
Charles Darwin University

**Building family and community resilience in Cardinia growth corridor
A case study of Officer**

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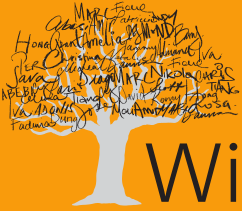
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Windermere

*everyone is someone
in our community*

**BUILDING FAMILY AND COMMUNITY RESILIENCE
IN CARDINIA GROWTH CORRIDOR:
A CASE STUDY OF OFFICER**

**Prepared by:
Dr Margaret Lynn and Dr Devaki Monani
Monash University**

**Project funded by:
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and the Lord Mayor's Charitable Fund**

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- Department of Human Services (Southern region)
- Department of Education and Childhood Development
- AV Jennings
- Vic Urban
- Cardinia Shire Council
- FACSIA (Communities for Children)
- Victoria Police
- Casey Cardinia Community Health Service
- Growth Area Authority
- Department of Planning and Community Development
- The McCaughey Centre, University of Melbourne
- Victorian Multicultural Commission
- Vic Health

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4Cs Foodbank; Aboriginal Health Service, Southern Health; Anglicare; AV Jennings; Best Start; Berwick Family Relationships Centre; Berwick Grammar School; Big House; the following groups and portfolios within Cardinia Shire Council: Youth Services; Maternal and Child Health; Sustainable Communities; Community Services; Sustainable Environment; Strategic Planning; and Sports and Recreation; Centre for Multicultural Youth; Centrelink; CityLife Community Care, Knox; Connections; Delfin Lend Lease; Family Mediation Centre; Foundation House; Gordon Care; Living Learning Pakenham Neighbourhood House; Maranatha Christian School; MECWA, Pakenham; Mission Australia; Narre Community Learning Centre; Officer Primary School; Officer Tennis club; Outlook; OzChild; Pakenham Baptist Church; Playgroup Victoria, Dandenong Centre; RSL Dandenong; South-East Housing Co-operative; South Eastern Region Migrant Resource Centre Inc; U3A; Uniting Church Presbytery Berwick and Officer; and WAYSS, Dandenong

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TABLE OF CONTENTS

1. Executive Summary

2. Process

- Brief project outline: introduction
- Literature review and research process
- Ethics approval and informed consent
- Governance and partnership development
- Stakeholder engagement and research participation
- Engagement with residents in Officer

3. Introduction to Officer

- Income and employment
- Future employment
- Mobility
- Community assets

4. Findings from Growth Corridor Engagement and Analysis

- Perceptions of organisational stakeholders
- Perceptions of current Officer residents
- New residents and their perceptions
- Summary of findings

5. Learning and Recommendations

- Stakeholder engagement
- Engaging the new community
- Networking and bridging
- Establishing partnerships
- Service and resource planning
- Community development and service delivery models

6. Future Directions

7. Bibliography

8. Appendices

Appendix I - *Listing of services and organisations where interviews were conducted*

Appendix II - *Questions for services' and organisations' representatives*

Appendix III - *Questions for existing residents of Officer*

Appendix IV - *Questions for new residents of Officer*

Appendix V - *Officer's Community Assets*

Appendix VI - *Explanatory statement for services and organisations*

Appendix VII - *Explanatory statement for existing residents of Officer*

Appendix VIII - *Explanatory statement for new residents of Officer*

BUILDING FAMILY AND COMMUNITY RESILIENCE IN
CARDINIA GROWTH CORRIDOR:
A CASE STUDY OF OFFICER

**Windermere Child and Family Services - Cardinia Shire Council –
Monash University Initiative**

Report prepared by; Marg Lynn & Devaki Monani, Monash University

1. EXECUTIVE SUMMARY

This project commenced with a request to Monash University from Windermere Child and Family Services to assist with research to develop a response to growth corridor human service demands, so as to examine and develop ways of establishing relationships with the new community that are proactive, capacity building and therefore less reliant on intensive services. Partnering relationships were broadened to include the Cardinia Shire Council, with strong links to other local and state organisations (Please refer to **acknowledgments section**). Philanthropic funds were obtained for two years to undertake this research. A part-time researcher was appointed, a literature review undertaken, and a relationship-building and asset-mapping process was commenced.

The focus of the project is Officer, situated 50 km from Melbourne, and located within Cardinia Shire Council, a region which has one of Australia's fastest growing populations, with one third of its residents under 20 years of age (Cardinia Shire Council 2008). The old rural town and district of Officer is currently undergoing rapid change; its current population of 1000 is estimated to expand to around 40,000 by 2030 (id consulting pty ltd 2010).

The project aimed to help all 'stakeholders' build an understanding of the needs and issues facing this growth corridor area, especially Officer, and to recommend on strategies that will eventually assist in the development of a well-resourced, socially connected, resilient and capable growth corridor community.

More than sixty interviews were conducted with local and regional organisational representatives and existing Officer residents, providing information, observations and organisational and community perspectives on the community and encouraging early access to services and support structures in the expanding township of Officer. A small number of newly arrived residents in the first housing estate to be developed in Officer, by AV Jennings, were also interviewed to obtain an understanding of their motivation for moving and their expectations of their new community.

While the original purpose of the project was altered due to a delay in the development of the whole estate and hence the settlement of new residents, significant findings of this project include:

1. The need to establish strong social and community relationships particularly in response to concerns about major shifts in the population and how this needs to be appropriately addressed. This concerns include addressing:
 - *The availability of appropriate youth and family support services for vulnerable members of the community;*
 - *The complex needs for victims of family violence particularly for vulnerable communities*
 - *Ensuring meaningful involvement of existing residents in planning to avoid feelings of alienation;*
 - *The need for infrastructure reflecting ecological sustainability, especially regarding water and transport*

2. The need for early provision of accessible community infrastructure, specifically:
 - *The urgent need of the new train station at Officer;*
 - *Better public transport within the growth area;*
 - *Service hubs that bring services together in an easily accessible location;*
 - *Community space for passive and active recreation;*
 - *More immediate affordable housing to address critical issues of mortgage stress;*
 - *The provision of adequate support from community service agencies at an early stage of arrival in the growth corridor*

The recommendations arising out of this project are:

- Project partners should ensure wide communication and dissemination of the findings and future intentions to participants and other sectors of the community interested in growth corridor development.
- Engagement with new residents should be advanced by the ARC and other related future projects to ensure that their interests, needs, concerns and preferences are reflected in the policies and practices adopted by local, regional, state and federal organisations that can be influenced by such research and projects.
- To the extent that 'community' is formed through networks and networking, consideration needs to be given in policy and practice to resourcing networks that ensure that individuals, as workers, clients or residents, are not isolated, but mutually connected, supported and informed.
- Every project management process requires a good governance process and partnership agreement. The significance of partnerships that are as equal and transparent as possible cannot be overstated, requiring negotiation through sometimes robust discussion and challenge.

- Funding needs to match growth to ensure that well-resourced and vibrant communities emerge in the growth corridor. This requires a significant shift in government thinking. The proposed ARC and other related future projects will provide significant research findings that will contribute and influence development of the policies and practices adopted by local, regional, state and federal organisations.
- Further projects, the ARC and other developments, need to deal respectfully with the community and draw their methods as much as possible from community expression, community concerns, interests and preferences, all of which may need to be mediated and negotiated. Agency funding should be gradually shifted towards early intervention projects and processes to prevent much of the later demand. This approach requires strong support and commitment from all stakeholders, and recognition that these are long term strategies.

The project, if funded further, will develop in tandem with the projected increased numbers settling in Officer, to provide buffers against the well documented mortgage and other stressors impacting on both resilient families and those experiencing the severe distress of substance addiction, family breakdown and violence, child maltreatment, mental illness, and refugee trauma. Future research needs to continue the work undertaken in this project, including the mapping of community assets in order to identify resident needs. It is also important that stakeholders and researchers engage with new and existing residents so as to facilitate capacity building, and hence community resilience, within the community.

Further work will enable sustainable and transferable outcomes, and an application to the Australian Research Council for an Industry Linkage Grant was lodged by Monash University in November 2009, in partnership with Windermere, Cardinia Shire Council, VicUrban, Growth Area Authority, Victorian Multicultural Commission, VicHealth and AV Jennings Developments. The outcome of the ARC application will be known in May/June and if successful, work will commence in July 2010. This larger project will more closely investigate the issues facing growth corridor areas and provide more detailed recommendations on human service demands, capacity building and resilience in these newly forming communities.

2. PROCESS : Brief Project Outline: Introduction

The project commenced with a request to Monash University from Windermere Child and Family Services to:

- Assist with research to develop a response to growth corridor human service demands
- So as to examine and develop ways of establishing relationships with the new community that are proactive, capacity building and therefore less reliant on intensive services.

Philanthropic funds were obtained for two years, with a higher amount in the first year. Partnering relationships were broadened to include the Cardinia Shire Council, with strong links to VicUrban and the Growth Area Authority. A Project Development Group was established with a still broader membership of government and non-government organisations, with terms of reference addressing its role in providing expert advice and leverage for the project. A Project Executive of the three prime partners was formed, with a Memorandum of Understanding to define its roles and responsibilities. A part-time researcher was appointed, a literature review undertaken, and a relationship-building and asset-mapping process was commenced. While the project focus was on the developing area of Officer, it was recognised that the growth corridor from Dandenong to Pakenham is relevant as a context in which Officer is and will be serviced and supported, and hence it was important to understand the range and function of community organisations across that wide area. Thus, the process has involved more than sixty interviews with local and regional organisational representatives and existing Officer residents, providing information, observations and organisational and community perspectives on the community and encouraging early access to services and support structures in the expanding township of Officer. A small number of newly arrived residents in the first housing estate to be developed in Officer, by AV Jennings, were also interviewed to obtain an understanding of their motivation for moving and their expectations of their new community.

Officer is 50 km from Melbourne, a suburb emerging where a rural town and district with a population of 1000 currently exists, and which is estimated to expand to around 40,000 by 2030 (id consulting pty ltd 2010), as a major activity centre, including the relocated Shire offices. Cardinia Shire Council has one of Australia's fastest growing populations, with one third of its residents under 20 years of age (Cardinia Shire Council 2008). As an example, Officer's service base will need to expand in the next twenty years to attend to 3477 children of 0-4 years, whilst in 2006 there were 28 such children.

Rationale :

The project aims to help all 'stakeholders' build an understanding of the needs and issues facing the growth corridor, especially Officer, and to recommend on strategies that will eventually assist in the development of a well-resourced, socially connected, resilient and capable growth corridor community. The approach envisages the further development of the project using community development practices for enabling members of families in new areas to form local friendships, become part of informal networks and consequently build and strengthen connections within the township. The initial aim had been to engage, in an integrated strategy with other stakeholders, with new residents as they move into the housing estates of Officer, leading to our project's formation of action groups with residents around issues they have identified. Vital insights

were gained from a few new residents, and the report will explore some reasons that action following new resident engagement was not fully achieved.

Next Stage:

The project will ultimately engage, through partnerships, with a whole of government approach, addressing areas that are central to family well being, such as health, mental health, education, early childhood development, policing and community safety, ecological sustainability, cohesive neighbourhoods embracing diversity of Indigenous and multi ethnic families and inclusiveness of diverse abilities.

The project, if funded further, will develop in tandem with the projected increased numbers settling in Officer, to provide buffers against the well documented mortgage and other stressors impacting on both resilient families and those experiencing the severe distress of substance addiction, family breakdown and violence, child maltreatment, mental illness, and refugee trauma.

Further work will enable sustainable and transferable outcomes, and an application to the Australian Research Council for an Industry Linkage Grant was lodged by Monash University in November 2009, in partnership with Windermere, Cardinia Shire Council, VicUrban, Growth Area Authority, Victorian Multicultural Commission, VicHealth and AV Jennings Developments. The outcome of the ARC application will be known in May/June and if successful, work will commence in July 2010.

Literature Review and Research Process:

National and international literature clearly indicated that our research is located within current debates on the extent of and constraints to urban growth (GAA 2008, Spiller 2008, Parliament of Victoria 2006), and contemporary framings of community resilience, community wellbeing and community capacity building and their substantial literatures (eg Verity 2007; Woolcock 2006, Norden 2004, Rogan 2002). Findings from further developments of the project will make a significant contribution to major international challenges and bring them together in ways not yet attempted or researched. We found that a pervasive problem is escalating costs and underperformance of human services, and the resultant need for alternative models of service delivery, and this is particularly relevant in rural and regional areas, where infrastructure and skills are lacking (National Rural Health Alliance 2006).

The rapid population growth estimated to occur in Australia generally by 2050 (ABS 2009), particularly in new growth corridors, is creating considerable pressure in housing, infrastructure and human services (Sharp and Clark 2008, Bartolo and Carpenter 2001), and the need for a 'liveability agenda' (GAA 2008, West 2008). The impact such growth has at the urban/rural interface is of urgent concern for a range of environmental and social reasons. These regions fringe metropolitan and regional cities and are neither fully urban nor rural.

Fringe areas are often sites of important natural resources, remnant biodiversity, contain significant landscapes (both indigenous and non-indigenous); they continue agricultural practices even as more urban-based industry arrives, and attract diverse populations. Therefore, the changing demographics of these growth corridors, with a shift from rural to urban identification, have important implications for community identity, wellbeing and social cohesion (Buxton et al 2008).

Decades of literature, since at least the US 'boomtown' phenomenon discussed in the 1980s (eg Davenport and Davenport 1983) has recognised the social costs impacting on communities of very rapid growth, in a multifold increase in mental health, overloading of informal networks and formal services. Costs for 'old' residents are reflected in the Victorian Parliament's 'Outer Suburban Interface Report' 2006, exacerbated by the concerns of farmers relating to the growth infrastructure contribution tax, proposed and then withdrawn by Parliament in early 2010. The exponential growth of housing prices are recorded daily in the press, and signal the need for public housing to be included in the mix for development (Klein 2004).

We can predict from the experience of the adjoining municipality of Casey (growth of approximately 6% to 22% non-Australian born in the last decade), that Officer will be transformed from cultural homogeneity to diversity in the years to come, and will require an investment in multicultural awareness and sensitivity and the negotiation of difference (Permezel and Duffy 2007, Lynn 2006, Mundaly 1999).

The interviews, to be discussed later, resonated with Johnson's 1997 research in a Delfin housing estate, where lack of public transport and recreational facilities for young people were key concerns of women. The issues she critiqued persist, and assisted in the development of our interview questions, and the emphasis in this research on pre-empting critical problems.

As indicated, the literature offers the recurring theme that a growth area context presents a green-field site for service development and indicates stark evidence of the effects of minimal provision, while providing an opportunity for creative planning of new approaches in the 'post-normal conditions' of a climate change crisis (Clinton Climate Initiative 2009).

To obtain our respondents, a modified snowball sampling approach was utilised within a wider set of 'link-tracing methodologies' (Spren, 1992; Atkinson and Flint, 2001) which involves drawing from the social networks of key respondents to initiate an expanding 'set of potential contacts' (Thomson, 1997; Atkinson and Flint, 2001). The shire directory, the CALD network, facilitated by Windermere, and direct contacts through recruitment at a forum, enabled access to willing participants. The snowball sampling technique was also replicated whilst engaging with longer-term residents, through Officer Primary School as intermediary, providing access to a key informant who in turn made possible contacts with over 20 interested parties.

This asset-mapping process serves to acknowledge the 'existing community resources instead of the deficits' (Hu, Amsden, Kara, Law, Macleod, Pattern and Tupechka 2002). We adopted qualitative methods, using semi-structured interviews to explore the experiences, reflections and valuable insights of respondents in their support of or experiences as growth corridor residents. Along with the shire directory, the approach also enabled mapping of the existing infrastructure in Officer.

From the start of the project the asset-mapping process was crucial to our understanding of the existing services, roles and functions of the community organisations in the growth corridor region. Our aim throughout the research has been to acknowledge and recognise the strengths of the existing social infrastructure, including services, key institutions, formal and informal groups and associations that operate in, or relate to, Officer. We have begun a dialogue through the asset-mapping process with the participating community organisations in particular about the growing demand, and needs experienced by the organisations to respond to this demand. A total of 43 human service and community organisations in the growth corridor between Dandenong and Pakenham participated, as well as twenty four residents of 'old' Officer, in seventeen single or joint interviews.

Ethics Approval and Informed Consent :

A key aspect of the asset mapping and interviewing process was gaining ethics approval from the Monash University Human Research Ethics Committee. Given the nature of the current research it was essential that matters relating to informed consent, confidentiality and safety of respondents were considered prior to establishing contact. This process required the research team to submit the semi-structured interview questions to the ethics committee for approval. Throughout the engagement process the various respondents were informed about the voluntary and confidential nature of the project. Monash University has exclusively retained raw data and detailed transcripts of interviews.

Governance and Partnership Development:

A critical component of this project has been the development of three sets of overlapping partnerships. The three parties mentioned, Windermere, Cardinia Shire Council and Monash University, formed the governing executive for the project which met monthly. A wider set of government and non-government organisations formed a Project Development Group (PDG) which met quarterly and provided oversight and further advice to the Project Executive, but also served as the only growth corridor social development group in Cardinia. The PDG continued a dialogue with Cardinia Shire Council about the need for the Council to take on and expand this role, as it was seen as the body with ultimate legitimacy for such a function. Windermere's Business Development Manager invested substantial time, energy and skill in the creation and maintenance of relationships with PDG members and the nurturing of partnerships, many of whom were further encouraged to become industry partners in the ARC application. Thus, a third level of partnership was formed with seven industry partners joining with seven Monash University researchers.

Stakeholder Engagement and Research Participation:

- The asset mapping process with stakeholders underwent two key stages which began in February 2009 ***Consultations with Project Development Group and Project Executive on developing a comprehensive list of community organisations (Feb 09-March 09)*** It was decided that the information gathering and asset-mapping interviews would be conducted with government and non-government, health and human services, and allied community organisations operating in the Dandenong-Pakenham Growth Corridor. We were keen to identify the diverse nature of community organisations across the growth corridor.
- ***Establishing connections with community organisations and stakeholder engagement (April 09-September 09)*** The Shire community services resource directory on the website was an initial source for gathering contact details of community organisations. However, it became clear that community organisations worked under tight timelines and hence were mostly unavailable for research participation. The Southern Integrated CALD Child and Family Services network facilitated access to several other mainstream organizations, and a Health and Community Services Forum provided face to face access to recruiting further participants. This phase took far longer than we expected because of the difficulties in accessing participants. Those who were able to commit time to an interview are very much appreciated by the researchers.

See *Appendix 11* for questions asked of organisational stakeholders.

Engagement with residents in Officer:

Resident engagement in Officer also underwent two key phases between September 2009 and May 2010

Phase I - Engaging with existing residents in Officer Whilst conducting research with key stakeholders in Officer, particularly with the schools, contact with existing residents in the area was also facilitated. The Officer Primary School was a focal point of contact with existing residents since a majority of the teachers at Officer Primary School resided in Officer or interacted closely with the residents in Officer. The Officer Primary School Country Fair was a major event attended in Officer which enabled the creation of a link between the Monash researcher and residents. Contact was also established with a third generation Officer resident and community leader whose role was pivotal in gaining connections with existing residents in Officer.

It became apparent that in the Officer community, many residents and their families have lived and worked in the area for generations, intimately connected through friendships and social interaction over a long time, and often inheriting and

continuing family businesses. A total of 24 existing residents were interviewed and details of their responses are reported in the latter sections of this report.

Phase II - Engaging with new residents in the Arena Estate of Officer

The Arena estate in Officer is a rapidly developing estate established by A.V Jennings. An A.V Jennings manager has been involved in the Project Development Group since its inception in 2008. Hence gaining non-identifying information regarding the residents, such as numbers moving into the estate, became possible. In addition to this, A.V Jennings agreed to the Monash research team's request to circulate letters explaining the outline of the project and possible participation. The letters detailed the researchers' purposes and their ethical obligations.

See Appendix III and Appendix IV for interview questions with existing and new residents in Officer.

3. INTRODUCTION TO OFFICER

Income and Employment :

Evidence of income and employment in Cardinia and in Officer relies on the 2006 census (.id consulting pty ltd). The Cardinia Community Profile published in 2010 provides useful statistics for all suburbs and towns in the Shire. The 2006 population of Officer (929) is similar to its current size and so the census provides a relevant baseline for the developments that will shortly take place.

Officer demonstrates the highest labour force participation rate in the shire, with 73.8% employed, compared to 69.8% across the shire, 65.3% in the Southeast Metropolitan Region and 65.6% in the Melbourne Statistical Division. Educational levels and employment type reflect the current patterns of more technical than knowledge industry employment, and the challenge to broaden accessibility in order to meet the needs of individuals and families for satisfying work close to home and thus build an active community, and adequately staff existing and new organisations and services with appropriate professional and managerial expertise.

Officer (10.6%) and Cardinia Shire as a whole (9.6%) have a lower proportion of university graduates than the Melbourne Statistical Division (19.6%), and similar to the Southeast Metropolitan Region (9.5%). However, they have much higher proportions of trade-qualified people: Cardinia 21.5%, Officer 21.0%, while Melbourne has 14.1% and SMR has 17.1%. Tradespersons in Officer and Cardinia are consequently proportionately more numerous than in Melbourne and the Southeast Metropolitan Region, while intermediate clerical, sales and service workers were less represented than in Melbourne and the region. Officer had significantly more professionals (13.8%) and managers (17%) than the region (11.8% and 9.7%), and higher than the Shire (13.2% and 13.7%) but fewer professionals than Melbourne (22.5%). Melbourne has a smaller proportion of managers at 12.5%). Officer and all Cardinia have fewer labourers than the region but more than Melbourne.

In 2006 12.9% of households in Officer were low income, defined as below \$500 pw before tax, compared to 15.1% for the Shire, 17.8% for the region and 17.8% also for Melbourne. Officer also has the third highest average income households, defined as incomes over \$1700 pw, of the shire's ten towns and town clusters, with 27.8%, compared to 20.6% in the shire, 17.9% in the region and 24.7% in Melbourne.

The Socio-economic Index for Areas (SEIFA) further demonstrates the aggregated relative lack of disadvantage of Cardinia as a whole (the middle ranked municipality in Melbourne at 1027.2 compared to 973.6 for the whole of the region, indicating higher disadvantage. Officer is lower still at 1072.1, closer to the highest ranked in Melbourne of 1104.5 (Booroondara). This cannot be applied to individuals, and it is recognised that as the population increases rapidly, the complexity and diversity of circumstances will increase significantly. Before the growth impacts significantly Officer is demonstrably a relatively advantaged town, according to the economic and social measures considered.

Future Employment :

Three employment precincts for Officer, Cardinia Road and Pakenham, substantially on the southern side of the freeway, are under development. As a mixed economy for the area is desirable in order to provide the widest possible range of jobs, an employment corridor strategy is currently being developed by Cardinia Shire Council to enable the creation of adequate and appropriate local employment prospects (Cardinia Shire Council website). The need for such a strategy is reflected in the figures produced by SGS Economics and Planning (Spiller 2008) suggesting that 'if you live in Box Hill you will have access to at least 45% of all jobs in Melbourne within 30 minutes' drive, but fewer than 10% of jobs exist within a 30 minute drive of Officer'. Arts, recreational and cultural jobs are proportionately less available in Officer than in inner Melbourne or in Dandenong.

Mobility:

Current advice from developers and the Cardinia Shire Council is that the majority of new residents have moved only a short distance from their previous home. They are moving both to where they are familiar with the social and physical environment, and where they can afford to buy. There is a mix of first and second home buyers, and some households are downsizing.

In May 2010, the Arena estate which is the first to be developed in Officer, has about 130 houses occupied, with many others under construction.

Community Assets:

From the Shire website and from interviews conducted in Officer, a picture of the organisations and physical resources existing in Officer can be developed.

This listing appears as *Appendix V*.

4. FINDINGS FROM GROWTH CORRIDOR ENGAGEMENT AND ANALYSIS

Perceptions of organisational stakeholders :

As this was not a quantitative piece of research, numbers are not meaningful in conveying the significance of themes identified from organisation or community representatives. Semi-structured interviews meant that not all the same issues were addressed in the same way, and comparing responses is not always fruitful. However, many similar responses were received in, for instance, identifying needs or organisational responses to planning for growth, and these will be expressed qualitatively.

Needs:

The most common response to identifying needs of growth corridor residents was to define them in terms of the service needs already addressed by the organisation. Comments were then qualified by saying they had no capacity to start addressing or planning for those needs until the population arrived, that is, when the growth in their target client populations was recognised by their funding bodies. A compelling criticism of funding was that it needed to be population-based and grow with the population, with certain weightings for such things as SES factors, and hence similar to that operating with regards to Maternal and Child Health funding. Most people observed that current funding arrangements made the early provision of accessible services and community infrastructure impossible. Other organisations with more specific populations (eg refugees) indicated they would be able to respond but were not expecting an immediate influx to Officer of their clients.

Many respondents identified specific **public and social infrastructure** as vital developments. These included:

- **Public transport** and the urgency of the new train station at Officer; affordable and regular transport, with its lack stretching the available community transport; and the impact on young people who have no transport.
- **Service hubs**, and more specifically children's services hubs, that could bring services together in one place, so as to make them accessible and convenient. This would also enable agencies to better staff these services, as funding bodies might otherwise only provide a sub-regional rather than a local service. Children's services needs in such a hub include playgroups, post-natal depression support groups, as well as the range of all early childhood and child care options. With 1050 births in Cardinia last year, children's services are seen as a priority, especially by Cardinia Shire Council. Another suggested function of a hub is as a place in which community members could hold meetings and courses run by community members themselves.

- **Affordable housing** While a key feature of growth corridors is the availability of lower cost housing, stakeholders nominated a range of critical issues such as mortgage stress, a lack of financial knowledge in managing mortgages and need for education to address such, lack of emergency housing, and public/social housing. One respondent saw a need for alternative models of co-housing. Another observed that access to affordable housing will be necessary to make Officer equitable and diverse, otherwise it will be a 'mono-society'.
- **Community space** is needed to create meeting places, passive and active recreation places, places where people feel supported and enabled, and where community spirit is fostered. Walking spaces to reduce reliance on cars, and the communal spaces that medium density housing can provide to reduce isolation were also noted. Safe and fun recreation for young people was important to many. One suggestion was to make better use of under-occupied public buildings for community development purposes.

The need for **services** was stressed:

- **Youth and family support services** were mentioned frequently. Support services for vulnerable families with teenagers, where resilience against depression can be built; respite and family support for families of children with special needs and behavioural issues; parenting programs and support systems attending to power and control issues and the cultural gap between the expectations of young people and their families.
- **Victims of family violence particularly in vulnerable communities** , were seen as very under-resourced, often because of the complexity of community support dividing between parties.
- Many agencies observed that they had not developed **multicultural and inclusive practices** because the population was not there yet, but usually noted that they would need to. Some were aware of new migrant arrivals in the area and were enjoying the challenge of new learning to meet their needs. Cultural needs were acknowledged and worked with in foster care for Indigenous and Muslim children, inter alia. The need for equity of access to services and housing for Aboriginal and migrant residents was noted by community representatives. Cardinia Shire Council's lack of Indigenous staff was seen as a deficit, abetting reduced responsiveness to Indigenous community issues compared to Dandenong and Casey Councils.

Respondents in informal, community, volunteer or non-bureaucratic settings tended to refer much more frequently to **community and interpersonal process issues**, than to service gaps. Some examples are:

- The capacity to respond to the person flexibly, and listen to them, from which issues may arise that need intervention
- Providing the opportunity for people to write their stories, thus understanding themselves better
- The organisation's primary role in responding to social isolation, disconnection, and lack of neighbourliness, which contribute to mental health and other issues, and thus facilitating networks of support and social interaction.
- Acknowledging the role of community development in bringing old and new communities together and promoting community cohesion.

Responses or Plans:

As indicated above, very few respondents and organisations expressed the ability to plan for future growth, many indicating they were not meeting current needs and could not raise expectations of extended services. One large federal government agency indicated that two years ago a new way of integrating their services in an enlarged office had been mooted, but not advanced. Many endorsed the VicUrban hub model, yet without any identified management and funding body support for participating in it. Those with the flexibility to respond would do so when the population arrived, as already mentioned, eg, working with refugees, and would form partnerships with other organisations they imagined would be in a position to respond, and for whom they could provide supervision, debriefing and secondary consultations. Maternal and Child Health nurses are funded for growth and can anticipate needs.

The private school sector is effectively the only sector engaged in planning for growth except mandated governments: local, state and federal. Nine private schools have recently, or are about to, open their doors in Officer. Some are looking to developing shared community facilities, and shared activities and arrangements with others similar schools.

Organisations' relations with the formal service system:

There was a strong emphasis on networking and partnerships by all respondents – no-one operated in isolation. One organisation identified 16 formal partnerships they belong to, and many others listed equally significant numbers. Networks varied in function from information sharing, providing for referrals, to strategic planning. Networks were often as specialised as the services were, though others observed that the broad needs of their clients required them to network broadly.

Organisations' relations with informal systems:

Few formal bureaucratic organisations networked with local community groups. Exceptions were the Shire Sustainability Unit who work with environmental coalitions and community members; an Aboriginal Liaison worker who works as closely with community groups as with formal structures; and several private schools who liaise closely with their neighbours and local businesses and community groups. DHS and the Shire run expos aimed at interested community. Anglicare was one of the few to mention working with volunteers. Delfin as a key developer works closely with its own resident groups to build capacity and sustainability.

Less formal organisations (eg adult education) relate closely to resident groups in estates, offer room rentals, with attendant insurance and security, for community groups, and despatch brochures to advertise their services across the whole shire.

Respondents' perceptions of environmental issues:

Many respondents referred to the need for infrastructure reflecting ecological sustainability, especially regarding water and transport, for example, the use of recycled stormwater, water tanks for all homes and public buildings; and effective public transport and walking /cycling spaces to get cars off the road. Others referred to needing to get the infrastructure right from the start in new estates: tanks, solar, green areas, sewerage, technology, internet, transport, so it is cheaper than retrofitting. Other concerns were for appropriately sited housing on land to maximise passive solar, and the need to educate residents about sustainability, for both the environment and for keeping their costs down. The irony of planning Officer as a sustainable community and not including public housing was pointed out by one respondent. Similarly, clearing more land for housing, and its impact on sustainability, was noted. Concern was expressed for the bushfire risks associated with shire land not being maintained appropriately (although this was more of a concern in the Hills area). Another wanted bush food seed collection to be supported by the shire to aid cultural sustainability of Indigenous community groups. The most comprehensive stance was taken by the Shire Sustainability perspective, indicating a sustainable development strategy is under development which will address climate change, greenhouse, building design and requirements, with some indicators having community targets. A community awareness campaign is to be launched.

Perceptions of current Officer residents

This section will start with a few statistics. Seventeen (17) interviews were conducted involving 24 individuals. These figures will relate to the 17 sole or 'senior' respondents. They had lived in Officer for an average of 39 years. Ten were planning to stay in their current home, four believed they may be forced to retire and move, and one each said they may move elsewhere, may move to a new Officer estate, or don't know what their future held.

Many respondents had multiple social connections in Officer. Four named friends as prime contacts, 5 said family and friends, 8 said sporting clubs, in and close to Officer, 5 other clubs and associations, 4 indicated church attendance, and 2 sponsored sporting clubs through their own business.

Regarding employment, 3 had never had paid work, 2 had retired, 6 worked part-time within Cardinia/Casey, 5 worked full-time locally, 3 travelled for work from their work base in Officer (none worked in distant base locations), and 5 ran their own business.

Thoughts on growth corridor and local changes:

Those interviewed were mostly passionate about their community, and their generosity in accepting change was in many cases notable.

- *'Change is inevitable, but need decent sized blocks of land'*
- *'Nothing has changed so far, and that's the problem. All these people and no infrastructure – it's ridiculous – this far out we need public transport, proper schools, hospitals. Berwick hospital is a glorified doctor's surgery'*
- *'Don't want to lose our sense of space; dislike townhouses on estates, like ghettos; good that there are more schools but these are badly located, closeness will cause problems, racism.'*
- *'Council has asked our opinions but don't take much notice of them.'*
- *'The good times in Officer are gone when it used to be a quiet country town – now too urbanised'*
- *'Have to go along with it – at least we still have our 10 acres and a couple of steers'*
- *'Bad, because eventually this property will be an estate one day'*
- *'I accept change as it happens. Lack of infrastructure before people move in worries me. The size of the blocks and roads and parking space worries me – no room around property which is bad planning. Good too because there will be more opportunities, e.g. with schools'*
- *'We always knew it was going to happen when we moved here because we could afford to. Would like Officer to retain areas with low residential numbers, and for change to be well orchestrated.'*
- *'Growth is good but needs to be better managed. Long term residents cherish what is here and that needs to be acknowledged. A lot of consultative meetings but not getting anywhere. VicUrban people keep changing and it brings things to a sudden stop before it takes off again. Information provision is poor, and individual participation low. Frustration for people whose land is in the declared growth area, with increased rates but no benefit, and can't sell because of issues still pending with the government. Lot of angst'*
- *'All for it, good for business, will bring new services like sewerage'*
- *'Officer is environmentally sensitive with low-lying land and needs to be carefully managed. At the moment it's overrun with commercial interests rather than concern for the community or environment'*

- *Totally against the change to boundaries as it will cut my business in half, and I'll be forced out because of rate increases'.*
- *'You kind of think you don't want to be in the growth corridor with the growth tax they're putting on farms – it's criminal. Traffic is creating problems on narrow roads, and schools too close together. Developers should have to take account of impact on surrounding roads. Our right to farm could be challenged if houses are built too close to us'.*
- *'Developers should pay for road development as they are boosting the population. Why should council pay when they are in so much debt? Rates are horrendous and we don't get anything for them'.*
- *'Don't want to see it grow as quickly but I can see it happening. As long as the infrastructure is done correctly. Size of block sizes concerns me - you need space for kids to play in the backyard. It's just greed making these blocks so small – developers' greed'.*
- *'Rates went from \$3000 to \$21000 in 3 years because of 2030 Plan. We would be expected to pay \$10m upfront on selling the land and most would be \$2m as down payment. How do you make up \$8m? – Optimistic it won't go through'.*
- *'In the end, more employment opportunities'.*
- *'There's a new Bendigo (Community) Bank because of community. I don't know how the new houses in Officer will form community'.*

Needs of growth corridor residents:

Residents were asked about needs and whether there were differences between the needs of existing and new residents. Many described the differences as being generational or aged-based, as most of the interviewed Officer residents were older, and they perceived that newcomers would be mainly young families. Some saw the needs as being the same but the expectations as different, with newcomers perhaps finding it hard to adjust to rural/outer metropolitan life. One stressed the need for existing residents to be meaningfully involved in planning, so that the place can reflect the interests of those who have contributed so much to the community all their lives, and are now at risk of being ignored and feeling alienated. Information in relation to government planning intentions was reported to be hard to find.

A list of specific needs were provided by most, with numerous multiple mentions. These included: sporting facilities, safety and frequency of trains, public transport, decent roads, schools, more public secondary education, hospitals, doctors, shops, police and crime prevention, shopping, parking, footpaths in non-estate areas, places to take children to community events, jobs in the area, a post office at Lakeside, not just pubs for young people's entertainment, skate-parks ('good but recipe for killing themselves').

Other observations regarding needs included:

- *'city fathers need to be more tolerant of young people';*
- *a challenge is to mix low, medium and high density housing, with high density development near the rail line and arterial roads; rising rental costs are causing problems for people;*
- *'Officer is well off with business centres either side';*
- *'transport and health services are big things for older existing residents'.*

How will existing and new residents relate?

Residents responded in a number of positive but not especially proactive ways.

- *'Only meeting place in Officer is at footy or cricket. The Progress Association could contact new people to let them know what goes on and how they could contribute to community'*
- *'Always older residents at meetings, new don't want to get involved. Everyone used to be in everything. Now only a few of us at church, and some of them from Pakenham. We need more signs telling people what's available'*
- *'It's up to the shire and the residents to let people know or find out what's happening.'*
- *'Communication important – new ones need to find their feet. New communities can be formed by new residents. Sporting groups are available to them.'*
- *'Sports clubs could invite everyone once a year. Fairs could help but need volunteers and a lot of work'*
- *'Needs to be mutual respect between old and new. The old need to accept thousands moving in, over next decade'*
- *'Need to ensure high standards of housing and development so ghetto doesn't develop – could create tensions if people feel they are in a sub-standard community. No racial overtones – everyone is integrated well. Want good quality of life for children. State and local government need to communicate and they don't. No response on growth tax – falls on deaf ears. To make it work with new and old residents requires walking together, communicating, allaying fears of being pushed out.'*
- *'They will have to become involved in eg sport, and then they will become Officer residents – will just mingle in together'*
- *'It's very challenging to go from 3000 to 30000 in Officer. In the past integration was through sport. Want to see integration because too much segregation in society'*
- *'Most people get to know their neighbours and others through sport and school community. Council and developers and some organisations put out information but always more needed'*
- *'I hope newcomers get involved in schools, not just drop children off. Comes back to community. I hope private schools don't develop cliques and concentrate all sport at school. School is Monday to Friday. Sport is local. ... Newcomers will be welcomed if they join in the community but not if they try to take over. Up to them to join. Sport is very important way of getting involved. There must be someone in the estate who could start a youth club up'*
- *'A community house is important for informal support, skill sharing through a community centre, cooking together'*
- *'New people will mix among themselves and old-timers will just fade out, will change the whole structure of the place. I'll accept the younger people but haven't got the energy to do too much.'*
- *'You can't generate social interaction'*

Issues of environmental sustainability

In contrast to the interviews with service providers and organisational representatives, almost half (8 out of 17) of the residents spoke of their own involvement and investment in the environment, rather than what 'they' should do. Residents mentioned the use of tanks, recycled grey water, selling only regrowth timber, using less pesticides, a wetland for run-off, taking care in burning off, buckets in sink and shower, turning switches off, giving a parcel of land to Melbourne Water to halt erosion and expand a walking track, and no longer pumping farm effluent into Westernport.

In addition, concerns or frustration were expressed in regard to regulations, planning requirements preventing farmers/landholders deciding themselves to cut down dangerous trees, 'wasting money' on frog fences and underpasses, allowing environment groups to protect areas of bush that are 'firebombs waiting to explode', losing natural bush sites through development, and too much local water going to Westernport.

Future research will aim to explore more about people's response and engagement with issues of sustainability, both social and environmental.

A final comment from a participant:

- *'Let's make sure it's a good place to live: academic, sporting, attractive to business, carbon-friendly, people-friendly, community-friendly. We should see the environment as 'what it is like to live here'.*

New residents and their perceptions :

We interviewed the six new residents in Arena who responded to our letters. We resolved not to seek out further participants through outside agents such as the schools because it was possible that the school age children in Arena, an unknown number, were spread among a dozen local schools, and schools are not resourced to do more than advertise in newsletters, thus being less direct in their approach than our own. Our original intention had been to form action groups among new residents but this proved to be unrealistic, both in terms of time available in the project, and in the timing of the approach or lack of readiness by residents to participate. As already discussed we were later than we expected in reaching the point of considering group formation, and we decided not to pursue a group with our respondents (those we interviewed) because we would gain little new information, and further, it raised ethical issues for us about commencing a group process that we could either not continue or not guarantee its future facilitation, the ARC outcome still being unknown (even at the end of May).

The interviews did not reveal issues that people were able to identify immediately as wanting to work on collectively, and it was evident that a different and longer process of engagement would be required in establishing action groups.

Extrapolating from the interviews we conducted, we found that the low rate of response appeared to relate, partly, to the stage in the settlement process that people were at, so that many were involved in 'nesting': establishing home and garden, and putting down roots. It also related to the intensity of people's lives so they were not looking to add any new dimensions.

The six participants comprised a retired married professional, a young married professional and a young married professional couple, both with young families and both working, a widowed parent with adolescent and older children, and a single woman without children, both working full-time in administration.

Three of the five households had moved from relatively nearby in the growth corridor, four of the five had rented prior to moving, and were paying off mortgages. The retiree and partner owned their home outright. One participant had moved closer to work, the other four employed participants had moved further away. All had moved to Arena for the pleasant environment, the relative quiet, the closeness to parkland in the estate and rural areas beyond it, the fact there would soon be a close train station, and for all but one, the affordability of the estate and the area. One had established a friendship with a next door neighbour, but others saw neighbours and other residents occasionally while walking, and perhaps said hello, but had not befriended any, with the exception of one recent happy connection with another parent/resident through the school.

Two of the six participants were keen to take a leadership role in estate activities, one immediately if the occasion arose, one once the 'nesting' stage was undertaken. Two others were interested in getting involved in activities if they were initiated or facilitated by others, while two were unable to extend their time and energy commitments beyond their current very stretched state.

It was evident that participants had diverse needs. The single woman was interested in engaging in community activities as a way of meeting people. Families with young children were fully absorbed with them, especially as they worked outside the home as well, and had little capacity to take on new activities. Older participants were more likely to have established interests and networks, and not be seeking to rely on new connections. One young woman commented that if she were not working she expected she would feel very isolated and would be keen to form or join a group of women in the same situation as herself in the neighbourhood. There are gender issues that are glossed over in universalistic approaches to planning. Among our participants there was little common ground because of their different life stages and there was little expressed interest in working in diversity to seek common ground at this stage.

The lack of infrastructure in the estate, e.g. shops, a barbecue area, a meeting place, reinforced the separation and fragmentation of community life at this early point in the development of the estate. Having a coffee shop to take friends to, having a barbecue area in the park that would draw other families out and meeting each other, as well as barbecues being put on specifically to encourage such meeting, were mentioned. Those who had moved from within the growth corridor were likely to shop in their old familiar territory or a range of other places, including

nearby Lakeside, which meant that their points of identification were scattered, and little connected them or gave them a sense of belonging to Arena. A shopping centre will be built by a private developer when it becomes profitable to do so.

Two of the three couples represented were two car families out of necessity. One woman lived close enough to her work to ride a bike, and hence they managed with one car, but this imposed limitations.

It was recognised that we concentrated on seeking interviews only, relying on the written word to engage people and requiring confidence in speaking to strangers. We would have extended our means and methods of communication if we had had a wider response, and more time, to draw other people in who may have responded to, for instance, a neighbour's invitation and/or a poster inviting people to a barbecue in the park.

Summary Of Findings:

1. The need to establish strong social and community relationships was raised in response to concerns about major shifts in the population and how this needs to be appropriately addressed. This concerns include addressing:
 - a. The availability of appropriate youth and family support services for vulnerable members of the community
 - b. The complex needs for victims of family violence
 - c. Ensuring meaningful involvement of existing residents in planning to avoid feelings of alienation
 - d. The need for infrastructure reflecting ecological sustainability, especially regarding water and transport.

2. The need for early provision of accessible community infrastructure. This includes:
 - a. The urgent need of the new train station at Officer;
 - b. Better public transport within the growth area;
 - c. Service hubs that bring services together in an easily accessible location;
 - d. Community space for passive and active recreation,
 - e. More immediate affordable housing to address critical issues of mortgage stress,
 - f. The provision of adequate support from community service agencies at an early stage of arrival in the growth corridor

3. Future planning. This includes:
 - a. A need for ongoing mapping of community assets to identify resident needs
 - b. Stakeholders and researchers continue engagement with residents so as to facilitate capacity building within the community
 - c. Recognise that there is a process of settlement when residents will be less inclined to engage in establishing action and community groups

5. RECOMMENDATIONS AND LEARNINGS

A. Stakeholder Engagement:

The project's stakeholder engagement has involved interviews with service providers, local community organisations, residents of established Officer and a small number of new residents. The complexity of new urban growth inevitably means that a multiplicity of stakeholders and their agendas, a greater range than those interviewed, creates issues for consultation and communication of intentions and findings. Many interviewees expressed concern, and sometimes frustration, at not knowing enough about what was being planned. It is imperative that this project takes seriously the need to communicate well with all those they have interviewed. This will take the form of launching this report, inviting all participants and other key stakeholders to the launch, providing access to the report as widely as possible, and distributing a summary for interested people who may prefer not to receive the whole report. Interviewees have all received a copy of the report summary and an invitation to request the fuller report.

Service providers will be invited to participate again if the ARC project has been funded and the next stage of the project can commence.

Recommendation : *Project partners should ensure wide communication and dissemination of the findings and future intentions to participants and other sectors of the community interested in growth corridor development.*

B. Engaging the New Community:

Our interviews with organisations and contact with a small number of new residents altered our intended approach. Engagement with new residents was to be a coordinated process with other stakeholders who wished to establish relationships with them. Interviews revealed that human service organisations and other service providers were in no position to actively engage with new residents. As already discussed, agencies had no funding to work proactively with the impending growth in the corridor, and were barely meeting their existing demand.

Our stated purpose had been to commence working with new residents as they arrived, and forming at least one action group during the life of the project. This was altered by the delay in the development of the whole estate and residents commencing arrival up to nine months later than we had originally expected. Then, in meeting the few new residents who responded to our two letters, in November and April, we have found that they are very occupied with establishing their house and garden, involving themselves in a 'nesting' period, and are not yet seeking to establish wide community links. Their reluctance to talk to us may also reflect the singular nature of our methodology, which at this stage was all that our more limited resources would allow: an interview process, heavily reliant

on people's skills and interests in that form of communication. The further project, if funded by the ARC, will draw on many more methodologies and perceptual modes. Social science research ethics do not allow 'cold calling' of interviewees, all methods needing to allow full control and the right to non-participation by respondents.

Recommendation : *Engagement with new residents should be advanced by the ARC and other related future projects to ensure that their interests, needs, concerns and preferences are reflected in the policies and practices adopted by local, regional, state and federal organisations that can be influenced by such research and projects. Further, communication and engagement with new residents needs to use a range of methodologies and not rely on 'talk mode' solely, and interviews. A strategy that makes use of everyday technology, such as the internet, for example, could be usefully employed in these future projects.*

C. Networking and Bridging :

The over 60 semi-structured interviews have created opportunities for continued networking, building interest and goodwill for the project, ensuring communication channels penetrate both formal and informal networks, allowing for the growth and extension of contacts and networks on behalf of the project, as well as encouraging the development of greater interaction between formal (bureaucratic) and informal (community) systems.

Recommendation : *To the extent that 'community' is formed through networks and networking, consideration needs to be given in policy and practice to resourcing networks that ensure that individuals, as workers, clients or residents, are not isolated, but mutually connected, supported and informed. Current residents of established Officer were asked how they might form bridges with new residents, and this will be reflected in the ARC and related future projects.*

D. Establishing Partnerships

An essential part of this project has been the formation of partnerships and the development of collaborative working relationships. Much time has been invested in creating trust and shared understanding, seeking consensus and finding ways of meeting the organisational needs in the project for each partner. The project, as presented in this report, and the overlapping process of establishing a wider set of partnerships in order to go forward together with an application for an Australian Research Council Industry Linkage Grant, have exemplified such a process. It has meant that we three core organisations have, where appropriate, been able to present to the community as a team. Apart from the interview engagement, in which our role and distinct niche was explained, we have presented at two Human Services Forums organised by Cardinia Shire Council, and at a Monash University Forum run by the Institute for Regional Studies. We have established important relationships through the Project Development Group with other key government departments and local organisations in the region, especially the Department of Human Services and the Victoria Police, in addition to ARC partners. It is intended that our experience of partnership development will be written up separately as a paper for publication.

Government funding frequently expects and rewards the establishment of solid governance structures and partnerships, but never recognises the time and effort required to work collaboratively to put together a project such as this one, often instead encouraging competition between organisations. Organisations positioned to take a lead in local and sub-regional integrated planning for social infrastructure and community development should have access to funds to enable this process to occur as it is arguably performing a function of 'government'.

Recommendation: Every project management process requires a good governance process and partnership agreement. The significance of partnerships that are as equal and transparent as possible cannot be overstated, requiring negotiation through sometimes robust discussion and challenge.

E. Service and Resource Planning:

It was evident from all interviews conducted, with the exception of that with the Maternal and Child Health Nurse, that human service providers and their organisations had no capacity within their funding formula to anticipate and plan for the influx of service demand. While Shire services have a planning function, their focus too is substantially limited by funding. Non-government organisations usually carry waiting lists in dealing with current demand, and also frequently service a client population without funding, after significantly exceeding their targets for the year. They often saw no point in attempting to plan for the future. Further, government consultations have raised expectations without guaranteeing delivery on the models they have canvassed (such as hubs).

It is ironic in the face of government rhetoric about whole of government approaches, growth corridor sustainability, liveable communities and a Fairer Victoria, that funding formulae and funding levels are condemning growth corridor residents to under-resourced communities and ad hoc service delivery, and potentially a divided city of inner urban wealth and outer urban poverty. Structure and strategy plans concentrate on infrastructure rather than infrastructure + services + timeliness, and are dependent on future state budgets for major parts of their implementation.

Recommendation :Funding needs to match growth to ensure that well-resourced and vibrant communities emerge in the growth corridor. This requires a significant shift in government thinking. The proposed ARC and other related future projects will provide significant research findings that will contribute and influence development of the policies and practices adopted by local, regional, state and federal organisations.

F. Community Development and Service Delivery Models :

This project seeks to demonstrate the value of community development in pre-empting the need for heavy reliance on expensive specialist human services intervention, while recognising that some specialist services will always be needed. The project did not reach the stage of such demonstration, but evidence nonetheless can be drawn from the project.

Some community development takes the form of early intervention, such as Best Start, and agencies all attested to the importance of early intervention in preventing crises occurring, which become psychologically costly for families and individuals, iterative and expensive for service providers.

Notwithstanding the recommendation above about funding matching growth, it is acknowledged that funding will always be constrained and new models of working need to be developed and adopted that are less individualistic and more collective/communal, less reliant on specialist intervention and more on mutual support and social connectedness.

The most innovative examples of practice mentioned in interviews were usually community-based. Traditional methods of service delivery are rarely evaluated and cannot be claimed as a superior means of 'changing lives'.

The importance of understanding and working with the community/communities is attested to in this project. The recognition of 'old' Officer and the impact of growth is essential if they are not to be alienated, excluded from resources, their voices ignored, and only considered as a source of taxation to fund growth infrastructure. The community context needs to frame all service development and delivery.

Recommendation : *Further projects, the ARC and other developments, need to deal respectfully with the community and draw their methods as much as possible from community expression, community concerns, interests and preferences, all of which may need to be mediated and negotiated. Agency funding should be gradually shifted towards early intervention projects and processes to prevent much of the later demand. This approach requires strong support and commitment from all stakeholders, and recognition that these are long term strategies.*

6. FUTURE DIRECTIONS:

The findings from each stage of the project (formation, partnering and planning, interviewing organisations, and interviewing residents) have provided us with invaluable knowledge and understanding to go forward to the next stages. In July 2010 we hope that a successful ARC application, with an expanded set of University researchers and industry partners, will enable us to pursue an integrated and ambitious research program, driven by the overall question:

What are the key developmental factors necessary for building resilient and sustainable communities in new growth corridors?

To answer this, the project aims ultimately to address six interrelated questions:

1. What **models of community development** and service delivery will achieve sustainability and empowerment for and with communities, services and residents?
2. How can **social support needs** of new growth corridor populations be met, while reducing the reliance on high-end human services and increasing participation and informal support through community networks, activities, and civic partnerships?
3. What **strategic responses** from government levels, funding bodies, services providers, community organisations and members are required to achieve sustainable communities and empowered citizens in new growth corridor estates?
4. What are the **social infrastructure** elements needed in neighbourhoods and Officer Town Centre to support community connectedness, health and wellbeing?
5. What are the **sustainability** issues identified by the community in the growth corridor, and how should they be addressed?
6. What are the **settlement needs** of newly arrived migrants and refugees in growth corridor areas, and how can services and organisations best meet these needs?

These questions have been influenced and shaped by industry partner participation, and provide an insight into the further evolution of this project. It will draw on action research with resident groups, human service providers and community organisations, and engagement with a whole of government approach to Officer as an exemplar of growth corridor community development. All three partners in the existing project will adopt significant roles in the ARC project, when funded, which will be led by Monash University.

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Appendix I: Listing of services and organisations interviewed

N O	NAME OF ORGANISATION	SERVICES	PLANS FOR OFFICER
1	<p>Foundation House, Brunswick and Dandenong</p> <p>Member of CALD network facilitated by Windermere Child and Family Services.</p>	<p>Foundation House provides direct services to clients in the form of counselling, advocacy, family support, group work, psycho-education, information sessions and complementary therapies. Most importantly since its inception in 1988 Foundation house supports mainly refugee families who have escaped war trauma. Foundation house currently services two key areas in Melbourne, the surrounding suburbs of Brunswick located within the inner city Melbourne area, and Dandenong.</p>	<p>Currently Foundation House is not planning to extend services specifically to Officer. Because of the lack of funding and the growing demand between Springvale and Narre Warren for supporting refugee families, the services will not be extended to Officer at this stage. However Foundation House is accessible to all members of the community.</p>
2	<p>Centrelink, Australia-wide</p> <p>Member of CALD network facilitated by Windermere Child and Family Services.</p>	<p>“Centrelink is an Australian Government statutory agency, delivering a range of Commonwealth services to the Australian community” (www.centrelink.gov.au).</p> <p>Centrelink provides support and financial benefits to various community groups and individuals such as carers, families in crisis, support with death and disability payments, support for those seeking employment, support for parents with children, retired individuals, self-employed individuals, and farmers and students.</p>	<p>Centrelink has offices both in Dandenong and Pakenham. It is predicted that Officer residents will use the Centrelink agency in Pakenham. There is also a Customer Service Centre located at Fountain Gate Shopping Centre in Narre Warren that provides mainly financial support and employment placement support.</p>

3	<p>WAYSS, Dandenong</p> <p>Member of CALD network facilitated by Windermere Child and Family Services.</p>	<p>WAYSS operates from Dandenong to assist individuals who are homeless or at risk of homelessness to improve their life circumstances by providing access to stable, affordable and safe accommodation.</p> <p>The key programs currently run by WAYSS include Emergency Youth Accommodation, Drug Court Homelessness and Assistance Program, Family Violence Crisis Service, Domestic Violence Outreach Program, Youth Support Program, Housing Services, Common Homelessness Access Point, Private Rental Access Program, Women's Outreach Program, Social Housing Advocacy and Support Program, Outer South Rooming House Program, Housing Support For Indigenous Tenants Program, and the Step Ahead Program which is a medium-term supported accommodation program for single young people who are homeless or at risk of homelessness. Details of these programs can be found at (http://www.wayssltd.org.au/prog).</p>	<p>Individuals from Officer are able to access this service. Due to the lack of funding and the lack of numbers in the Officer-Pakenham region WAYSS intends to operate from Dandenong.</p>
4	<p>A.V Jennings</p> <p>Project Development Group Member Growth Corridor Project</p>	<p>A.V Jennings is a real estate developer. A.V Jennings has been a Project Development Group Member of the Growth Corridor project since 2008. Over the last three years A.V Jennings has been involved in developing the Arena@Officer, the first estate to be occupied by new residents.</p>	<p>The Project team liaised with some residents at the Arena Estate, through AV Jennings' facilitation.</p>
5	<p>Maranatha Christian School (Officer Campus)</p>	<p>Maranatha is a Christian school for students from Prep to Year 9 currently, however the school is planning to grow, due to the rapid demand, from Kinder to Year 12. The admission criterion is limited to students whose parents come from a Christian background.</p>	<p>School located in Officer.</p>

6	Officer Primary School	<p>Officer Primary School has a long history in Officer. It was first built in 1886 for 20 students. In 2008 there were 245 students enrolled in the school. However in recent times the school has found difficulty in retaining students particularly because primary schools have started in Pakenham.</p> <p>Officer Primary School also supports students with special learning needs.</p> <p>The schools biggest annual event is the Officer Primary School country fair.</p>	School located in Officer
7	<p>The Returned and Services League of Australia, RSL Dandenong</p> <p>Member of CALD network facilitated by Windermere Child and Family Services</p>	<p>The Returned and Services League has some 1500 Sub-Branches Australia wide and a membership of 240,000, and is the largest service and ex-service association in Australia. The RSL Dandenong initiates and supports several welfare initiatives in the Dandenong Berwick area.</p> <p>The Dandenong RSL has several poker machines, a bar area and a dining area. Meals are subsidised for RSL members.</p>	There is an RSL centre in Berwick; however Officer residents have opposed the establishment of gambling centres or other gambling related activities facilitated through RSL or commercial ventures.
8	<p>CityLife Community Care, Knox</p> <p>Member of CALD network facilitated by Windermere Child and Family Services</p>	<p>CityLife Community Care is a church based service which provides a range of community services. The various programs are community support program, emergency accommodation, counselling services, health related services, refugee ministry and fee based health related services.</p> <p>CityLife Church has been operating in Knox and recently decided to extend services towards the Dandenong-Pakenham growth corridor.</p>	CityLife Church has extended services in Hallam. These services are now accessible to residents in Officer.
9	OzChild (National)	<p>OzChild supports disadvantaged children. In particular, children with learning and language difficulties, disability, mental health issues or young people whose future job prospects are very limited, form the core client group of OzChild.</p> <p>Recently OzChild has taken on supporting children facing childhood obesity and cyber bullying. OzChild has created special programs for Indigenous children particularly literacy programs and healthy lifestyle programs.</p>	OzChild is a national organisation and is accessible to all those who require support.

10	<p>Growth Areas Authority</p> <p>Project development Group Member Growth Corridor Project</p>	<p>The Growth Areas Authority is a statutory body concerned with developing communities in growth areas that are socially, environmentally and economically sustainable. In particular the GAA works closely with industry and local Councils to ensure economic, employment and housing priorities are achieved in Melbourne's five growth areas (Refer to A plan for Melbourne's Growth Areas for details).</p> <p>The Growth Areas Authority was established in 2006 as part of the Victorian Government's plan for outer urban development, A Plan for Melbourne's Growth Areas. This plan sets out a vision for Melbourne's growth areas over the next 25 years.</p>	<p>GAA is working closely with Cardinia Shire Council and is a member of the Project Development Group facilitated by the growth Corridor Project team. GAA has been closely involved with the statutory strategic planning requirements for the Officer township.</p>
11	<p>Berwick Family Relationships Centre (BFRC)</p> <p>Member of CALD network facilitated by Windermere Child and Family Services</p>	<p>The Berwick Family Relationship Centre assists families through separation. The centre offers child focused information sessions and confidential assessments The Berwick Family Relationship Centre assists families through separation. The centre offers child focused information sessions and confidential assessments in preparing for family dispute resolution and the preparation of parenting plans. The centre also offers Early Intervention Services such as family relationship counselling and family therapy, groups for parents, men and children and adolescents and legal advice.</p>	<p>The BFRC is currently located in Berwick and has found that its central location in the growth corridor between Dandenong and Pakenham has made it an easily accessible service for Officer and Pakenham residents as well as Hallam and Narre Warren residents.</p>
12	<p>Connections</p>	<p>Connections Uniting Care provides services in five key areas: Family Services, Early Childhood Services, Youth Services, Early Childhood Centres and Housing Services.</p> <p>Connections currently services families and young children in the growth corridor region of Dandenong and Pakenham.</p> <p>For further information and details on various programs visit www.connections.org.au</p>	<p>Connections is aware that a key factor in creating and delivering sustainable programs in the growth corridor is funding. Connections identified that due to lack of funding and resources it is not able to consider planning in the growth corridor at this stage and will continue to operate from its current location in Narre Warren.</p>

13	Family Mediation Centre	<p>The Family Mediation Centre was first established in 1985 with the approval of the Federal Attorney-General, to support couples in conflict over issues such as separation, arrangements for children and parenting, division of property and future relationships. Mediation is also provided for parents and adolescents in conflict. A men's relationships program is available to assist and support separated men. In addition to support with conflict resolution, and financial counselling is also available for individuals and families.</p> <p>The Family Mediation Centre was first established in 1985 with the approval of the Federal Attorney-General, to support couples in conflict over issues such as separation, arrangements for children and parenting, division of property and future relationships. Mediation is also provided for parents and adolescents in conflict. A men's relationships program is available to assist and support separated men. In addition to support with conflict resolution, financial counselling is also available for individuals and families.</p>	<p>The closest FMC to Officer is located in Narre Warren. FMC expects that Officer residents will either chose to use the Berwick Family Relationships Centre or the FMC at Narre Warren.</p>
14	Officer Tennis club	<p>Officer Tennis Club has been active for over 11 years in Officer with strong leadership from one particular family. The club would like to have a new tennis court and enhance its local membership. The club committee is looking forward to new residents moving to Officer which will benefit the club's membership.</p>	<p>Currently located in 'Old' Officer.</p>
15	Connections participant II, Pakenham	<p>As Above.</p>	

16	DHS, Disability Partnerships	<p>Disability Partnerships and Service Planning is responsible for fostering partnerships with community service organisations funded to deliver services to people with a disability. The driving force for this program is the Victorian State Disability Plan 2002-2012 and the Disability Act 2006 which can be found on the DHS website.</p> <p>The key functions of Disability Partnerships and Service Planning include the funding and monitoring of a range of disability services including accommodation and support services, day programs, respite services and other disability specific services; collaborative partnerships with community service organisations; managing service development opportunities, including the use of any growth allocations in the disability sector.</p> <p>Disability Partnerships and Service Planning works across the Region in assisting staff within Disability Services as well as other program areas, State and Local Government agencies and the Health, Housing and Community Services sectors in improving and facilitating services for people with a disability.</p>	<p>Currently located and implemented through the Dandenong Office. Officer residents will have access to the range of disability services DHS DPSP works with.</p>
17	Anglicare	<p>Anglicare Victoria provides a range of support programs such as foster care, food and material aid, care for children with disabilities, family and financial counselling, assistance for victims of child abuse and neglect, parenting advice and support, residential and crisis accommodation for young people, and advocacy.</p> <p>Anglicare in Cranbourne offers additional support to domestic violence victims.</p>	<p>Currently Anglicare is supporting families in the City of Casey and does not have plans to move to the Cardinia Shire. (Since interviews were conducted, Anglicare has successfully tendered for the Communities for Children program which has commenced operation in Cardinia).</p>
18	Centre for Multicultural Youth (CMY)	<p>Centre for Multicultural Youth targets refugee and bi-lingual youth in the outer growth areas. The head office is located in Carlton although they have a strong presence in Dandenong.</p> <p>CMY is also involved in policy and research advocacy.</p>	<p>CMY is currently focusing on the South East region around Dandenong and the North-Western region of Melbourne.</p>

19	Playgroup Victoria, Dandenong Centre	<p>Playgroup Victoria is a state funded initiative and research has found that 54,000 children attend playgroup activities each week in Victoria. +</p> <p>Playgroup activities support children by ensuring that intellectual and language skills of children are developed. In particular pre-school children also practise social skills.</p> <p>Playgroup Victoria supports families in their playgroup experience by offering telephone assistance, online information, e-newsletters, printed publications, DVDs and by holding regular fun family events.</p>	<p>Whilst the Dandenong playgroup association is managed through a centre in Dandenong, there are several playgroups currently initiated by Cardinia Shire council. These are known as PlayStart Van Playgroup activities and are usually held in parks. Officer and Pakenham residents are likely to engage in these playgroups.</p>
20	Big House	<p>Big House communities support community development activities in the growth corridor, working especially with homeless and disadvantaged residents. They advocate for new solutions to homelessness.</p>	<p>Big House intends to expand their services from their base in South Dandenong over the next three years.</p>
21	Uniting Church Presbytery Berwick and Officer	<p>The St Andrews Uniting Church Presbyterian is located in Berwick and Officer. In Officer the church group members are recognised as the 'Union Church' Group Membership. In Officer church services are conducted on the 1st and 3rd Sundays of each month.</p> <p>The Church also facilitates Alcoholics Anonymous groups in Berwick and Pakenham.</p>	<p>Located in Berwick and Officer.</p>
22	South Eastern Region Migrant Resource Centre Inc. (SERMRC)	<p>The SERMRC is servicing the migrant and refugee communities in Greater Dandenong, Casey and Cardinia. Offices of SERMRC are located in Dandenong and Narre Warren.</p> <p>The key areas of services:</p> <ul style="list-style-type: none"> • settlement for newly arrived migrants and refugees • migration advice • supporting older CALD and refugee clients • community education and English Classes • cross-cultural training 	<p>CALD and refugee residents in and around Officer are able to use the services provided by SERMRC. The closest SERMRC office to Officer is in Narre Warren. SERMRC also conducts outreach support for older CALD and refugee clients and thus are able to support clients living anywhere between Dandenong and Pakenham.</p>

23	4Cs Foodbank	<p>Cardinia Combined Churches Caring (4C's) is an emergency food bank located in Pakenham. The service is voluntary and workers in the Foodbank are volunteers. It has been observed that in recent times more families are relying on the food bank in the growth corridor area. On average, 25 families per day are helped by the food bank.</p> <p>The Foodbank also offers other support services:</p> <ul style="list-style-type: none"> • financial counselling • support to the homeless in finding appropriate housing • no interest loans to low income families 	<p>The 4C's are currently located in Pakenham and are likely to support Officer residents. However the majority of their current clients at the Foodbank come from Pakenham.</p>
24	Berwick Grammar School (BGS), Officer	<p>BGS is a newly established (2009) boys only school and is a branch of St Margaret's Girls School in Berwick. BGS offers foundation/junior school studies with expanding sports facilities in Years 5, 6 and 7, and secondary education through to Year 12.</p>	<p>Located in Tivendale Road Officer</p>
25	Mission Australia	<p>Mission Australia is a state-wide service. Of relevance to the current project is their service delivery overview from the Dandenong office. Through their Dandenong office Mission Australia offers :</p> <ul style="list-style-type: none"> • employment and urban renewal programs for young people • support to families and children (Early learning centre in Pakenham) • homeless services • support to refugees and migrants in employment. 	<p>Located in Dandenong, Mission Australia services the growth corridor communities between Dandenong and Pakenham. Officer residents also able to use the early learning services delivered in Pakenham.</p>
26	South-East Housing Co-operative (SEHC)	<p>The South-East Housing Co-operative provides accommodation for low income people in Melbourne's south-east. SEHC is based in Dandenong, is the largest rental housing co-operative in Victoria, and is still increasing. SEHC currently has 160 properties which are leased to low income families and individuals.</p>	<p>SEHC is currently based in Dandenong and extends support to residents in the South Eastern growth corridor of Melbourne. They do not own properties in Officer at this stage.</p>

27	Aboriginal Health Team, Southern Health Community Health Services	<p>The Aboriginal Health Team works in partnership with the Dandenong and District Aborigines Cooperative Limited to support Aboriginal and Torres Strait Islander community members' access mainstream health and wellbeing services and contribute to the improved health status of the community.</p> <p>The Aboriginal Health Team provides a range of primary health care services to the Aboriginal community. The Team provide and assist access to community health services such as podiatry, dietetics, diabetes nurse education, physiotherapy, occupational therapy and massage therapy.</p> <p>There is no fee nor is a doctor's referral required for any of the community health services. Services are available to all Aboriginal and Torres Strait Islander community members and those identifying with the community from any region.</p> <p>The Team also provides a range of group activities – Monday Planned Activity Group, Stepping Out Program, Diabetes Support Group, Saturday Craft Group, Fitness Programs and the like.</p>	The Aboriginal Health Team is based at the Southern Health site - 229 Thomas Street Dandenong and the Dandenong and District Aborigines Cooperative Limited – 3 Carroll Ave Dandenong
28	Living Learning Pakenham (LLP) Neighbourhood House	Living and Learning Pakenham is a significant centre for community education in the town of Pakenham. In particular as a community education service LLP focuses on development rather than crisis intervention. LLP operates within a community development model, extending support to existing and new residents of Pakenham, and non-English speaking background residents. Because of its location in Pakenham LLP also offers some of its programs to other neighbouring growth corridor areas.	Currently located in Pakenham. Officer residents are able to use programs at LLP.
29	MECWA, Pakenham	mecwacare provides a range of residential aged care, respite care, in-home support, disability and nursing services. In addition mecwacare in Pakenham also runs a community Op-shop.	MECWA is located in Pakenham and through their outreach program has the capacity to support residents in Officer.

30	Pakenham Baptist Church	<p>The Pakenham Baptist Church runs several groups including prayer groups.</p> <p>Key groups facilitated by the Baptist church in Pakenham are:</p> <ul style="list-style-type: none"> • Impact (youth group) which provides support to teenagers and organises activities fortnightly at the church. • KidZone is a group for young kids from Year 2-6 and usually includes Bible study. • Craft workshops • Choir <p>While also religious, these initiatives undertake a community development focus.</p>	<p>The Baptist Church is keen to engage with Officer residents and expand its programs.</p>
31	Outlook	<p>Outlook takes on a 'whole of community' approach by undertaking community development initiatives at three key levels</p> <ol style="list-style-type: none"> 1) Community Services - Is primarily to provide community education to foster skills to individuals, families and business groups. 2) Outlook Environmental – manages waste transfer sites at Mornington, Knox, Pakenham, Hampton Park and Reservoir. 3) Momentum Personnel – is a specialist employment agency which supports disadvantaged workers in the Outer South Eastern Region of Melbourne. This is a free service to assist individuals with disabilities to find and keep paid employment. 	<p>Outlook is located in Pakenham and intends to service Officer residents from the current location. It is located between Pakenham and Officer in a convenient location.</p>
32	U3A	<p>U3A (University of the Third Age) is run by volunteers and provides several community education based initiatives such as computer, Internet and e-mail classes, English as Second Language Classes and specific hobby classes. These community education programs are designed to support adult education need for mainstream and disadvantaged residents.</p> <p>Currently there are two houses in Pakenham provided by the Shire that are used for U3A activities.</p>	<p>U3A Pakenham would like to start similar initiatives in Officer, however due to lack of funding U3A Pakenham Centre will continue for the time being as the closest to Officer.</p>

33	Narre Community Learning Centre	<p>This centre develops and facilitates adult learning initiatives, in particular computer courses and other accredited courses such as those related to aged care, volunteering, first aid etc.</p> <p>The Narre Community Learning Centre provides community education, drawing on a community development model supporting mainly disadvantaged community groups.</p>	<p>The Narre Community Learning Centre is a key adult learning centre in Narre Warren and hence is open to all residents of the growth corridor. Officer residents are able to access the services.</p>
34	Delfin Lend Lease	<p>Delfin Lend Lease is a real estate developer with a particular interest in developing Master Planned Estates. Delfin has developments across nine key cities in Australia: Darwin, Cairns, Townsville, Brisbane, Gold Coast, Sydney, Canberra, Adelaide, and Melbourne. Of relevance to this particular research are the developments and activities facilitated within Master Planned Communities by Delfin in Melbourne, and the Cardinia growth corridor, especially Lakeside.</p>	<p>Delfin facilitates Lakeside resident-led groups where residents are encouraged to discuss key issues in their community such as safety, maintenance and activities. A community development worker employed by Delfin works with the residents.</p> <p>Lakeside shopping facilities are open to the wider public and hence residents from Officer are able to use these.</p>
35	Gordon Care	<p>Currently Gordon Care services the southern metropolitan region and the Dandenong-Pakenham-Cranbourne growth corridor. In recent years Gordon Care has focussed on family groups with the aim of keeping siblings together for their wellbeing and security. However Gordon Care is supportive of all children. Gordon Care's work has three key aspects: Residential Services, Access (Foster Care) and Support for Separated Families.</p>	<p>Gordon Care services Pakenham and hence will provide similar support to residents living in Officer.</p>

36	Cardinia Shire Youth Services	<p>Cardinia Shire has a diverse range of support services and facilities for young people in the Pakenham Growth Corridor. Recreation, Outreach, Participation and Access are the key foci that youth officers aim to facilitate and develop. Some activities are as listed below:</p> <ul style="list-style-type: none"> • Pakenham Young Mother's Network • Mobile youth facility (MYBus) • Teenage school holiday program • After School Programs 	Young people living in Officer are able to use youth services facilitated by the Shire.
37	Cardinia Shire – Best Start	<p>Best Start at Cardinia Shire is a program, funded by DHS, designed to strengthen services and support for families with young children. The program is based on producing key outcomes such as participation at kindergartens, breastfeeding information and support for young mothers, participation in physical activity, supporting parents with social support and networks within the community.</p>	Families with children living in Officer are able to use the Best Start Program.
38	Cardinia Shire- Maternal and Child Health	<p>The Maternal and Child Health Nurses conduct an outreach program in Pakenham. Beaconsfield, Emerald, Cockatoo, Upper Beaconsfield, Koo Wee Rup, Lang Lang, Bunyip and Nar Nar Goon. The MCH nurse gives individual attention by conducting home visits to new mothers as well as being available at clinics at the various centres. This program is particularly helpful for young mothers to help them cope with birthing, breastfeeding, childcare and general information.</p>	At this stage Officer residents are able to use the MCH services provided by Cardinia Shire at the Lakeside Centre twice a week.
39	Cardinia Shire- Sustainable Communities	<p>The three key areas that Cardinia Sustainable Communities Unit deals with are:</p> <ul style="list-style-type: none"> • Economic Development (Liaise with small business and farmers in the region) • Recreation (Access for All Abilities Programs and Sporting clubs) • Arts and Culture (Manage Cardinia Cultural Centre activities) 	The residents in Officer are able to use the programs developed by the Sustainable Communities unit at Cardinia Shire.

40	Cardinia Shire-Community Services	<p>Cardinia Shire Community Services unit has adopted a holistic approach towards community capacity building. Of relevance to this project are:</p> <ul style="list-style-type: none"> • Health Promotion (For example Maternal and Child Health) • Early Years Planning • Playgroups • BEST START • Youth Services • Kindergartens 	<p>No 36, 37 and 38 in this listing are sub-categories of Cardinia Shire Community Services Unit. The programs are available to all young families and children residing in Cardinia Shire which includes residents living in Officer.</p>
41	Cardinia Shire Sustainable Environment	<p>The Council is currently working on four key areas related to a sustainable environment. These are:</p> <ul style="list-style-type: none"> • Climate change and energy consumption • Development and the built environment • Water scarcity and waste minimisation • Sustainable purchase (Procurement) and ensuring maintenance of natural systems 	<p>These are applicable across the growth corridor and hence the Officer township plans include these key priority areas.</p>
42	Cardinia Shire Strategic Planning	<p>This unit of Cardinia Shire is responsible for taking a holistic perspective into planning of infrastructure, for example the Cardinia Road Employment Precinct Plan. The Shire is required to undertake precinct and wider strategic planning which takes into consideration employment opportunities, activity centres, community, housing, transport, biodiversity, and waste and water as key aspects of planning and development.</p>	<p>The Strategic Planning Department at Cardinia Shire shares responsibility with many other Shire divisions and with GAA to plan for Officer, identified by Government as a key development centre.</p>
43	Cardinia Shire Sports and Recreation	<p>Of particular relevance to this study is the introduction of the Healthy Lifestyles Programs that addresses a number of educational/physical/promotional activities for communities through a Community Health Plan.</p>	<p>The Community Health Plan is inclusive of the Cardinia growth corridor and will develop a focus on Officer residents.</p>

Appendix II: INTERVIEW QUESTIONS FOR KEY ORGANISATIONAL STAKEHOLDERS

1. Can I clarify your organisation's role? From the website/other source I gathered that you provide... Is that a good picture of your functions or would you like to elaborate? Can you tell me how you are funded?
2. What are the **needs** of the growth corridor residents identified by your organisation? *(In terms of services, resources, structures and organisational relationships, personal and community capacities? What is your vision for the corridor? Where and what are the gaps? What infrastructure plans are you aware of that other organisations are planning?)*
3. What **responses/plans** are you currently developing for the growth corridor area of Officer? *(How are you managing the demands now? What do you need to meet the growing demand? Given the vision as you have discussed it, how can you contribute to it? How are you responding to diverse populations? What innovative ideas for housing estates and communities are you aware of that you would like to see implemented?)*
4. Where does your organisation fit into the current **formal** organisational system? *(Can you describe the local service system as you see it? What functions do you perform and how do you relate to others? To what extent do you network, with whom and for what purposes?)*
5. How are you currently involved with **informal** resident and community groups? *(Which ones do you know about? How do you relate to them and them to you? How well-resourced are they to meet their own goals?)*
6. What would you like to **find out** from new residents about their needs, interests and aspirations?

Appendix III
INTERVIEW QUESTIONS FOR EXISTING RESIDENT IN OFFICER

1. Can you tell me how long you have lived in Officer? Have you or your family had a long association with Officer? Who does your household consist of?
2. How long have you lived in your current property? In town/ out of town? Have you moved house within the Officer area? Are you planning to stay? Would you consider moving to a new growth corridor estate?
3. Do you have current connections to schools in Officer? Can you tell me about your connections and involvement?
4. Do you have social connections in Officer and surrounding district? (*Extended family? Friends? Membership of community organisations? Sporting clubs? Other?*)
5. Can you tell me about your employment (*if in workforce*) or daily occupation? How far from home to work? How do you travel there?
6. Do you own your own transport? Exclusive or shared use? How far from Officer would you typically travel in a week (*or a month if more useful*)?
7. Can you tell me what you think about the growth of and changes to Officer and the surrounding growth corridor?
8. What do you think are the needs of growth corridor residents? Are there different needs for current residents and new residents?
9. How would you like to see new and 'old' residents relating to each other? How can this be assisted?
10. Are you interested in or concerned about issues of environmental sustainability in the growth corridor and Officer particularly?

Appendix IV:
INTERVIEW QUESTIONS FOR NEW RESIDENTS OF OFFICER

1. What helped you decide to move to Officer? Are you purchasing your home?
2. Where have you moved from? Did you own your own home there?
3. Who does your household consist of? If children, where do they go to school, kinder, any child care etc?
4. Where do you/your partner work?
5. How do you *(both)* travel there?
6. How far do you live from family? How often do you see them?
7. How far do you live from close friends? How often do you see them?
8. What were your expectations on moving to Arena@Officer? *(for you, your family, regarding eg. the house, the area, the local resources, local community, contact with neighbours, environment etc)*
9. Have you made friends in Arena or in Officer?
10. What sort of contact have you had with your neighbours? Would you like to have more contact? Why/why not?
11. Where are you shopping/visiting doctors etc? Are you doing other things locally?
12. Are there resources/activities/ facilities you would like to see here in Officer *(distinguish between Cardinia Road end and Officer township)*
13. What are you looking forward to doing in the area – Officer and surrounds?
14. Would you like to get involved in activities in the community? What are your interests/what are you interested in becoming involved in?
15. If this didn't exist, would you be interested in helping to get it started?
16. Would you like to join a group to bring other people together, and perhaps plan an end of year event, or other ongoing interest group? *(If so, can I have your phone number to get back to you)*

Appendix V

OFFICER'S COMMUNITY ASSETS

Officer residents are served by or have access to a wide range of formal and informal organisations, activities, facilities and resources outside of Officer, many within Cardinia Shire. This listing is only of those within Officer itself. While it is extensive, it does not claim to be comprehensive.

Community Services :

- *Fire brigade*
- *Post office and other businesses*
- *Public hall*
- *Train station*
- *Union Church*

Community Groups:

- *National Seniors Berwick and District Branch (Beaconsfield, Officer, Pakenham)*
- *Officer and District Community Association*
- *Scout Group*

Reserves And Walking Tracks:

- *EA Owen Conservation Reserve*
- *Gum Scrub Creek walking track*
- *Recreation Reserve*

Schools:

- *Berwick Grammar School*
- *Glenvale School*
- *Heritage College*
- *Maranatha Christian School*
- *Minaret College*
- *Officer Primary School*
- *St Brigid's Catholic Primary School*

Sporting Clubs:

- *Cricket Club*
- *Kangaroos Junior Football Club*
- *Pony Club*
- *Rythdale-Officer-Cardinia (ROC) Football Club*
- *ROC Netball Club*
- *Tennis Club*

Appendix VI
EXPLANATORY STATEMENT TO ORGANISATIONAL STAKEHOLDERS
EMAILED BY RESEARCHER



February 2009

Building Family AND Community Resilience IN Cardinia Growth Corridor
(A CASE STUDY OF A New Estate / Officer)

Dear Colleague,

We are seeking your help in developing a profile of existing services and organizations, and their interests and concerns in relation to the rapidly growing locality of Officer. Our research team from the School of Humanities, Communications and Social Sciences, Monash University is responsible for managing a project which aims to contribute to an integrated approach to the development of Officer.

This project is being funded by Lord Mayors Philanthropic Trust and the William Buckland foundation and has been approved by the University's ethics committee. We are working in partnership with Windermere Child and Family Services and also with the Cardinia Shire Community Strengthening Unit.

We would like to talk to you about the priorities identified by your service for the old and new residents in the newly planned estates of Officer. This research aims to develop a community development and action-research oriented approach to responding to growth corridor issues.

We are inviting services who are interested, to take part in interviews. We recognise the time constraints on everyone, and would appreciate if you could give us 45 minutes. These are the kind of questions we will be discussing:

- What are the types of activities you intend to establish in Officer?
- What do you see as the needs of residents in Outer Growth corridor areas?

If you are willing to take part in the interview please fill in your name on the form attached and return it to the research assistant via e-mail. A member of the research team will contact you to arrange the interview time as per your convenience. If you wish to ask any questions about this project please contact the senior researcher Marg Lynn. Her telephone number is 99026326.

We will ensure that services who have agreed to participate will not be identified as individuals in subsequent reports or publications, unless advised. The information you share with us will be stored in a secure and confidential place at the University for the next five years and after which these will be safely destroyed. Please be advised that your participation in this study is completely voluntary. Should you wish to withdraw at any stage, or to withdraw any unprocessed data you have supplied, you are free to do so without prejudice.

Should you have any concerns about the conduct of the project, you are welcome to contact the Executive Officer, Standing Committee on Ethics in Research involving Humans at Monash University on ph: 99052052 or via e-mail on scerh@adm.monash.edu.au

Yours sincerely



Appendix VII

**EXPLANATORY STATEMENT FOR RESIDENTS OF OFFICER –
EMAILED OR POSTED BY RESEARCHER**

July 2009

**Building Family And Community Resilience In Cardinia Growth Corridor
(A Case Study Of A New Estate/Officer)**

Dear Resident,

We are seeking your help in identifying needs for growth corridor residents, in particular 'existing residents' of Officer. We would like to hear your views about the changing face of your suburb.

Our research team from the School of Humanities, Communications and Social Sciences, Monash University is responsible for managing the project which aims to contribute to an integrated approach to the development of Officer.

This project is being funded by Lord Mayors Philanthropic Trust and the William Buckland Foundation and has been approved by the University's ethics committee. We are working in partnership with Windermere Child and Family Services and also with the Cardinia Shire Community Strengthening Unit.

This research aims to develop a community development and action-research oriented approach to responding to growth corridor issues.

We are inviting services and residents who are interested, to take part in interviews. The interview will last for about 25 minutes. These are the kind of questions we will be discussing:

- What do you think are the needs of growth corridor residents?
- Are there different needs for current residents and newly arrived residents in the area?

If you are willing to take part in the interview please fill in your name on the form attached and return it to the research assistant via e-mail. A member of the research team will contact you to arrange the interview time as per your convenience. If you wish to ask any questions about this project please contact the Senior Researcher Marg Lynn. Her telephone number is 99026326.

We will ensure that residents who have agreed to participate will not be identified as individuals in subsequent reports or publications, unless advised. The information you share with us will be stored in a secure and confidential place at the University for the next five years, after which these records will be safely destroyed. Please be advised that your participation in this study is completely voluntary. Should you wish to withdraw at any stage, or to withdraw any unprocessed data you have supplied, you are free to do so without prejudice.

Should you have any concerns about the conduct of the project, you are welcome to contact the Executive Officer, Standing committee on Ethics in Research involving Humans at Monash University on ph: 99052052 or via e-mail on scerh@adm.monash.edu.au

Yours sincerely



Appendix VIII

**EXPLANATORY STATEMENT TO NEW RESIDENTS IN ARENA@OFFICER –
DELIVERED BY AVJENNINGS**

November 2009

**Building Family And Community Resilience In Cardinia Growth Corridor
(A Case Study Of A New Estate/Officer)**

Dear Resident

Welcome to Arena at Officer and to the Shire of Cardinia.

This letter comes to you from Monash University, working in association with Cardinia Shire Council, AVJennings, and Windermere Child and Family Services. As part of a research project called *Building Family and Community Resilience in the Growth Corridor, a case study of Officer*, funded by the Lord Mayors Fund and the William Buckland Foundation, the researchers are interested in the needs, interests and concerns of new residents, and are keen to make contact with you in person to talk to you about your thoughts about moving here, and how the project might assist you connect up with others in the estate, and with resources in the community.

The project would also like to work with those of you interested in planning, perhaps, an end of year event to bring people together and have some fun. As you know, people will be moving in regularly now over the coming months, and some will have no local links, and others may be too busy to make direct contact with many neighbours. Next year, the project is keen to continue to work with a group or groups on issues of interest to you.

We realize that many of you won't be home much during the day, so times to meet you at your convenience can be organized. If you are willing to meet with us, could you please return the enclosed reply-paid form in the attached envelope Alternatively you can ring Dr Debra Manning, at Monash University, on 9902 6577, and speak to her or leave your name and address on her answering machine, and she or one of our other researchers will ring you back.

We hope that you will be interested in the research into social connectedness in the growth corridor, and will enjoy the outcomes of working together with other residents on areas of mutual interest.

Strict privacy will be maintained regarding any information you provide. Should you have any concerns about the manner in which the research is conducted, please do not hesitate to contact the Executive Officer, Human Research Ethics in Building 3E, Monash University 3800, phone 9905 2052 or fax 9905 3831.

Yours sincerely