junction. The high cost of public transport is an ongoing issue, particularly for residents on a low-income with no private transport option.

High-density households

Annerley has a high proportion of high-density housing options — most notably units and apartments (35% of dwellings) alongside semi-detached, terrace and townhouses (18.6%). Between 2006-2011, the number of semi-detached, terrace or townhouses almost doubled (from 437 to 807), whilst the number of recorded flats/units/apartments and separate houses declined slightly. Over 45% of occupied dwellings were owned either outright or with a mortgage, and almost 53% were rental properties (ABS 2012).

Families —with or without children — make up approximately half of all households in Annerley. Sharehousing is common in Annerley, and more than 1 in 5 households (12.8%) are classified as "group households" — more than double the Greater Brisbane percentage of 5.2% (ABS 2012). One-person households make up 31.2% of households, a slight decrease from 2006 yet significantly more than the Brisbane-wide average of 21.8% (ABS 2007, 2012).

Increasing gentrification, decreasing affordability

Rental prices in Annerley have increased markedly over the past 5 years. Median asking rent for a unit in January 2008 was \$290; by December 2012 it was \$350. Likewise, median asking rent for a house was \$350 in 2008 and had risen to \$440 by December 2012 (Property Observer 2013). At \$50 higher than the Brisbane median house rental price for the same time period (\$390), this is a significant difference (APM 2012). Conversely, rental units in Annerley were \$20 less than the Brisbane median of \$370 (APM 2012). Almost 1 in 5 residents - 18.4% - are in housing stress — that is, spending more than 30% of their household income on paying rent (ABS 2012).

The South-East Queensland Affordability Calculator lists Annerley at 114.6, where 100 "equals the average real housing costs in SEQ" (Council of Mayors SEQ 2013). Annerley is more affordable than surrounding suburbs such as Dutton Park (132.4), Fairfield (117.6), Woolloongabba (122.3) and Yeronga (128.3), and significantly more affordable than West End at 143 (Council of Mayors SEQ 2013). This latter finding substantiates verbal communication that as the cost of living increases in West End and other inner-city suburbs, residents are increasingly moving to Annerley (Pers. Comm.). Real estate investors have recently lauded

Annerley as one of the nation's "hottest" suburbs to invest in (De Groot 2011) due to it's "boom potential" — assessed according to three criteria; the suburb's "potential for better-than-average capital growth over the next five years"; that it is "undervalued"; and has a "median house/unit price that is affordable for most first-home buyers" (Koulizos 2012). This prediction has significant implications for long-term residents of Annerley.

2.3 The Locals

At the time of the 2011 census, Annerley was home to 10,492 regular residents (profile.id), with a fairly even split between male and female identifying people (ABS 2012). The population has increased steadily as suburban homes continue to be replaced with high-density units and townhouses. The suburb currently has a population density of 37 people per hectare (profile.id 2013).

Quick Stats: Census 2011	Annerley	Greater Brisbane
Median age	32 years	35 years
Born overseas	38% of residents	29.7% of residents
Attended a university or tertiary institution	37.4%	17.4%
Less than \$600 gross weekly household income	21.6%	19.7%
More than \$3000 gross weekly household income	13%	12.5%
Percentage of dwellings that are flats, units or apartments	35%	11.7%
Percentage of dwellings that are rented	52.8%	33%
Median weekly rent for a house	\$440	\$390
Median weekly rent for a unit	\$370	\$350
Households where rent payments are 30%, or greater, of household income	18.4%	11.7%
Language other than English spoken in household	26.1%	15.5%

Younger people

Annerley has an emerging younger demographic, with a median age of 32 as opposed to 35 in Greater Brisbane. This trend is set to continue, as the median age in the area is declining — in 2006 it was 33 — in contrast to the rest of Queensland, where the population has aged by 0.6 years since the 2006 census. 37% of residents were between 20-34 years of age in 2011; almost double the Greater Brisbane average of 20.3% (ABS 2012).

• Families with children

In 2011 Annerley was home to 650 children aged 4 years or younger (6.1% of the population), with a further 1,312 young people aged 5-19. Together, children represent 18.4% of then population, almost ten percent less than in Greater Brisbane (27%). There were 2,480 families, with an average of 1.7 children each (ABS 2012). Again, this is slightly below the Greater Brisbane average of 1.9. The family composition itself is changing; one-parent families have declined significantly from 19.2% to 14.2% (412 to 352 families), perhaps reflecting rising living costs and gentrification. Meanwhile the number of couple families with children has increased by more than 250 (35.7 to 37.3% of total families) (ABS 2012). The increasing number of young families moving into the area is evident in that Junction Park State School has needed to add more prep classes in light of the increasing number of young children in the area (Christine Wood, pers. comm.).

Older people

People aged 70 years or above also represent 6% of the local population, or 633 people. There are two supported accommodation units catering specifically to older people in Annerley (please refer to the community directory) varying from high- to low- care. Informal conversations with local residents indicate that older people in outlying suburbs frequently visit Annerley to attend community activities and/or services.

Culturally and linguistically diverse groups

Annerley is known as a hub for refugees and/or immigrants. In 2011, 302 residents stated that they spoke English "not well or not at all" (OESR 2013). 38% of local residents were born outside of Australia, and over 1 in 4 households speak languages other than English. These percentages are very similar to the 2006 Census results for Annerley; however the most commonly spoken languages other than English have changed slightly. While in 2006, Arabic was the second most popular language in Annerley (ABS 2007), it doesn't appear in the top five languages other than English in the 2011 Census. They are: are Mandarin, Greek, Vietnamese, Malayalam and Cantonese (ABS 2012). This diversity is reflected in the local primary schools — Mary Immaculate Catholic Primary School reports that 50% of their students speak a language other than English at home, while JPSS estimates that over 35 cultural backgrounds are represented in their student body (JPSS 2011 & MMIC 2011).

Aboriginal and Torres Strait Islander peoples

1.2%, or 124 Annerley residents, identified as Aboriginal or Torres Strait Islander in 2011-compared to 2% in greater Brisbane (ABS 2012). In the same year there were 12 identified indigenous students at the local primary school (JPSS 2011).

People experiencing homelessness or insecurity of tenure

There are numerous boarding houses in the area — five in Annerley alone, which house almost 100 people. There are another 5 boarding houses in Dutton Park with almost 60 rooms available, and one each in Tarragindi and Buranda (Residential Services 2013). 2011 census results for the region — "Statistical level 3" comprising Woolloongabba, Fairfield-Dutton Park, Annerley, Yeronga, Greenslopes, Coorparoo and Holland Park - reveal 362 people who were experiencing homeless. Of this number, 213 were living in boarding houses (ABS 2012).

Residents of Social and Community Housing

In Annerley and Fairfield combined, there are 355 social housing units (Housing Services 2013). There is also community housing for particular members of the community. In Fairfield, 40 independent living units are owned by Aid for the Blind for the benefit of people who are vision-impaired. Likewise, "Life in Annerley" is a project of the Multiple Sclerosis Society, consisting of 8 newly-constructed townhouses for young adults with high needs related to M.S. The facility includes a volunteer garden project for the residents — formerly housed in nursing homes — to enjoy.

2.4. Key assets

Essential services

Annerley has numerous key services, including; a fire station; post office; a bank; two primary and a secondary school; and a police station. A butcher, bakery and fruit shop provide access to food, and a Woolworths is currently being built on the grounds of what was the Food For Less supermarket.

A hub for community organisations, clubs and services

Many people visit, as well as live in, Annerley in order to participate in activities and/or access services. Offerings include:

- Annerley Baptist Church —ESL classes, craft group, and a hall for use by community groups such as AA, Australian Breastfeeding Association, the Older Women's Network and the stamp collecting society
- <u>Annerley Church of Christ</u> weekly Food Pantry, frequented by boarding house residents, refugees and other low-income earners
- <u>Annerley Community Bookstore</u> fortnightly book club for vision-impaired peoples, support for small community groups, regular fundraisers for community organisations
- Annerley Friendship Club meets every Tuesday at Stephen's RSL and has a monthly barbeque at Annerley Baptist Church
- <u>Annerley Library</u> a friendly, community-oriented hub offering numerous community activities and education for all age-groups, including free internet access

- <u>Braille House</u> recently secured a grant to renovate their kitchen and meeting space in order to make the house available for community meetings. They have a strong volunteer base and long history in the area, with their 35th jubilee in 2014.
- <u>Central Service Office for Alcoholics Anonymous</u> free tea, coffee and informal conversations for people with addictions and their friends and family
- <u>DRUGARM</u>, Mental Health Association and Australian College of Community Services a consortium which offers community and professional training, library with free internet access, and programs for people struggling with drug and alcohol use.
- <u>MaryMac Community Centre</u> Now operated by Our Lady's College, the centre is hired out by many community groups (including QLD Deaf Senior Citizens Club) and especially ethnic communities.

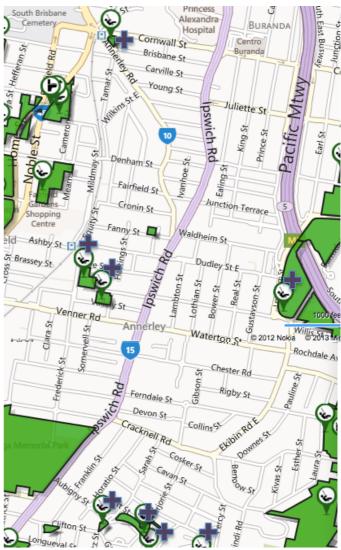
High levels of community engagement potential

2 500 people attended the Annerley Junction Christmas markets — significantly more than the 500 people the organisers had hoped for. At these markets, almost 50 people registered their interest in being part of starting the Annerley History Group. Meanwhile, over 150 people are

involved in the Annerley Baptist Church's "Chat and Choose" craft group - approximately half of these participants belong to the church while others are from the broader community. Clearly in Annerley there is an eagerness to become involved in meaningful local activities, with great opportunities for building community through projects and events.

Green spaces

Ekibin Park South and Fairview are the largest of Annerley's 8 parks. 7 of these have playgrounds (BRISparks 2013). Together they comprise more than 8 hectares, most of which are on the outskirts of Annerley's boundaries (please refer to map opposite). There are currently no activities run by BCC in Annerley parks, representing an opportunity to initiate such activities. In 2011 over 50 people worked to initiate a community garden at the local Club, which ultimately Croquet was unsuccessful. However Transition Town Annerley continues to meet and is looking into other options, including the Yeronga Community Centre garden.



Park Map: Annerley parks are marked with a cross (Adapted from BRISparks 2013) 10

Strong local commitment to community involvement and volunteerism

Numerous existing communities of geography and interest have indicated their deep and ongoing commitment to the area — including local churches, schools and businesses (WECH 2012). On an individual level, more than 1 in 5 Annerley residents stated that they have done voluntary work through an organisation or group in the past twelve months - 1,952 people or 21.2% of the population. This is higher than both the Greater Brisbane (18.8%) and Australia-wide (17.8%) percentages. A case in point is that there are over 50 volunteers at the Annerley Community Bookstore. The increasing number of younger residents in Annerley represents a particular opportunity for innovative, short-term and project-specific volunteering of time and/or skills (such as microvolunteering). Studies have shown both younger people and recently or semi-retired individuals prefer these forms of volunteering.

Active schools and families

Staff and parents at JPSS are very involved in the school community and have indicated their interest in local community and creative projects. The school principal, staff and P&C are also partnering with local businesses and the library in school-based projects. They have offered the school hall, when available, free of charge for community events. Conversations have been initiated with the Catholic primary and secondary schools.

Creative and diverse local businesses

Annerley Junction and Charden's Corner each have an eclectic and interesting mix of small businesses. These include an aquarium, ethnic food and clothing stores, art supplies, hairdressers, comics and games, opportunity shops, locally-produced crafts, cafes, restaurants and mobile phone stores.

3. Emerging themes

Lack of information-sharing

While there are a large number of community organisations in the area, there appears to be minimal inter-communication, cross-referrals or resource-sharing. For example, Campbell Page Employment Services were unaware that there was a local food pantry or free English classes that their clients could access. This is also true for local residents and businesses: there is no obvious place (physical or virtual) to find out about events and activities, local volunteering opportunities or where to seek support. There is a clear need for improved cross-organisational and community-wide dissemination of information.

• People with different abilities

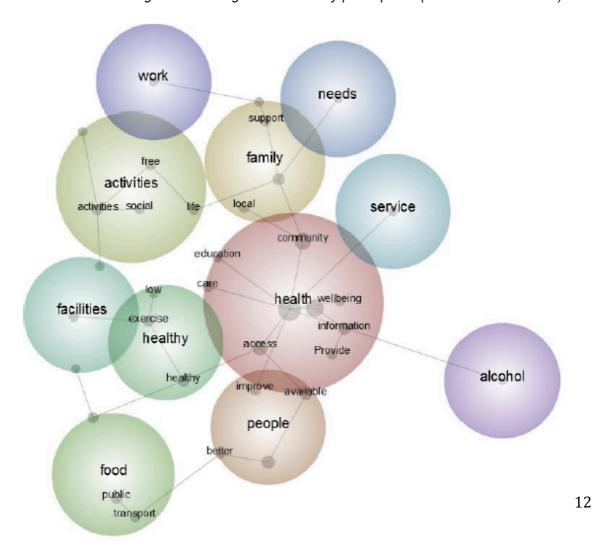
Annerley is a service hub and/or a home for many people with different abilities. Most notably, the Queensland Blind Association, Aid for the Blind and Braille House all serve the needs of the

vision-impaired community, and there is a housing residence in Fairfield specifically for this group. One key gap identified by these organisations is the absence of a local support group (the closest is at Mount Gravatt), and more specifically the lack of a support group for people who are newly blind, or a social group catering specifically to younger people. Annerley Community Bookshop has recently initiated "Listening to Literature", a fortnightly book club for the community and specifically people who are vision-impaired.

Shifting cultural roots

While Annerley has traditionally been home to people from a variety of cultures, many of whom arrived as refugees, increasing gentrification and rising living costs appear to be taking their toll. The socio-economic status of CALD communities in the area is changing, with less refugee families moving into the area and more people on "Temporary Business (Long Stay)" 457 visas. At JPSS the number of African students has declined from 80 to 20 students in the past few years, while the number of CALD families moving to the area to work at the hospital or university has increased. This includes a growing Indian population - in 2011 India was the birthplace of 3.6% of Annerley residents (ABS 2012, Christine Wood Pers. Comm.). In comparison, the 1.3% of Annerley residents in the 2006 census who indicated they were born in Sudan, are no longer visible in the 2011 census data (ABS 2007 and 2012).

"What needs to change?" according to CALD survey participants (Medicare Local 2013)



Despite this the local employment agency, Campbell Page, indicate that they have a significant number of CALD clients, especially from African and Middle-Eastern backgrounds. They were concerned about a perceived lack of social and intercultural activities for their multicultural clients. The Romero Centre, based at Dutton Park, also reported that they work with large numbers of refugees in the Buranda / Stones Corner area, as do the Multicultural Development Association. The centre was concerned about the vulnerability and high needs of their clients, many of whom are on a Bridging visa and have young families (Pers. Comm.). These concerns echo the needs identified in WECH's preliminary research for local support services for multicultural groups, including African and Middle-Eastern peoples. The table on the following page represents the findings from a community survey question to CALD people, "what needs to change?" (Medicare Local 2013). Recently two new English classes have been initiated in Annerley — one at the library and one through Annerley Community Bookstore in collaboration with Annerley Baptist Church — for CALD residents.

Disparate experiences: wealth and marginalization

As the process of gentrification and urbanization continues, social stratification is increasing. In the past five years there has been a significant decline in single-parent families, refugee communities and older people. Residents of boarding houses or social and community housing remain, and a variety of people visit the area to access community services. However these groups may be increasingly marginalized in the broader community as rent prices increase and demographics continue to change. Initial investigation has indicated an absence of community work currently taking place in housing residencies to work alongside isolated or marginalised residents on issues of relevance to them. Similarly, strategies to support and celebrate local diversity are largely absent.

• Inter-community space

There is currently a lack of inclusive community spaces and activities that are not primarily connected to a particular religious, ethnic or other specific group — or is not pay-for-use. The exception to this is Annnerley Community Bookshop and Annerley library, both of which residents' regularly "drop-in" to visit. Unfortunately neither organisation has private or after-hours meeting space. There is significant demand for community meeting space that these organisations thus cannot respond to (WECH 2012). Some options being explored by Community Plus include the use of the Junction Park State School Hall and/or Stephen's RSL for community activities and Braille House as a more homely meeting space for community groups.

A sense of community, social cohesion and community involvement is a key factor for high-density liveability, alongside environmental quality, the availability of services, and choice of residence (QUT & Northshore Development Group 2009). Annerley has a strong community spirit and active community that would benefit from long-term resourcing in terms of physical space and community development initiatives aimed at connecting different aspects of the community.

4. Visions for the future



Key words used by local residents when speaking about Annerley (Heilbronn 2012)

Well-connected

- Information and resource-sharing across community groups, organisations and residents
- Inviting and well-utilised community newsletter
- A clear "go-to" (virtual and/or physical) for people needing support, referrals or simply wanting to get involved in their community
- "Friends of Annerley" active working group, with community-spirited representatives drawn from a broad range of local contexts

Active community spirit

- Exciting and accessible projects, events, activities and community spaces that reach across socio-economic, cultural, faith, ability and age divides
- Innovative "volunteer bank" for community organisations, building local area capacity across a range of roles and agencies (WECH 2012)
- Strong local voice in council and other political forums re: preferred development outcomes

Solidarity with, and increased agency of, marginalized and/or vulnerable groups

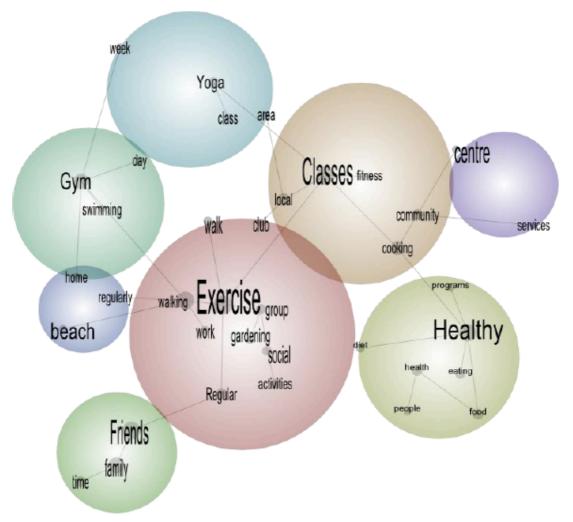
- Multifaceted support for people who may be socially isolated and/or marginalized, especially those living in community housing, boarding houses and social housing
- Opening spaces for people to have a voice, share their story and be agents for change in their community

A thriving, friendly and creative precinct

- Vibrant trader's association that co-organises exciting events and activities
- Close connections between schools, organisations, businesses and the library forming a "hub" or centre of activity
- Pedestrian-focused local shopping e.g. market days, festivals
- A green, engaging and even interactive streetscape e.g. Park(ing) day 2013

Green spaces, green futures

- Community garden and associated community workshops around DIY, sustainability and social change
- A variety of spaces and activities that encourage outdoor physical activity, including walking trails and free activities in the park
- Existing green spaces protected and enhanced
- Community transport initiatives, continuation of BCC taxi service and an affordable public transport system (Medicare Local 2013)



"Where do I go for health promotion and prevention?" according to survey participants (Medicare Local 2013)

5. Next steps

PRIORITIES	LOOKS LIKE	ACTIONS (6-12 months)
Increasing information and resource-sharing in Annerley	 The Annerley Connection Active online presence, both through website and social media Friend's of Annerley working group Facilitating connections and fostering good working relationships between local organisations, schools, churches and other grassroots groups/individuals. This may include an initial community meeting of interested parties, with a view to regular interactions 	 Effective distribution of monthly publication, "The Annerley Connection" Ongoing social media usage Ongoing meetings with key organisations in Annerley, and gauging possibility of collaboration on projects and/or usefulness of local agency meetings Identifying and working with key people to initiate "Friends of Annerley" reference group
Identifying and building on local interests	 Ongoing appreciative inquiry and listening projects to identify local passions & needs Weekly community yoga and other physical activities (pending funding applications) Public art project/s in Annerley Junction Support creation of community garden Annerley History Group — support the group to host a "(Hi)story walking" tour Listening for where the community interest/spirit is, and following! 	Hosting listening stalls at community events Supporting Annerley History Group and other local initiatives Applying for grants to initiate and implement community-identified projects Meeting with local artists and school re: community art
Improving access to shared community spaces	Identifying and promoting community meeting space/s	 Meetings with Braille House re: opening up a community space Hosting community events at a variety of centres and spaces Developing a public list of available community spaces
Working alongside marginalized residents	 Developing informal relationships through regular visits, small-scale projects and positive opportunism. Identifying needs and responding accordingly. Events and activities relating to self-identified interests of these groups Information, referral and support services easily accessible for Annerley & District residents. 	 Spending time with housing residents, English class participants, AA meetings, food pantry users etc Updating and distributing community resource guide Applying for grants to run projects — e.g. local story project, resident barbeques
Supporting the development of a thriving, friendly & creative precinct	 Regular street festivals and events Support the establishment of the Annerley Trader's Association Public artwork/gardens along Junction and in other places 	 Assisting with Junction Street Fairs, including grant writing Co-hosting Trader's event/s Meeting with local innovators to initiate events / public art

6. Conclusion

In the next 12 months we will seek opportunities to support and build upon community spirit and local interest/need. The initial focus is on improving communication between community groups, residents and businesses — hence the March launch of The Annerley Connection. This is balanced with ongoing outreach work in Annerley and involvement in community activities and events alongside interagency visits. There is increasing emphasis on working with local residents who may be marginalized, including migrant communities, the elderly and boarding, social or community housing residents. Our capacity to do so will be enhanced through the ongoing work of building strong working relationships with the local community (especially organisations, churches, schools), a strong reference group, and building our volunteer base.

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