

Woorabinda

10-Year Strategic Capital Housing Plan

2025–2035



Woorabinda Aboriginal Shire Council
Endorsed 21 Aug 2025

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1. Executive Summary

This Strategic Capital Housing Plan (SCP) sets a clear direction for the delivery of safe, culturally appropriate, and climate-resilient housing in Woorabinda over the next decade. Developed by Woorabinda Aboriginal Shire Council (WASC), the plan responds to urgent community housing needs and aligns with the Our Place: First Nations Housing and Homelessness Action Plan 2024–2027 and the broader Our Place: First Nations Housing and Homelessness Roadmap 2031.

With more than 110 new lots and homes required to meet current demand and population growth projections, WASC is leading a place-based, community-led solution to address overcrowding, unlock serviced land, and raise housing standards in line with cultural values and family structures.

Strategic Objectives

The Plan is designed to:

- Deliver new housing that reflects the needs of Woorabinda families, Elders, young people and those with special circumstances
- Upgrade and extend the life of existing homes through targeted refurbishment
- Facilitate land servicing, subdivision, and infrastructure investment to support staged delivery
- Strengthen community outcomes through local employment, skills development, and economic participation

10-Year Delivery Outlook

Over the life of the plan (2025–2035), WASC will lead the coordinated delivery of:

- 104 new dwellings, aligned with culturally responsive design frameworks
- Refurbishment or renewal of 50 existing homes, many impacted by overcrowding or poor condition
- Three stages of land development, linked to infrastructure upgrades and planning approvals
- Investment in essential services, including water, roads, and power

This delivery will be staged and flexible, allowing Council to align activities with available funding, contractor capacity, and evolving community needs.

Beyond Housing: Lasting Community Benefits

The SCP is not just about homes—it is about people, opportunity, and place. The program will:

- Create long-term local employment pathways in construction, civil works, and support services
- Enable the establishment of a Construction Industry Hub with training, accommodation, and shared infrastructure
- Improve access to safe, quality housing for vulnerable residents including Elders, youth, and people with disability
- Strengthen the viability of local services such as education, health, and retail through population stability and infrastructure growth

Managing Delivery and Risk

With an estimated value of \$200 million, the SCP is supported by a robust implementation framework, including:

- Milestone-based funding agreements with State and Commonwealth partners
- Governance and oversight structures to ensure transparency and accountability
- A formal Risk Register and mitigation plan covering funding, land readiness, climate impacts, and construction pressures

Council will maintain a strong focus on Indigenous leadership, cultural alignment, and whole-of-community benefit as the strategy is implemented.

2. Vision and Purpose

Council's vision is to ensure that every Woorabinda resident is appropriately housed through a community-led, culturally safe housing strategy. The purpose of this 10-year Strategic Capital Plan is to:

- Provide a coordinated blueprint for future housing investment
- Reduce housing stress and overcrowding in a sustainable way
- Ensure that housing design aligns with community aspirations and cultural heritage
- Respond to local hazards including flood risk and limited land availability
- Position Woorabinda for new funding streams under state and national housing agreements

This Plan supports Priority Reforms from the National Agreement on Closing the Gap by embedding local decision-making, community-led design, and integrated services that support health, safety, and wellbeing.

3. Community Background and Context

Woorabinda is a discrete Aboriginal community in Central Queensland, established in 1927. It is home to a proud and resilient population with strong kinship networks and deep cultural identity. The community's population is predominantly young: over 50% are under the age of 25. According to internal Council data, the population exceeds 1,000 residents and is projected to grow steadily.

Woorabinda has long faced housing disadvantage due to historical underinvestment, geographic isolation, and policy failures. Existing housing stock is ageing, overcrowded, and poorly suited to the community's needs. Many homes are non-compliant with current building standards and require extensive refurbishment or replacement.

High levels of housing stress are compounded by:

- An average household size exceeding 5 persons
- A severe undersupply of new homes over the past decade
- Limited serviced land due to topography, flooding, and infrastructure gaps
- Absence of private rental market or transitional housing options

This SCP provides the long-term capital and policy platform required to deliver appropriate housing solutions that reflect community values, meet modern standards, and unlock opportunity for future generations.

4. Strategic Housing Objectives

The Woorabinda Strategic Capital Plan (SCP) defines eight long-term objectives that guide the delivery of culturally appropriate, sustainable, and community-led housing over the next decade:

1. **Reduce Overcrowding**
Prioritise the construction of new dwellings and improve utilisation of existing stock to relieve pressure on large households and address multigenerational living needs.
2. **Modernise Housing Stock**
Upgrade or replace aging and non-compliant homes to improve liveability, safety, accessibility, and thermal performance in accordance with remote Indigenous design standards.
3. **Embed Culturally Responsive Design**
Integrate local values into all housing typologies, including consideration of kinship structures, household size, age cohorts, and community preferences through co-design processes.
4. **Support Lifecycle Housing**
Provide a diverse mix of housing options tailored to Elders, individuals, families, and residents living with disability, ensuring homes are adaptable over time.
5. **Enable Land Access and Servicing**
Open up flood-free land parcels and deliver essential infrastructure to support staged residential development and long-term housing growth.
6. **Create Local Employment Pathways**
Strengthen Indigenous employment, training, and enterprise development in construction, maintenance, and housing support services.
7. **Enhance Climate and Disaster Resilience**
Ensure new housing and infrastructure can withstand extreme heat, flood, fire, and other climate-related risks, building long-term community resilience.
8. **Partner for Impact**
Work collaboratively with state, federal, and community stakeholders to align funding, program delivery, and wraparound services in support of shared housing outcomes.

5. Housing Needs Assessment

Woorabinda faces a chronic shortfall in safe, suitable, and culturally appropriate housing. Analysis of the Woorabinda Housing Register and Housing Building Register (April 2025) confirms the scale and complexity of unmet need, as well as the limitations of existing housing stock.

Development of Housing and Land Development Targets

Housing and land development targets are generated using:

- Current population data and population forecasts
- Current community housing and bedroom quantities and condition (Housing Department)
- Overcrowding data (Housing Department)
- Housing requests (Housing Department)
 - All of the above develops targets
 - Target minus Current = Housing requirement plan

Current Community Housing

** Source Department Building Register April 2025 – Data Needs to be Checked Buildings vs Homes*

- **311 Buildings** on the Building Register (April 2025) 263 community, 75 other buildings, GEH etc
- Construction Years – Ranging from 1940 to 2023
 - 70 homes built from 1940 to 1980
 - 131 homes built from 1980 to 2000
 - 109 homes built from 2000 to 2023
- Living Floor Area (Some data requires validation)
 - 43 homes with 28m² to 78m² (Extremely small)
 - 81 homes with 80m² to 99m² (Very Small)
 - 123 homes with 100m² to 148m² (Small – Medium)
 - 29 homes with 150m² to 247m² (Medium to Large)

Existing Housing Condition

The current housing stock consists of approximately **260 dwellings**, many of which were constructed from 1940. A large proportion of homes require significant upgrades to meet minimum safety, accessibility, and durability standards. The need for refurbishment, renewal, or full replacement is embedded within this Strategic Capital Plan.

Source Housing Department June 2025

Community Housing Requests

- 97 households are currently on the housing register seeking new or improved accommodation.
- Approximately 34% of existing homes are estimated to be overcrowded, based on available bedroom count and household composition.
- 27 households require 3 to 5 bedroom dwellings, highlighting the prevalence of large, extended family structures.
- Demand also exists for aged care housing (11 households) and accessible or disability-supportive homes (16 households).

- Housing turnover is minimal, and rental vacancy rates are effectively zero, reinforcing the need for new housing delivery.

Community Housing Overcrowding

- 56 households are currently on the housing overcrowding register.

Population Current and Forecast

- Population forecasts may be accurate as community members may not return until there is suitable housing
- Insert forecast - needs consultations

Drivers of Housing Need

Woorabinda's young population, strong kinship networks, and intergenerational living patterns contribute to rapid household formation and a strong preference for family-oriented, flexible housing design. These cultural and demographic factors must inform both housing typologies and land use planning. Contributing factors include:

- Youth-dominant demographics with high birth rates
- Intergenerational households and cultural obligations to house kin
- Limited private market supply and financial barriers to mobility

Built Form Design Principles

Woorabinda Aboriginal Shire Council has developed a comprehensive 10-Year Strategic Capital Plan (SCP) to guide housing delivery, land development, infrastructure upgrades, and workforce initiatives. The plan is built around a staged approach to land release, new home construction, refurbishment of existing housing, and enabling infrastructure such as water and sewage systems.

Housing Design Standards & Approaches

All new housing developments in Woorabinda will conform to the 2021 Remote Indigenous Housing Design Guidelines, ensuring that construction meets minimum standards for functionality, durability, cultural relevance, and climate responsiveness.

Key design features include:

- Covered outdoor living areas to support cultural and family activities
- Secure storage and external laundry facilities
- Passive cooling and cross-ventilation systems suited to the Central Queensland climate
- Zoning of internal spaces to separate sleeping and living areas

These baseline standards will be refined through local design consultations to ensure they reflect Woorabinda's unique cultural and environmental context.

The framework will serve as the principle guiding document for all future housing, and will be finalised by the end of 2025.

6. Staging

Council has developed a 10-year Strategic Capital Plan (SCP). This includes land release, new home construction, existing home refurbishment or upgrades, employment pathways and upgrades to infrastructure such as water systems.

Residential Land Development

Land for future residential development has been rezoned under Development Approval DA2022. Options for land development civil design are:

1. Five stages comprising approximately 22 lots per sub-division stage or
2. Development of all lots (approximately 100 lots) in a single design phase

Options for the construction of the sub-division stages depend on available funding. At the time of this report (Aug 2025) funding had been received for the construction of the first 22 lots.

However with the possibility of all lots being designed, if additional construction funding is found, then construction of subsequent stages could occur earlier.

These stages will open new, flood-resilient housing precincts and support scalable community growth.

Housing Plan – 10 Year Plan (Endorsed Aug 2025)

The Capital Works Program targets both the construction of new homes and the refurbishment or renewal of existing dwellings. The estimated program cost is approximately \$200 million over 10 years, supported by staged investments from State Government programs and aligned with Council's internal strategic priorities.

A detailed implementation schedule and financial breakdown are provided in the attached 10-Year Housing Plan and Budget (Excel).

The plan remains flexible and adaptive to future funding opportunities.

Current Program & Stage 1 (2025–2026/27)

Objective - Construction of New Homes and Reducing Overcrowding

- Finalise and adopt Built Form Design Principles
- Subdivide and construct Stage 1 of the rezoned residential land under DA2022
- Commence construction of new dwellings
- Continue the current housing upgrade program in partnership with QBuild
- Progress planning and approvals for land development in Stages 2 and 3
- Launch Indigenous employment and training pathways, including apprenticeships
- Commence planning for special housing cohorts, such as community elders and transitional accommodation
- Establish a local construction industry hub to build long-term capability

CPI												1.035	1.035	1.071
Year	Dwelling Type	Address	Funded?	Cost Estimate 2025 \$	Number of New BR's	Cumulative New BR's	Number of New Homes	Cumulative New Homes	Reg. of Need (97 new Homes	New Lots Planned	No. of Lots Surplus	Current 2025/26	Stage 1 2025/26	
Current Funded Program 8 new homes 10 ext's & plug-ins									-97					
25/26	Duplex (2 BR) x 2 p Lot 510		Funded	\$564,000	2	2	2	2	-95		0			
25/26	Duplex (2 BR) x 2 p Lot 510		Funded	\$564,000	2	4	2	4	-93		0			
25/26	Duplex (2 BR) x 2 p Lot 531		Funded	\$564,000	2	6	2	6	-91		0			
25/26	Duplex (2 BR) x 2 p Lot 531		Funded	\$564,000	2	8	2	8	-89		0			
25/26	House Ext'n (2 BR) TBC		Funded	\$750,000	2	10	0	8	-89		0			
25/26	House Ext'n (2 BR) TBC		Funded	\$750,000	2	12	0	8	-89		0			
25/26	House Ext'n (2 BR) TBC		Funded	\$750,000	2	14	0	8	-89		0			
25/26	House Ext'n (2 BR) TBC		Funded	\$750,000	2	16	0	8	-89		0			
25/26	2 BR Self Cont. Uni TBC		Funded	\$750,000	2	18	0	8	-89		0			
25/26	2 BR Self Cont. Uni TBC		Funded	\$750,000	2	20	0	8	-89		0			
25/26	2 BR Self Cont. Uni TBC		Funded	\$750,000	2	22	0	8	-89		0			
25/26	2 BR Self Cont. Uni TBC		Funded	\$750,000	2	24	0	8	-89		0			
25/26	2 BR Self Cont. Uni TBC		Funded	\$750,000	2	26	0	8	-89		0			
25/26	2 BR Self Cont. Uni TBC		Funded	\$750,000	2	28	0	8	-89		0			
Housing Total				Funded	\$9,756,000						0	\$10,097,460		
Current Design				Funded	\$200,000							\$207,000		
Current Sub'n Con'n				Funded	\$10,000,000	28	28	8	8	-89	22	22	\$10,351,743	
Stage 1 - 27 Homes														
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	32	1	9	-88		21			
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	36	1	10	-87		20			
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	40	1	11	-86		19			
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	44	1	12	-85		18			
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	48	1	13	-84		17			
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	52	1	14	-83		16			
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	56	1	15	-82		15			
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	60	1	16	-81		14			
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	64	1	17	-80		13			
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	68	1	18	-79		12			
25/26	House (4 BR)	New	Apply for fun	\$1,000,000	4	72	1	19	-78		11			
25/26	Block of 4 Units	New	Apply for fun	\$3,200,000	8	80	4	23	-74		10			
25/26	Block of 4 Units	New	Apply for fun	\$3,200,000	8	88	4	27	-70		9			
25/26	Block of 4 Units	New	Apply for fun	\$3,200,000	8	96	4	31	-66		8			
25/26	Block of 4 Units	New	Apply for fun	\$3,200,000	8	104	4	35	-62		7			
Housing Total				Apply for fun	\$23,800,000								\$25,495,155	
Stage 1 sub'n Design				Apply for fun	\$200,000								\$214,245	
Stage 1 sub'n Con'n				Apply for fun	\$10,000,000	60	104	27	35	-62	22	29	\$10,712,250	

Objective - Construction of New Homes to Address Housing Gap

- | | | | | | | | | | | | | | |
|---|-----------------------|---------------------|-----|--------------|----|-----|----|----|-----|----|--------------|--|--|
| 3 | Stage 2 - 12 Homes | | | | | | | | | | | | |
| 4 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 108 | 1 | 36 | -61 | 28 | | | |
| 5 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 112 | 1 | 37 | -60 | 27 | | | |
| 6 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 116 | 1 | 38 | -58 | 26 | | | |
| 7 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 120 | 1 | 39 | -58 | 25 | | | |
| 8 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 124 | 1 | 40 | -57 | 24 | | | |
| 9 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 128 | 1 | 41 | -56 | 23 | | | |
| 0 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 132 | 1 | 42 | -55 | 22 | | | |
| 1 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 136 | 1 | 43 | -54 | 21 | | | |
| 2 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 140 | 1 | 44 | -53 | 20 | | | |
| 3 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 144 | 1 | 45 | -52 | 19 | | | |
| 4 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 148 | 1 | 46 | -51 | 18 | | | |
| 5 | 28/27 | House (4 BR) | Now | \$1,000,000 | 4 | 152 | 1 | 47 | -50 | 17 | | | |
| 6 | Housing Total | | | \$12,000,000 | | | | | | | \$13,304,615 | | |
| 7 | Stage 2 - Design | Sub'n design | | \$200,000 | | | | | | | \$221,744 | | |
| 8 | Stage 2 - Sub'n Con'n | Sub'n Con'n | | \$10,000,000 | 48 | 152 | 12 | 47 | -50 | 22 | \$11,067,179 | | |
| 9 | Stage 3 - 20 Homes | | | | | | | | | | | | |
| 0 | 27/28 | Duplex (2 BR) x 2 p | Now | \$1,230,000 | 4 | 156 | 2 | 49 | -48 | 38 | | | |
| 1 | 27/28 | Duplex (2 BR) x 2 p | Now | \$1,230,000 | 4 | 160 | 2 | 51 | -46 | 37 | | | |
| 2 | 27/28 | Duplex (2 BR) x 2 p | Now | \$1,230,000 | 4 | 164 | 2 | 53 | -44 | 36 | | | |
| 3 | 27/28 | Duplex (2 BR) x 2 p | Now | \$1,230,000 | 4 | 168 | 2 | 55 | -42 | 35 | | | |
| 4 | 27/28 | Duplex (2 BR) x 2 p | Now | \$1,230,000 | 4 | 172 | 2 | 57 | -40 | 34 | | | |
| 5 | 27/28 | Duplex (2 BR) x 2 p | Now | \$1,230,000 | 4 | 164 | 2 | 59 | -38 | 33 | | | |
| 6 | 27/28 | Duplex (2 BR) x 2 p | Now | \$1,230,000 | 4 | 168 | 2 | 61 | -36 | 32 | | | |
| 7 | 27/28 | Duplex (2 BR) x 2 p | Now | \$1,230,000 | 4 | 172 | 2 | 63 | -34 | 31 | | | |
| 8 | 27/28 | Duplex (2 BR) x 2 p | Now | \$1,230,000 | 4 | 176 | 2 | 65 | -32 | 30 | | | |
| 9 | 27/28 | Duplex (2 BR) x 2 p | Now | \$1,230,000 | 4 | 180 | 2 | 67 | -30 | 29 | | | |
| 0 | Housing Total | | | \$12,300,000 | | | | | | | \$14,114,533 | | |
| 1 | Stage 3 Design | Sub'n design | | \$0 | | | | | | | \$0 | | |
| 2 | Stage 3 Sub'n Con'n | Sub'n Con'n | | \$0 | 40 | 180 | 20 | 67 | -30 | 0 | \$0 | | |
| 3 | Stage 4 - 10 Homes | | | | | | | | | | | | |
| 4 | 28/29 | House (4 BR) | Now | \$1,000,000 | 4 | 4 | 1 | 68 | -29 | 28 | | | |
| 5 | 28/29 | House (4 BR) | Now | \$1,000,000 | 4 | 8 | 1 | 69 | -28 | 27 | | | |
| 6 | 28/29 | House (4 BR) | Now | \$1,000,000 | 4 | 12 | 1 | 70 | -27 | 26 | | | |
| 7 | 28/29 | House (4 BR) | Now | \$1,000,000 | 4 | 16 | 1 | 71 | -26 | 25 | | | |
| 8 | 28/29 | House (4 BR) | Now | \$1,000,000 | 4 | 20 | 1 | 72 | -25 | 24 | | | |
| 9 | 28/29 | House (4 BR) | Now | \$1,000,000 | 4 | 24 | 1 | 73 | -24 | 23 | | | |
| 0 | 28/29 | House (4 BR) | Now | \$1,000,000 | 4 | 28 | 1 | 74 | -23 | 22 | | | |
| 1 | 28/29 | House (4 BR) | Now | \$1,000,000 | 4 | 32 | 1 | 75 | -22 | 21 | | | |
| 2 | 28/29 | House (4 BR) | Now | \$1,000,000 | 4 | 36 | 1 | 76 | -21 | 20 | | | |
| 3 | 28/29 | House (4 BR) | Now | \$1,000,000 | 4 | 40 | 1 | 77 | -20 | 19 | | | |
| 4 | Housing Total | | | \$10,000,000 | | | | | | | \$11,876,863 | | |
| 5 | Stage 4 Design | Sub'n design | | \$0 | | | | | | | \$0 | | |
| 6 | Stage 4 Sub'n Con'n | Sub'n Con'n | | \$0 | 40 | 220 | 10 | 77 | -20 | 0 | \$0 | | |
| 7 | Stage 5 - 24 Homes | | | | | | | | | | | | |
| 8 | 29/30 | Block units (8x2 BF | Now | \$4,000,000 | 12 | 220 | 6 | | | | | | |

Note – Milestones, budgets and dwelling options may change over time depending on changing community needs, available funding and market conditions.

Stage 6 - 10 (2026/27 -2029/30)

Objective – Refurbishment or Replacement of Aged Existing Homes to Address Quality of Life for Residents

- Deliver additional new housing aligned to Built Form Design Principles
- Continue the current housing upgrade program in partnership with QBuild
- Review current and pilot new special housing models

Second 5 Year - Replacement or Renewal Target - 10 Homes/Annum																			
Year	Task	Cost Estimate		Revised Homes	Replaced Homes	Reg. of Need (Homes Req'd)	New Lots Planned	No. of Lots Surplus	2025/26	Stage 1 2026/27	Stage 2 2027/28	Stage 3 2028/29	Stage 4 2029/30	Stage 5 2030/31	Stage 6 2031/32	Stage 7 2032/33	Stage 8 2033/34	Stage 9 2033/34	Stage 10 2034/35
	Stage 6																		
	Housing Total	\$9,750,000		5	5		15								\$12,404,723				
	Stage 7																		
	Housing Total	\$9,750,000		5	5	5	15									\$12,838,888			
	Stage 8																		
	Housing Total	\$9,750,000		5	5		15										\$13,288,349		
	Stage 9																		
	Housing Total	\$9,750,000		5	5		15											\$13,753,338	
	Stage 10																		
	Housing Total	\$9,750,000		5	5		15												
	Annual Total														\$12,404,723	\$12,838,888	\$13,288,349	\$13,753,338	\$14,234,705
	Cumulative Total		220	25	101	4	15		\$20,656,203	\$57,077,853	\$81,691,390	\$107,114,845	\$118,991,708	\$138,659,793	\$151,064,518	\$163,903,404	\$177,191,653	\$190,944,991	\$205,179,696

7. Leveraging Economic and Social Outcomes

In addition to responding to current and future housing needs, the 10-Year Strategic Capital Works Program presents a significant opportunity to generate long-term social and economic outcomes for the Woorabinda community.

Establish an Industry Hub to Develop Local Careers

The scale and continuity of planned works will provide a reliable pipeline of activity over a decade — a “funnel” of committed projects that enables local businesses, contractors, and service providers to invest in workforce development and capability building.

Direct employment outcomes will include:

- Apprenticeships and employment for trades, civil works, and housing maintenance
- Project management, logistics, and procurement roles
- Community participation in design, landscaping, and cultural installations

Indirect economic benefits will arise from increased demand for services and infrastructure, including:

- Expansion of education and health services to accommodate population growth
- Viability of new and expanded retail operations (e.g. supermarket, café, butcher, hairdresser)
- Increased economic activity through local procurement and Indigenous-owned businesses

Residual Infrastructure and Community Legacy

The size and duration of the housing program presents a unique opportunity to invest in residual infrastructure that continues to benefit the community after the construction phase concludes.

Council is exploring the establishment of a permanent construction hub at the Rodeo Grounds, which may include:

- On-site worker accommodation
- A new ablution block
- Kitchen, canteen, and recreational facilities
- Upgraded service infrastructure (power, water, waste)

These investments could serve dual purposes: supporting the delivery workforce while providing longer-term facilities for community use, training, and future development.

Critical Water Supply

The proposed increase in dwellings from 263 to approximately 367 homes over the next decade will require substantial upgrades to community infrastructure.

To support this growth:

- \$1.5 million is currently being sought for urgent repairs to the existing Water Treatment Plant.
- An additional \$36 million is being pursued for the full replacement of the treatment plant and associated infrastructure to ensure long-term water quality and supply reliability.

These investments are critical to supporting population growth and meeting public health and environmental standards.

Waste Management

Woorabinda's existing landfill is non-compliant with DETSI standards and currently presents environmental and public health risks.

New housing is likely to increase the permanent population as well as increasing waste management impacts through the 10-year housing construction program.

This Strategic Plan will endeavour to source funding to convert the current landfill (Dump) to a modern, compliant and healthy waste transfer facility.

Estimates for the capital cost are currently \$3.25m, and ongoing annual operational costs of \$750k/annum.

Access to clean, healthy environments is a basic right of all Australians, including First Nations communities.

8. Funding and Investment Strategy

The total program value is estimated at approximately \$200 million, encompassing land servicing, housing construction, infrastructure upgrades, and workforce initiatives.

Council will partner with the Queensland Government to implement a staged funding model, linked to clearly defined milestones, site readiness, and performance benchmarks. Funding will be aligned with:

- Remote Indigenous Housing allocations
- Resilient Homes Fund and disaster recovery programs
- Infrastructure and economic development streams

Council will provide transparent reporting to funding partners and the community, ensuring alignment with State objectives and Closing the Gap priorities.

9. Strategic Plan Objectives and Alignment

The core objective of this Strategic Capital Plan is to ensure all Woorabinda residents are appropriately housed, now and for future generations. The plan has been developed through:

- Direct community consultation and engagement with key stakeholders
- Input from tenancy managers and analysis of household and bedroom needs
- Alignment with key policy documents, including:
 - Homes for Queenslanders – Housing and Homelessness Action Plan 2024–2028
 - Our Place – A First Nations Housing and Homelessness Action Plan 2024–2027
 - Remote Indigenous Housing Delivery Framework (2021)

Council remains committed to delivering housing solutions that embed Indigenous leadership, transparency, and local control throughout the 10-year program.

10. Implementation Plan

Outcomes

The SCP will be delivered through a phased implementation approach, aligned with land readiness, infrastructure availability, and confirmed funding. Broad outcomes are:

- Addressing the Register of Need gap through the construction of approximately 104 new homes and 264 new bedrooms, built on approximately 100 new lots
- Installation of necessary services
- Development of social and economic outcomes

Governance and Project Oversight

Council will implement a Project Management Framework comprising:

- An internal Project Control Group (PCG)
- Community-based Housing Reference Group
- Partnership reporting lines to State Government agencies

Governance structures will ensure transparency, inclusive decision-making, and continuous alignment with cultural and social goals.

11. Monitoring, Evaluation and Review

Council is committed to a robust system of monitoring and evaluation (M&E) to ensure outcomes are achieved and lessons are applied. The M&E framework includes:

- Annual Audit Reports: Detailing construction outcomes, cost benchmarks, and housing conditions
- Key Performance Indicators (KPIs):
 - Reduction in overcrowded dwellings
 - Number of homes built or upgraded
 - Local employment and training participation
 - Tenant satisfaction and community engagement
- Independent Mid-Term Review: Conducted in 2030 to assess delivery progress and recommend improvements
- Final Impact Evaluation: Completed in 2035 to inform future planning and funding decisions

The Monitoring and Evaluation Framework will be detailed in Appendix D.

12. Conclusion and Next Steps

This Strategic Capital Housing Plan presents a bold, community-led vision for housing

delivery in Woorabinda. It responds to urgent needs while building long-term resilience, cultural safety, and community control.

Next steps for Council include:

- Finalising co-designed Built Form Design Framework (Appendix E)
- Securing agreements under the Queensland and Australian housing strategies
- Launching Stage 1 delivery in 2025
- Publishing annual updates and accountability reports

Council invites government, industry, and community partners to co-invest in a generational housing solution that delivers safe, sustainable homes for all Woorabinda residents.

13. Appendices

Appendix A – Bibliography and Referenced Documents

1. Queensland Government (2024). Homes for Queenslanders – Housing and Homelessness Action Plan 2024–2028.
2. Queensland Government (2024). Our Place: A First Nations Housing and Homelessness Action Plan 2024–2027
3. Queensland Government (2021). Remote Indigenous Housing Design Guidelines (2021)
4. Closing the Gap Agreement (2020). National Agreement on Closing the Gap. Coalition of Peaks and Australian Government.
5. Woorabinda Aboriginal Shire Council (2025). 10-Year Strategic Capital Plan - Housing (Excel File)
6. Bedroom Entitlements – 27-11-24
7. Woorabinda Building Register
8. Woorabinda Register of Need

Appendix B – Dwelling Types and Occupancy Cohorts

The SCP has identified a number of Dwelling Types, intended to meet the requirements of the various Occupant Cohorts.

The 10 year plan and budget has the flexibility to adjust dwelling types, occupant cohorts and budgets as the plan develops.

Initial Occupancy and Needs Cohorts (Developed through local consultation)

1. Families
2. Multi- generational families
3. Couples (with or without children)
4. Singles (with or without children)
5. Men
6. Women
7. Seniors
8. Emergency need
9. Disability needs
10. Overcrowding
11. Not specified

Initial Dwelling Types (Developed through local consultation)

1. Additional Housing and Bedrooms
 - a. House - Freestanding
 - b. Townhouse – 2 BR (Under review)
 - c. Unit – 2BR - Freestanding
 - d. Duplex – 2BR
 - e. Triplex – 2BR (Under review)
 - f. Block of 6 units – 2BR
 - g. Block of 6 units – 2BR
 - h. Extra Bedroom/s
 - i. Extensions to existing homes – 2BR
 - j. “Plug Ins” to existing homes – 2BR
2. Existing home renewal or replacement
 - a. Home renewal
 - b. Home demolition and replacement

Approved Drawings

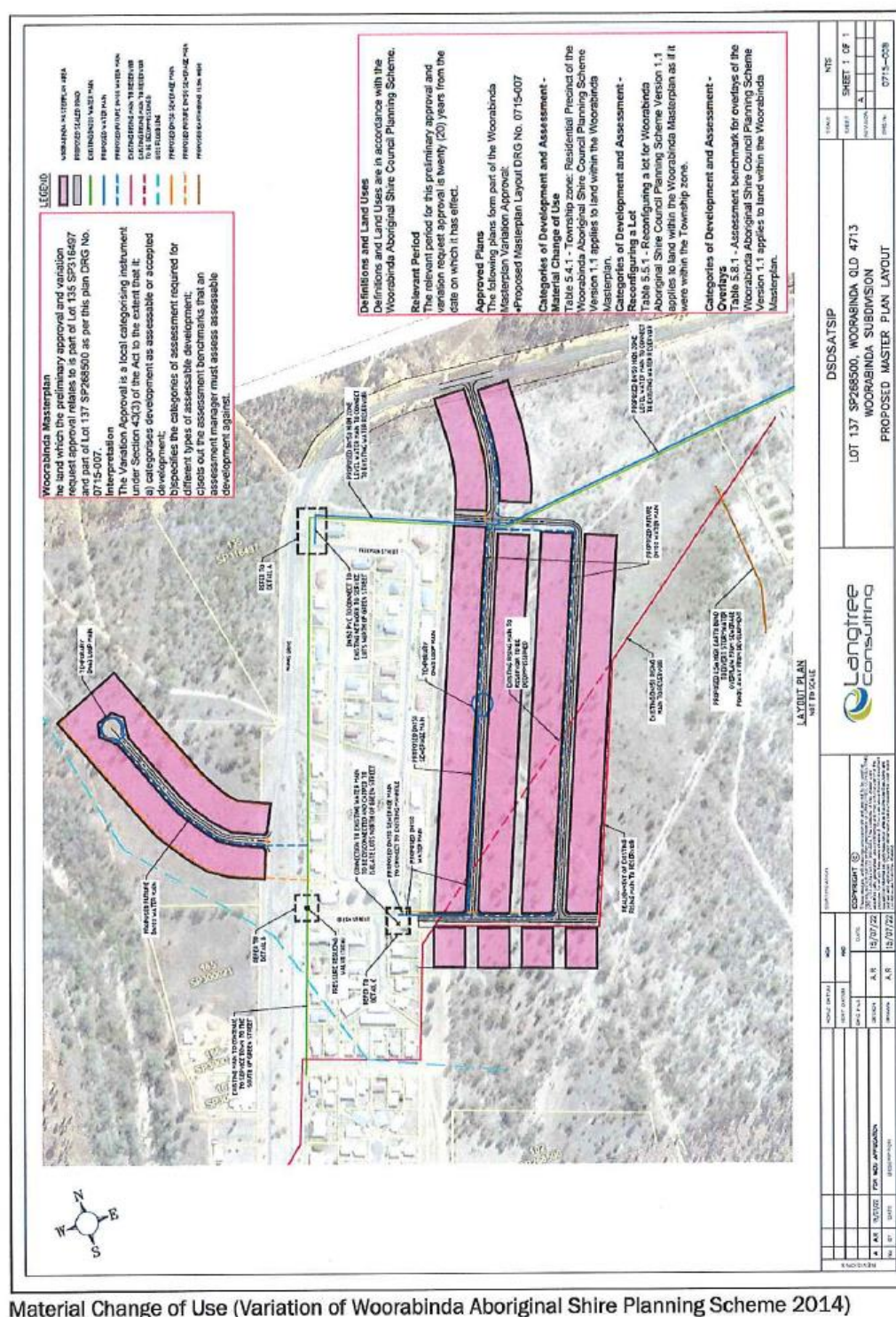


Figure 1 - Proposed Residential Land Development in Three Stages

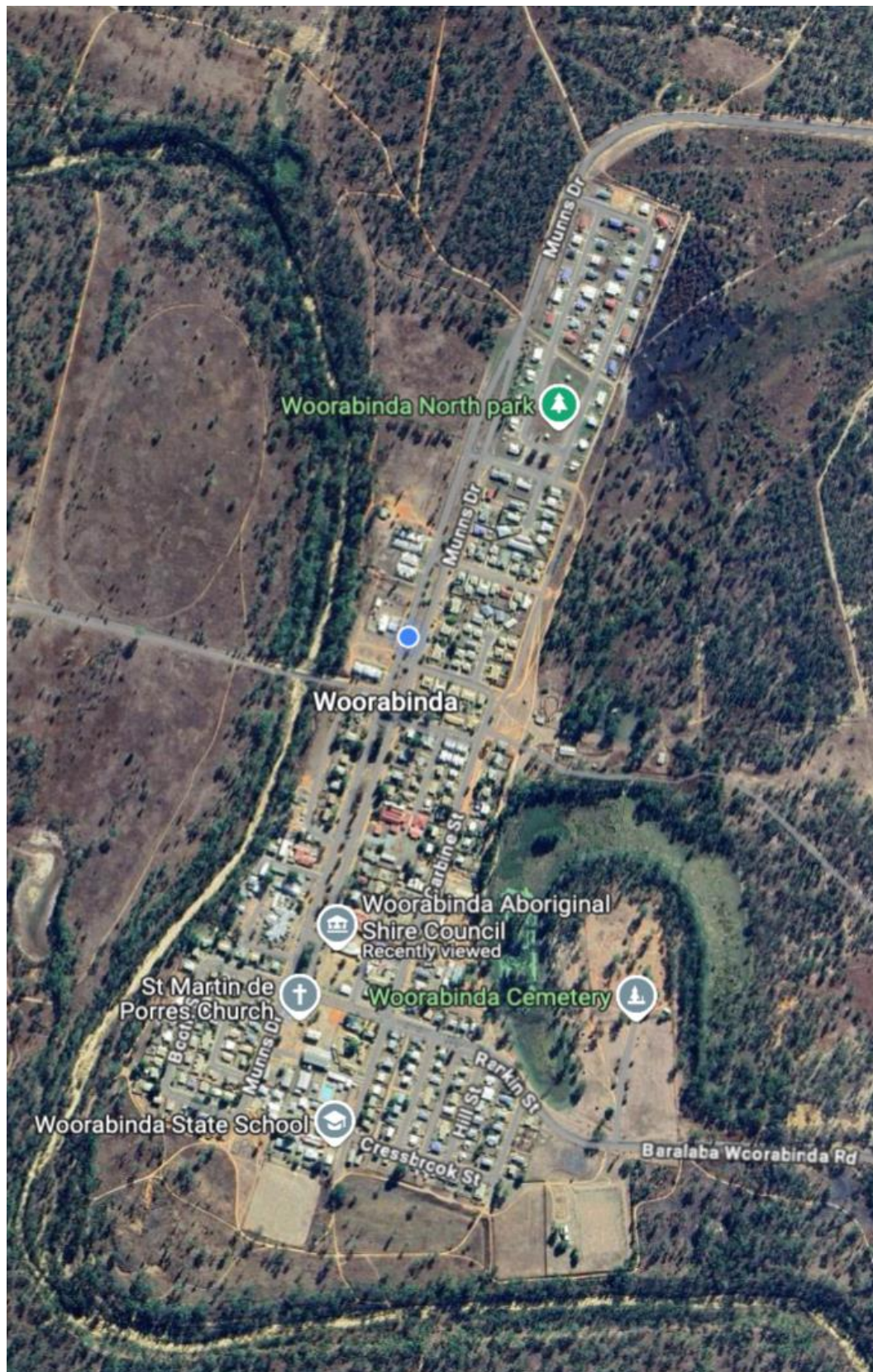


Figure 2 - Satellite Image of Woorabinda Township 2025

Appendix D – Risk Management

Woorabinda Aboriginal Shire Council recognises the importance of proactive risk management across the 10-year delivery horizon of this \$200 million Strategic Capital Housing Plan. Risks have been assessed across key categories, and corresponding mitigation strategies have been identified. A dynamic Risk Register will be maintained and reviewed quarterly by the Housing Governance Group.

Risk Category	Description	Level	Mitigation Strategy
Funding Availability and Timing	Variations in government funding cycles or delays in grant approvals could disrupt staged delivery.	High	Secure multi-year funding agreements linked to milestones; maintain project phasing flexibility to match available funding.
Land Development and Planning Delays	Delays in securing land tenure, subdivision approvals, or environmental clearances could delay housing delivery.	Low	Maintain coordination with State planning authorities; advance DA approvals; identify contingency land parcels.
Construction Capacity and Industry Pressures	Labour shortages, cost escalation, or limited contractor availability—especially in regional areas—may challenge timely project delivery.	Medium	Engage early with contractors; establish procurement panels; invest in local workforce development and apprenticeships.
Climate and Environmental Hazards	Bushfire, flooding, or extreme heat events could delay works or increase construction complexity and cost.	Low	Conduct hazard mapping and risk-based site selection; apply resilient design standards; liaise with disaster preparedness agencies.
Governance and Oversight Risks	Sustaining strong governance over a long timeframe is critical to delivery continuity, transparency, and accountability.	Medium	Establish a Housing Delivery Unit; convene a Project Control Group (PCG); implement quarterly reporting and independent oversight.

This summary Risk Register will support Council’s strategic decision-making and ensure timely escalation and response to emerging risks throughout the life of the Strategic Capital Housing Plan.

Appendix D – 10 Year Budget Overview

	First 5 Years																							
	CPI										1.035	1.035	1.071	1.109	1.148	1.188	1.229	1.272	1.317	1.363	1.411	1.460		
											New Homes					Stages 6 to 10 Renewal								
Year	Dwelling Type	Cost Estimate 2025 \$	Number of New BR's	Cumulative New BR's	Number of New Homes	Cumulative New Homes	Reg. of Need (97 new Homes	New Lots Planned	No. of Lots Surplus	Current 2025/26	Stage 1 2025/26	Stage 2 2026/27	Stage 3 2027/28	Stage 4 2028/29	Stage 5 2029/30	Stage 6 2030/31	Stage 7 2031/32	Stage 8 2032/33	Stage 9 2033/34	Stage 10 2034/35				
10 ext's & plug-ins																								
Housing Total		\$9,756,000							0	\$10,097,460														
Current Design	Sub'n design	\$200,000								\$207,000														
Current Sub'n Con'n	Sub'n Const'n	\$10,000,000	28	28	8	8	-89	22	22	\$10,351,743														
Stage 1 - 27 Homes																								
Housing Total		\$23,800,000								\$25,495,155														
Stage 1 sub'n Design	Sub'n design	\$200,000								\$214,245														
Stage 1 sub'n Con'n	Sub'n Const'n	\$10,000,000	60	104	27	35	-62	22	29	\$10,712,250														
Stage 2 - 12 Homes																								
Housing Total		\$12,000,000								\$13,304,615														
Stage 2 - Design	Sub'n design	\$200,000								\$221,744														
Stage 2 - Sub'n Con'n	Sub'n Const'n	\$10,000,000	48	152	12	47	-50	22	39	\$11,087,179														
Stage 3 - 20 Homes																								
Housing Total		\$12,300,000								\$14,114,533														
Stage 3 Design	Sub'n design	\$0								\$0														
Stage 3 Sub'n Con'n	Sub'n Const'n	\$0	40	180	20	67	-30	0	29	\$0														
Stage 4 - 10 Homes																								
Housing Total		\$10,000,000								\$11,876,863														
Stage 4 Design	Sub'n design	\$0								\$0														
Stage 4 Sub'n Con'n	Sub'n Const'n	\$0	40	220	10	77	-20	0	19	\$0														
Stage 5 - 24 Homes																								
Housing Total		\$16,000,000	48	220	24	101	4		15															
Stage 5 Design	Sub'n design	\$0								\$0														
Stage 5 Sub'n Con'n	Sub'n Const'n	\$0						0		\$0														
Annual Total										\$20,656,203											\$36,421,650	\$24,613,537	\$25,423,455	\$11,876,863
Cumulative Total										\$20,656,203	\$57,077,853	\$81,691,390	\$107,114,845	\$118,991,708	\$138,659,793	\$151,064,516	\$163,903,404	\$177,191,653	\$190,944,991	\$205,179,696				
	Second 5 Year - Replacement or Renewal Target - 10 Homes/Annum																							
Year	Task	Cost Estimate			Renewed Homes	Replaced Homes	Reg. of Need (Homes Req'd)	New Lots Planned	No. of Lots Surplus	2025/26	Stage 1 2026/27	Stage 2 2027/28	Stage 3 2028/29	Stage 4 2029/30	Stage 5 2030/31	Stage 6 2031/32	Stage 7 2032/33	Stage 8 2033/34	Stage 9 2033/34	Stage 10 2034/35				
Stage 6																								
Housing Total					5	5			15							\$12,404,723								
Stage 7																								
Housing Total					5	5			15							\$12,838,888								
Stage 8																								
Housing Total					5	5			15								\$13,288,249							
Stage 9																								
Housing Total					5	5			15								\$13,753,338							
Stage 10																								
Housing Total					5	5			15											\$14,234,705				
Annual Total																\$12,404,723	\$12,838,888	\$13,288,249	\$13,753,338	\$14,234,705				
Cumulative Total					220	25	101	4	15	\$20,656,203	\$57,077,853	\$81,691,390	\$107,114,845	\$118,991,708	\$138,659,793	\$151,064,516	\$163,903,404	\$177,191,653	\$190,944,991	\$205,179,696				

Note – Milestones, budgets and dwelling options may change over time depending on changing community needs, available funding and market conditions.

Woorabinda 10 Year Strategic Housing (Updated 22-8-25)
Plan First 5 Years - New Additional Housing

CPI										1.035	1.035	1.071	1.109	1.148	1.188	1.229	1.272	1.317	1.363	1.411	1.460				
										New Homes						Stages 6 to 10 Renewal									
Year	Dwelling Type	Cost Estimate 2025 \$	Number of New BR's	Cumulative New BR's	Number of New Homes	Cumulative New Homes	Reg. of Need (97 new Homes	New Lots Planned	No. of Lots Surplus	Current 2025/26	Stage 1 2025/26	Stage 2 2026/27	Stage 3 2027/28	Stage 4 2028/29	Stage 5 2029/30	Stage 6 2030/31	Stage 7 2031/32	Stage 8 2032/33	Stage 9 2033/34	Stage 10 2034/35					
Current Funded Program									-97																
8 new homes																									
10 ext's & plug-ins																									
Housing Total		\$9,756,000							0	\$10,097,460															
Current Design	Sub'n design	\$200,000								\$207,000															
Current Sub'n Con'n	Sub'n Const'n	\$10,000,000	28	28	8	8	-89	22	22	\$10,351,743															
Stage 1 - 27 Homes																									
Housing Total		\$23,800,000									\$25,495,155														
Stage 1 sub'n Design	Sub'n design	\$200,000									\$214,245														
Stage 1 sub'n Con'n	Sub'n Const'n	\$10,000,000	60	104	27	35	-62	22	29		\$10,712,250														
Stage 2 - 12 Homes																									
Housing Total		\$12,000,000										\$13,304,615													
Stage 2 - Design	Sub'n design	\$200,000										\$221,744													
Stage 2 - Sub'n Con'n	Sub'n Const'n	\$10,000,000	48	152	12	47	-50	22	39			\$11,087,179													
Stage 3 - 20 Homes																									
Housing Total		\$12,300,000											\$14,114,533												
Stage 3 Design	Sub'n design	\$0											\$0												
Stage 3 Sub'n Con'n	Sub'n Const'n	\$0	40	180	20	67	-30	0	29				\$0												
Stage 4 - 10 Homes																									
Housing Total		\$10,000,000												\$11,876,863											
Stage 4 Design	Sub'n design	\$0												\$0											
Stage 4 Sub'n Con'n	Sub'n Const'n	\$0	40	220	10	77	-20	0	19					\$0											
Stage 5 - 24 Homes																									
Housing Total		\$16,000,000	48	220	24	101	4		15						\$19,668,085										
Stage 5 Design	Sub'n design	\$0													\$0										
Stage 5 Sub'n Con'n	Sub'n Const'n	\$0						0							\$0										
Annual Total										\$20,656,203	\$36,421,650	\$24,613,537	\$25,423,455	\$11,876,863	\$19,668,085	\$12,404,723	\$12,838,888	\$13,288,249	\$13,753,338	\$14,234,705					
Cumulative Total			264	220	101	101	4	66	15	\$20,656,203	\$57,077,853	\$81,691,390	\$107,114,845	\$118,991,708	\$138,659,793	\$151,064,516	\$163,903,404	\$177,191,653	\$190,944,991	\$205,179,696					

Second 5 Year - Replacement or Renewal Target - 10 Homes/Annum

Year	Task	Cost Estimate			Renewed Homes	Replaced Homes	Reg. of Need (Homes Req'd)	New Lots Planned	No. of Lots Surplus	2025/26	Stage 1 2026/27	Stage 2 2027/28	Stage 3 2028/29	Stage 4 2029/30	Stage 5 2030/31	Stage 6 2031/32	Stage 7 2032/33	Stage 8 2033/34	Stage 9 2033/34	Stage 10 2034/35
Stage 6																				
Housing Total		\$9,750,000			5	5			15							\$12,404,723				
Stage 7																				
Housing Total		\$9,750,000			5	5			15								\$12,838,888			
Stage 8																				
Housing Total		\$9,750,000			5	5			15									\$13,288,249		
Stage 9																				
Housing Total		\$9,750,000			5	5			15										\$13,753,338	
Stage 10																				
Housing Total		\$9,750,000			5	5			15											\$14,234,705
Annual Total																				
																\$12,404,723	\$12,838,888	\$13,288,249	\$13,753,338	\$14,234,705
Cumulative Total				220	25	101	4		15	\$20,656,203	\$57,077,853	\$81,691,390	\$107,114,845	\$118,991,708	\$138,659,793	\$151,064,516	\$163,903,404	\$177,191,653	\$190,944,991	\$205,179,696