

The background is a photograph of a community center with a corrugated metal roof and a mural of a kangaroo on its wall. Overlaid on the image are various Indigenous art motifs: a large yellow eye in the center, a yellow boomerang in the top left, and several yellow concentric circles in the top right. The foreground features a yellow and grey patterned area with a red border.

# Community Safety Plan

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Woorabinda Aboriginal  
Shire Council

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# MAYORAL FOREWORD

Dear Residents of the Woorabinda Shire,

On behalf of the Woorabinda Aboriginal Shire Council, I wish to acknowledge and pay my deepest respects to the Traditional Owners of this land, the Wadja (Wad-ja) and Gungaloo (Gun-ga-loo) peoples, and pay respect to Elders past and present.

Their enduring connection to Country, culture, and community continues to guide our collective journey towards a safer, stronger, and more resilient Woorabinda.

It is with great pride that I present to you the 2025 Woorabinda Community Safety Plan (CSP), a milestone achievement for our Shire and a testament to the commitment we share in ensuring the well-being of every resident. This plan represents the first of its kind in our community, born out of the Queensland Government's initiative to empower councils to reassess community safety frameworks, including the Alcohol Management Plan, to ensure they remain relevant and effective in addressing the needs of our people.

In developing this plan, we have listened intently to you, our valued community members, and collaborated with stakeholders to understand your concerns, aspirations, and perceptions of safety. Your voices have been instrumental in shaping the strategies and actions outlined in this plan, which aims to not only enhance safety but also foster trust, empowerment, and a shared vision for Woorabinda's future.

We deeply thank every resident and stakeholder who contributed their time, insights, and experiences to this process.

As your Mayor, and together with my fellow Councillors, I remain steadfast in advocating for a better quality of life and greater safety for every resident of our Shire. The 2025 CSP is designed to drive meaningful conversations within the Council, inform government policy, and inspire collective action. This document serves not just as a plan for Council but as a call to action for all stakeholders to work collaboratively towards the shared goal of a safer Woorabinda.

Community safety is a responsibility we all bear, and this plan reflects our shared commitment to fostering a place where everyone can thrive. By uniting our efforts, honouring our cultural heritage, and addressing the challenges before us, we can create a legacy of safety and prosperity for generations to come.

Thank you for your contributions to this plan and for your continued dedication to making Woorabinda a safer and more vibrant community.

Mayor Terence Munns  
Woorabinda Aboriginal Shire Council

## OUR INTENT

The 2025 Woorabinda Community Safety Plan (CSP) is far more than a strategic document; it is a collective expression of our community's shared values, aspirations, and commitment to safety and well-being. In developing this plan, we adopted a holistic approach, recognising that community safety extends beyond the physical and includes emotional, cultural, and social well-being.

This CSP addresses both alcohol management and broader safety concerns, amplifying the diverse stories and lived experiences of our community. These perspectives provide a more complete picture of Woorabinda's unique challenges and opportunities, offering insights that recorded government statistics often fail to capture. The input provided has been invaluable, and all responses have been kept confidential, ensuring trust and respect throughout the development of this plan.

Rather than an exhaustive catalogue of policies, this plan serves as a roadmap, highlighting priorities identified through meaningful engagement with residents and stakeholders. The Action Areas and recommendations within this document offer a

strong foundation for advocacy, planning, and decision-making by Council, government, and service providers. We call on stakeholders and decision-makers to use these recommendations to guide policies and initiatives, ensuring that Woorabinda's needs remain central.

While implementation depends on factors such as funding, staffing, and legislative responsibilities, this CSP reaffirms our shared commitment to a safer Woorabinda. It is a guiding beacon for collective action, honouring our rich cultural heritage while fostering unity, resilience, and mutual respect. Together, we can create a safer and more vibrant Woorabinda for generations to come.

## OUR COMMUNITY

Woorabinda is located in Central Queensland, 170km south-west of Rockhampton and 65km south of Duaringa. Woorabinda is situated on the traditional lands of the Wadja (Wad-ja) and Gungaloo (Gun-ga-loo) Aboriginal peoples.

Woorabinda residents speak English with some speaking both English and an Aboriginal language. There are approximately 52 clans represented in Woorabinda, with a vast number of language groups from across Queensland.





# EXECUTIVE SUMMARY

The 2025 Woorabinda Community Safety Plan (CSP) is a comprehensive framework to address the safety and well-being of Woorabinda residents, grounded in the voices of the Wadja and Gungaloo Peoples, community members, and key stakeholders. This plan identifies six (6) key action areas designed to foster a safer, stronger, and more cohesive community:

## Stakeholder Service Provision

Strengthening interagency collaboration is pivotal to effective service delivery. Regular data-sharing meetings, enhanced training for cultural safety, and structured community engagement events are recommended to address gaps, reduce duplication, and build trust among service providers and residents.

## Alcohol and Drugs

A phased review of the AMP is proposed, ensuring community-led solutions that balance harm reduction with cultural alignment. Recommendations include regulated alcohol access, sly grog enforcement, and the establishment of on-country healing programs and culturally appropriate counselling.

## Crime and Policing

Key measures focus on increasing the presence of law enforcement, expanding CCTV infrastructure, and strengthening night patrols to address community concerns like domestic violence and party houses. Justice reinvestment initiatives and revitalisation of the Community Justice Group aim to provide culturally relevant and preventative support services.

## Youth and Vulnerable Groups

Prioritising youth engagement through dedicated spaces and on-country activities is vital for reducing anti-social behaviours. The plan also recommends developing aged care facilities, strengthening parenting programs, and delivering local social and emotional wellbeing services tailored to local needs.

## Environment

Improved waste management, animal control, and lighting infrastructure are central to fostering a safe and sustainable environment. Programs like recycling initiatives, barbed wire removal, and fire prevention education will enhance community safety and environmental stewardship.

## Roads and Infrastructure

Addressing road safety through maintenance, better lighting, and expanded pedestrian pathways is essential. Plans include community-specific safety programs targeting young drivers and reintroducing a community shopping bus to improve access to essential services.

Each Action Area provides a detailed analysis of the data collected, key discussions, and recommendations tailored to the unique needs of the Woorabinda community.

While each section focuses on specific themes, there is natural overlap, as many issues are interconnected and span multiple areas. For example, challenges related to youth disengagement appear in both Youth and Vulnerable Groups, and Crime and Policing, reflecting their impact on community safety. Similarly, infrastructure concerns, such as poor lighting, are addressed in both Environment and Roads and Infrastructure. This integrated approach ensures that solutions are holistic, addressing the root causes of challenges while fostering collaboration across sectors to achieve long-term improvements for the community.

# OUR APPROACH

This Community Safety Plan has been developed in collaboration with the team at culturev8; professionals enhancing community-led development. Drawing on extensive expertise in areas such as crime prevention, forensic mental health, social and emotional wellbeing, social policy, legal services, and project management, culturev8 has brought a wealth of expertise to the process. Together, Council and culturev8 ensured the CSP was not only grounded in evidence-based practices, but also reflective of the community's priorities, strengths, and aspirations.

Our approach to development of this CSP comprised three (3) stages between November 2024 and March 2025.

## Resident Engagement

Five (5) surveys were developed and made exclusively available to Woorabinda community residents both online and in paper form.

Our engagement team held pop up stalls in Woorabinda and held face-to-face discussions with both community groups and individuals to understand perceptions of safety across all demographics.

We received a total of 101 survey responses, plus 25 in person interviews

## Stakeholder Engagement

In the absence of an existing Interagency Group or Forum, emails were sent to 49 stakeholders based on known contacts, inviting them to participate in an online survey tailored only for stakeholders, with follow up interviews with culturev8 to further expand upon their answers.

A total of seven (7) stakeholders responded to the emails and participated in the online survey, representing a diverse cross-section of organisations and service providers engaged in

Woorabinda. Responses were received from:

- Queensland Health - Woorabinda Multi-purpose Health Service
- Woorabinda State School
- YSW Yoonthalla Services Woorabinda
- Aboriginal and Torres Strait Islander Legal Service
- Max Employment Woorabinda
- Dynamic Electrical Refrigeration & Solar
- Department of Housing

One stakeholder also participated in a follow-up interview.

## Research and Community Verification

We reviewed available crime and community safety statistics in Woorabinda, undertook research into the current Government policy framework pertaining to alcohol management and community safety, and undertook a comparative study to capture approaches undertaken in other like-communities, each to frame the perspectives expressed in this research.

To verify the accuracy of our interpretation of the perspectives expressed, following close of surveys and interviews, we developed a consolidated draft and placed it out for further community consultation between February and March 2025, prior to our formal endorsement.





# RESPONDENT FINDINGS

In this section, we will summarise the combined resident and community stakeholder survey and interview responses and provide a general summary.

This quantitative (surveys) and qualitative (interviews) data provides context to the Action Areas selected.

Responses are summarised by surveyed topic:

1. Stakeholder Service Provision Perspectives
2. Alcohol and Drugs
3. Crime and Policing
4. Youth and Vulnerable People
5. Environment
6. Roads and Infrastructure



# RESPONDENT SUMMARY

## 1) Stakeholder Service Provision

Stakeholders in Woorabinda were invited to participate in a survey and follow-up interviews to explore key challenges, successes, and opportunities for improvement in the community. These stakeholders represented a range of services, including health, social and emotional wellbeing, legal support, infrastructure, employment, and housing. The insights provided by these stakeholders offer a detailed perspective on the barriers to effective service delivery, the achievements within their respective fields, and strategies to better address the needs of the community.

In addition, residents provided further feedback regarding stakeholder service provision within surveys 2-6.

### Resource Shortages

Both stakeholders and residents identified insufficient funding, staffing, and infrastructure as major barriers to effective service delivery in Woorabinda. 60% of stakeholders cited resource shortages affecting mental health, aged care, and alcohol rehabilitation services.

### Service Gaps

Residents expressed concerns about limited access to essential services, particularly in alcohol rehabilitation, with the lack of a local detox centre forcing individuals to travel to Rockhampton for treatment. Many were frustrated that a planned detox facility “didn’t happen,” leaving a critical gap in support for those struggling with substance dependence. Gaps in youth programs and aged care services were also widely noted, placing additional pressure on families and carers who often step in to provide informal support. Stakeholders and residents consistently identified challenges in delivering holistic, wraparound services, particularly for individuals reintegrating from prison and families in crisis.

The lack of structured youth programs was a recurring concern, particularly for teenagers over 13, with boredom and disengagement often leading to increased involvement in crime and anti-social behaviour. Both stakeholders and residents agreed that the absence of school holiday programs, on-country activities, and life skills workshops left young people with few positive alternatives. Expanding recreational and cultural activities was widely supported as a way to provide structured engagement and reduce risk-taking behaviours among youth.

### Collaboration and Communication

Poor coordination between service providers was identified as a significant challenge. Stakeholders reported limited data sharing and inconsistent service integration, making it difficult to deliver coordinated support. Many called for regular interagency meetings to improve collaboration and reduce duplication of efforts. Residents also expressed concerns about competition between services, with some perceiving providers as being profit-driven rather than community-focused. Limited awareness of available services was also frequently noted, particularly in women’s health, family services, and mental health. Some residents felt that better promotion and outreach were needed to ensure services reached those most in need.

### Cultural and Social Tensions

Cultural tensions, including lateral violence and workplace bullying, were reported as barriers to effective service provision. Some stakeholders described workplace conflict and unsafe environments for staff, which impacted staff retention and service continuity.

## Governance

There was strong support for culturally appropriate governance models, with stakeholders and residents advocating for kinship-based governance and local decision-making structures. Many felt that locally run healing groups, Indigenous-led mental health initiatives, and increased community control over services would strengthen community ownership and reduce lateral violence.

## Discussion

Services in Woorabinda provide essential healthcare, education, housing, and legal support, but resource shortages, infrastructure limitations, and poor service coordination limit their effectiveness.

Residents reinforced concerns about service accessibility, youth engagement, and policing approaches, while also calling for greater collaboration, targeted funding, and investment in infrastructure. Addressing these challenges through stronger interagency cooperation, culturally appropriate governance, and expanded local services is critical to ensuring sustainable, accessible, and responsive service delivery in Woorabinda.

## 2) Alcohol and Drugs

In 2008, following high levels of community unrest, the Woorabinda community voted to implement an alcohol ban. The State Government supported this initiative by committing to establish a detoxification centre, a rehabilitation centre, and parenting programs, as well as boosting the number of liquor licensing officers, police officers, and diversionary centres. However, over the past 15 years, the provision of these services appears to have fluctuated, raising questions about the consistency and adequacy of support available to the community.

Given the significant changes over the past 15 years, not only socially and politically, but also economically and technologically, combined respondents to this review suggest that it is an appropriate time to review the prohibition model. A reassessment would provide an opportunity to evaluate its effectiveness, ensure alignment with the current needs of Woorabinda, and consider potential adaptations to better address evolving challenges.

Both residents and stakeholders were invited to share their views on the current model, including its perceived benefits, unintended consequences, and suggestions for improvement.

These perspectives offer valuable insight into how the ban has influenced the community and identify areas where further interventions may be required. Importantly, some elements discussed in the Crime and Policing section should also be noted, as they intersect significantly with alcohol-related issues, such as enforcement challenges, sly grog activities, and broader implications for community safety and wellbeing.

## Perception of Alcohol and Drug Issues

Alcohol and drug misuse are widely perceived as critical safety concerns in Woorabinda. Both stakeholders and residents identified sly grog as a major driver of harm. In the stakeholder survey, 40% attributed alcohol misuse to major issues in the home and 40% linked it to violent crime, while 30% of residents cited alcohol as a high or very high cause of safety issues.

Key issues associated with sly grog reportedly include:

- Domestic violence and coercive control - Sly grog consumption was linked to increased violence in homes and financial exploitation, with sly grog sellers reportedly taking key cards or valuables as payment.

- Anti-social behaviour - Both stakeholders and residents identified sly grog as a contributing factor to public disturbances, including binge drinking and street fights.
- Financial strain - Residents reported sly grog placing additional economic burdens on families, compounding poverty.

Marijuana use was also noted, with 36% of residents identifying drugs as a high or very high cause of safety issues. Stakeholders highlighted its complex role, with some viewing it as a medicinal alternative to alcohol, while others linked it to disengagement among youth and family stress.

#### Effectiveness of the Current Alcohol Management Plan (AMP)

Both stakeholders and residents expressed significant dissatisfaction with the AMP, which 90% of stakeholders and 51% of residents rated as “not very effective.” Residents and stakeholders highlighted the following unintended consequences of the AMP:

- Increased reliance on sly grog - Prohibition created a black market for alcohol, driving sly grog activity. Stakeholders and residents described this as exacerbating binge drinking, domestic violence, and financial exploitation.
- Riskier drinking patterns - The AMP's restrictions have displaced alcohol consumption into covert settings, where binge drinking of spirits is common. Residents noted that this often involves unsafe environments, amplifying health and safety risks.

- Travel to Rockhampton - 69% of residents stated that alcohol restrictions have pushed some community members to leave Woorabinda for extended drinking sessions in Rockhampton. This disconnection was perceived as adding to social and economic strain within families.

#### Underlying Factors Beyond Alcohol and Drugs

Both stakeholders and residents emphasised that substance misuse is a symptom of broader systemic challenges in Woorabinda. According to the resident survey, 85% identified unemployment as a key driver, with 82% linking alcohol and drug misuse to boredom and grief/loss.

Key contributing factors included:

- Unemployment and financial stress - Stakeholders highlighted the lack of meaningful job opportunities as a root cause of substance misuse.
- Housing stress - Overcrowding and tensions in homes were reported as exacerbating alcohol-related harms.
- Family dysfunction - Stakeholders and residents noted that children often attend school hungry or unclean due to parental alcohol misuse.
- Youth disengagement - A lack of structured recreational opportunities, such as sports and cultural activities, was frequently cited as leaving young people vulnerable to substance misuse.
- Social and Emotional Wellbeing - Residents also linked substance misuse to unresolved trauma, with 67% identifying trauma and PTSD as major drivers of alcohol and drug use.

### Limited enforcement

The police enforcement of sly grog laws was widely criticised as inconsistent. On the specific question of sly grog law enforcement, 33% of residents and 90% of stakeholders rated police enforcement as “not very effective,” with respondents noting that sellers often operate with little consequence. Combined respondents raised concerns that enforcement was perceived to be more directed at the consumer, than seller.

### Appetite for Change in Alcohol Management Strategy

Survey data revealed strong support for revising the AMP. Critically, not a single respondent during the engagement period (stakeholder or resident) advocated for maintaining Woorabinda as a completely dry community, while 74% of residents supported permanent liquor licensing (e.g., taverns/clubs) and 69% favoured personal carriage limits.

Both stakeholders and residents largely supported introducing community-managed outlets, such as taverns or social clubs, to reduce reliance on sly grog.

62% of residents endorsed temporary event-based liquor licensing, pointing to the success of the recent NAIDOC celebration, which featured a one-off liquor license and no incidents of violence or disorder.

### Alternative Views

Whilst there was overwhelming support for AMP change, one resident following close of the engagement period, reflected on the pre-AMP period, expressing profound concerns about the risks of reintroducing legal alcohol to Woorabinda, citing issues such as high levels of public drunkenness, child neglect, and alcohol-related deaths. This perspective highlights the critical need for robust safeguards to accompany any proposed changes.

Table 1 – Combined Respondent Perspectives on changes to Alcohol Management Plan (AMP)

Option	Stakeholders (%)	Residents (%)
Allow permanent liquor licensing (e.g., taverns/clubs)	60%	74%
Allow personal carriage limits (individual alcohol quantities/type limits)	60%	69%
Allow takeaways from local liquor licensed venues	30%	67%
Allow temporary event-based liquor licensing (e.g. Rodeo event/NAIDOC ball)	50%	62%
Other (e.g. restricted alcohol at community venues)	20%	21%
No change (remain an entirely dry community)	0%	0%

## Requirements for a Revised Strategy

For a revised AMP to succeed, both stakeholders and residents emphasised critical need for the following:

- Community Leadership - Local ownership of the strategy is essential, ensuring alignment with cultural and social values.
- Wraparound Services - Counselling, rehabilitation, and harm-reduction programs must be integrated into the strategy to address root causes of alcohol misuse.
- Youth and Economic Opportunities - Addressing unemployment and providing structured activities for young people are critical to reducing reliance on substances.

## Discussion

The data reflects a strong consensus among stakeholders and residents that the current AMP is not meeting its intended objectives. Both groups highlighted significant unintended consequences, including the rise of sly grog activity, binge drinking, and associated harms such as financial exploitation, domestic violence, anti-social behaviour, shame and stigma. Stakeholders and residents also reported that sly grog was criminalising individuals, further impacting their ability to gain employment and perpetuating cycles of disadvantage.



The recent NAIDOC event of 11 July 2024, where controlled alcohol access was managed through a one-off community liquor permit, was frequently cited as an example of how regulated alcohol use can foster social connection without incident. This highlights the potential for a revised AMP to balance harm reduction with community needs in a managed and culturally sensitive way.

However, as one resident respondent noted, it is important to consider the conditions in Woorabinda prior to the alcohol ban, when high levels of social unrest were reportedly prevalent. This underscores that any changes must be accompanied by robust protective factors, such as employment opportunities and comprehensive support services. Without these safeguards, there is a risk that social unrest could resurface. A revised AMP could integrate regulated alcohol access within a broader framework of services and reforms. This may include initiatives to engage and support young people, economic development programs to address unemployment, and culturally appropriate services such as counselling and rehabilitation to tackle the underlying drivers of alcohol misuse.

### **3) Crime and Policing (including CCTV)**

The Crime and Policing section examines the perceptions, challenges, and opportunities related to crime prevention and law enforcement in Woorabinda. Both residents and stakeholders provided insights into key issues, including domestic violence, youth-related offences, sly grog activity, and anti-social behaviours such as hooning and vandalism. While many respondents noted improvements in crime levels, concerns persist regarding gaps in policing, community safety measures, and support services.

This section also explores the effectiveness of current crime prevention strategies, including night patrols, CCTV, and security guards, as well as recommendations to improve collaboration, infrastructure, and proactive approaches to law enforcement.

Crime and safety in Woorabinda are deeply interconnected with broader social challenges, including alcohol misuse, discussed in the Alcohol and Drug section.

#### **Perception of Crime**

The perception of crime in Woorabinda varies among stakeholders and residents. Survey data indicated that 60% of stakeholders considered crime to be a moderate issue, while 40% believed it to be a major concern. Among residents, 83% described crime as moderate, and 17% saw it as minor.

Regarding crime trends, 50% of stakeholders and 58% of residents perceived a reduction in crime levels over the past year. However, 40% of stakeholders and 33% of residents felt crime had remained the same, with 10% of stakeholders and 8% of residents observing an increase. Both stakeholders and residents identified several prevalent crimes, including:

- Loud music or parties (reported by 89% of stakeholders and 100% of residents)
- Disorderly public behaviour, such as shouting or fighting (78% of stakeholders and 100% of residents)
- Drunkenness (78% of stakeholders, 92% of residents)
- Anti-social driving (67% of stakeholders, 83% of residents)
- Domestic violence (67% of stakeholders, 75% of residents)
- Sly grog activity (67% of stakeholders, 67% of residents)

These issues were perceived as contributing to broader safety concerns, with domestic violence and party houses being particularly linked to unsafe environments for children and noise disturbances.

### Perception of Safety

Residents' perceptions of safety in Woorabinda are generally positive when compared to other marginalised communities, with most reporting feeling secure in their daily lives. During the day, 75% of residents felt "very safe" at home, and 83% felt "very safe" when out and about. This reflects a strong sense of security during daylight hours, particularly in active, well-lit areas.

At night, safety perceptions decline somewhat but remain relatively positive. At home after dark, 67% of residents felt "very safe," while only 8% reported feeling "a bit unsafe." When out at night, 58% felt "very safe," and 33% felt "fairly safe."

While concerns about poor lighting and anti-social behaviours, particularly involving unsupervised youth, were noted, these issues do not appear to create severe or widespread fear within the community.

### Policing and Security

The effectiveness of policing in Woorabinda elicited mixed feedback from stakeholders and residents. Among stakeholders, 30% rated the Queensland Police Service (QPS) as performing "well," while 30% described its performance as "average." Among residents, 42% rated police responses as "well" or "very well," with 50% describing the service as moderately effective in deterring crime. However, concerns about the reactive nature of policing were common, with respondents reporting that enforcement efforts often focused on minor infractions that occur in the street, rather than significant issues that occur in the home, such as domestic violence or party houses.

Reporting crimes was seen as a challenge by many residents. 83% of residents reported crimes to the police, typically through direct interaction with an officer or at the local police station. However, those who did not report cited difficulties in accessing police services, including lengthy response times and the absence of a direct reporting line.

Residents and stakeholders emphasised the need for more accessible communication channels and a stronger police presence, particularly at night. Night patrols operated by the council were widely acknowledged as effective in addressing night-time crime. However, stakeholders noted that these patrols require additional resources to expand their scope and reach. Similarly, while 50% of stakeholders and 58% of residents considered security guards "effective" or "very effective," concerns about coordination between various security agencies and the QPS were raised.

### CCTV and Surveillance

Perceptions of CCTV cameras as a crime deterrent varied. Among stakeholders, 40% described CCTV as "very effective," while 50% of residents believed it was "not very effective." Despite these views, some residents and stakeholders supported the installation of additional cameras to increase visibility and potentially deter criminal behaviour. Similarly, 58% of residents stated that CCTV made them feel "somewhat safe," though only 8% felt it made them feel "quite safe."

### Youth-Related Crime and Engagement

Youth-related crime emerged as a significant concern for both stakeholders and residents, who linked the issue to boredom and a lack of structured activities. Reports of vandalism, theft, and anti-social behaviours, such as hooning and throwing rocks at cars, were common. Stakeholders identified poorly lit areas as contributing to these behaviours, allowing youth to evade detection.

Unsupervised children, particularly those over 13, were frequently mentioned as a safety concern. Both stakeholders and residents associated this with inadequate parental engagement and a lack of wraparound support services for families. Suggestions to address these issues included the development of a youth hub offering recreational and cultural programs, such as gaming, sports, and on-country learning.

### Domestic Violence

Both stakeholders and residents identified domestic violence as a persistent issue, frequently linked to alcohol misuse and sly grog. 67% of stakeholders and 75% of residents reported domestic violence as a key community safety concern.

### Infrastructure and Safety Concerns

Infrastructure issues were repeatedly identified as contributing to crime and safety concerns in Woorabinda. Poor lighting in residential areas and alleyways was mentioned by 50% of stakeholders and many residents as a factor enabling theft and vandalism. Improved street lighting was a frequently suggested solution to enhance safety and deter criminal activity.

The rise of electric scooters among young people was also flagged as a concern, with reports of unsafe usage and accidents. Both stakeholders and residents recommended education campaigns and stricter enforcement of scooter regulations to address these risks.

### Wraparound Services and Support

The reported absence of comprehensive wraparound services was a key theme in discussions about crime prevention. Parenting programs were identified as critical for addressing issues of neglect and improving family environments.

Support for individuals returning from prison was also highlighted as inadequate. Both stakeholders and residents expressed concerns that the lack of reintegration programs for both young people and adults increased the likelihood of recidivism.

### Justice and Community Oversight

The role and effectiveness of the Community Justice Group were questioned by both stakeholders and residents. Respondents expressed uncertainty about the group's activities and impact, with some suggesting that it should be revitalised to address disputes and community-specific safety concerns. Increased collaboration among community organisations and agencies was also recommended to improve coordination and alignment in addressing crime and safety challenges.

### Discussion

The data reflects a range of perceptions regarding crime and policing in Woorabinda. Overall, the consensus suggests that crime levels are stable or decreasing, and most people feel safe in their daily lives. Notably, these perceptions of safety and crime align with Queensland crime statistics, which show a downward trend in crime rates for the region since 2016.

While many residents and stakeholders noted improvements, recurring concerns were raised about specific issues, including domestic violence, youth-related offences, and sly grog activity. Feedback emphasised the need for more proactive and targeted policing strategies to address significant safety concerns in the home, such as domestic violence and disturbances at party houses, and the need to recruit more female Indigenous Police Officers and Community Police Officers to support with this.

Improved accessibility to police services was also highlighted, with calls for direct reporting lines and a stronger police presence, particularly at night, to enhance community confidence and responsiveness.

Youth-related crime was often linked to boredom and a lack of structured activities. Both stakeholders and residents strongly supported the establishment of a youth hub to provide positive engagement opportunities and reduce anti-social behaviours. Additionally, infrastructure improvements, particularly better street lighting, were widely seen as critical to enhancing community safety and deterring crime in poorly lit areas.

Addressing the root causes of crime emerged as a central theme, with a strong emphasis on the need for wraparound services. Suggestions included parenting programs, mental health support, and reintegration initiatives for individuals returning from incarceration. Stakeholders and residents stressed the importance of locally run programs and culturally appropriate services to foster community ownership and ensure long-term sustainability.

#### **4) Youth and Vulnerable Groups**

Youth and vulnerable groups are critical to the social fabric of Woorabinda, with their unique needs requiring targeted support and services. These groups include young people, the elderly, carers, and individuals with disabilities or reintegration needs. Both residents and stakeholders provided valuable insights into the challenges faced by these populations, emphasising the need for tailored programs and initiatives. Addressing these challenges is essential for promoting safety, wellbeing, and community cohesion.

#### **Youth Engagement and Activities**

Youth engagement was identified as the highest priority by stakeholders, with 100% of combined respondents in the survey selecting youth activities as a critical focus area. Similarly, 80% of residents viewed youth activities as one of the most pressing needs for vulnerable groups. A consistent concern was the lack of structured recreational opportunities, which stakeholders and residents perceived as contributing to boredom and anti-social behaviours, such as vandalism, theft, and unsafe use of scooters.

The issue of unsupervised children under the age of 18 roaming the streets in the evening was raised as a safety concern. Stakeholders attributed this to limited parental engagement and insufficient family support systems.

Residents and stakeholders suggested the creation of a youth hub, which could provide structured activities like pool tables, gaming consoles, robotics programs, and cultural activities. The hub was proposed as a space to offer positive outlets and foster personal development among young people. Stakeholders also highlighted the need for school holiday programs focused on on-country activities, such as fishing, camping, and life skills training, with the aim of reconnecting youth to their culture and traditions.

Sports programs were identified as another critical need. Stakeholders and residents pointed out that upgrading existing facilities, such as installing a shade sail at the playground, upgrading the football field, and introducing programs for basketball and netball could foster engagement and provide structured activities for children and teenagers.

The unsafe use of electric scooters, particularly by young people, was highlighted as a growing issue. Stakeholders recommended education and enforcement measures to address this problem, while residents emphasised the need for dedicated road safety programs for both drivers and scooter users.

### Aged Care and Elder Safety

The survey responses revealed mixed perceptions regarding aged care. While 50% of stakeholders rated care for the elderly as "well," only 7% of residents gave the same rating, with 27% rating it "poorly." Both stakeholders and residents noted that the community is often reliant on informal support from neighbours or local groups rather than formal services.

Elderly residents reportedly face safety concerns, such as individuals trespassing through their properties and financial abuse.

Among residents, 20% prioritised providing better transport options for older people, while stakeholders also recommended creating on-country trips for Elders to strengthen cultural connections and improve well-being.

Suggestions for improvement included expanding aged care facilities, offering transportation for social outings and shopping, and implementing regular welfare checks for elderly residents during emergencies, such as power outages.

### Carer Strain

Residents and stakeholders reported significant strain on carers, particularly those looking after Elders and children. These pressures were attributed to insufficient formal services, such as respite care, which limits carers' ability to manage their responsibilities effectively. Among residents, 67% reported that caregiver support was a critical need. Stakeholders proposed introducing carer-focused programs and improving access to respite care services.

### Prison Reintegration

Support for individuals returning from prison was reported as inadequate. Among residents, 27% stated they received no support upon reintegration, while 27% reported receiving good support. Stakeholders similarly highlighted the absence of tailored reintegration programs as a contributing factor to criminal recidivism. Both groups emphasised the importance of introducing reintegration services that provide practical (e.g., employment) and social and emotional well-being support for individuals re-entering the community.

### Parenting and Family Support

Parenting challenges were frequently mentioned, with 80% of resident respondents identifying parenting support as a critical need for vulnerable groups. Stakeholders raised concerns about young parents lacking the skills and resources to care for their children, with grandparents often stepping in to fill the gap despite being unable to meet caregiving demands consistently.

Residents also reported instances of children attending school hungry or unclean, which they attributed to parental neglect and alcohol misuse. Among residents, 87% prioritised wraparound family support and education. Specific suggestions included planned pregnancy and parenting programs, skills-building initiatives, and family-focused interventions to improve parental engagement and overall family well-being.

### Loss of Cultural Practices

Both stakeholders and residents expressed concerns about the decline in cultural activities, which they perceived as contributing to a disconnect between families and their traditions. Stakeholders noted that this loss of cultural connection was particularly evident among young people. Residents highlighted the need for cultural programs to address this issue and suggested involving Elders in these initiatives to strengthen intergenerational connections.

Among stakeholders, 50% felt that cultural sensitivity in government services was only “sometimes” respected, while 20% of residents reported that it was “rarely” or “never” recognised. Both groups recommended culturally appropriate service delivery to ensure community programs align with local traditions and values.

### Social Cohesion

Longstanding interpersonal and inter-family tensions were frequently mentioned as barriers to fostering a cohesive community. Stakeholders and residents alike noted that these tensions contribute to broader social challenges, including lateral violence and a lack of collective responsibility. Suggestions included promoting shared responsibility through community events and creating opportunities for families to come together in positive settings.

### Volunteer Engagement

Both stakeholders and residents reported a lack of community volunteers, which was perceived as limiting the availability of youth programs and family-friendly activities. Among residents, 100% indicated they would attend community “have your say” days, highlighting strong interest in participating in planning processes. Stakeholders suggested engaging families through surveys, community meetings, and collaborative events to strengthen participation and foster shared responsibility.

### Service Effectiveness

Residents’ perceptions of service effectiveness varied, with 53% reporting they had accessed services for health, domestic violence, or family issues in the past year. However, 47% indicated that the support they received only “somewhat” helped their situation, and 7% reported it did not help at all. Stakeholders similarly rated government services poorly, with 50% describing service delivery as “average” and 20% rating it as “poor.”

### Service Coordination

Stakeholders rated communication and coordination among services poorly, with 50% selecting this option in the survey. Similarly, residents reported that insufficient communication between service providers creates barriers to accessing support. One resident noted, “There is hardly anything here in Woorabinda,” while another highlighted “competition between services” as a challenge.

Combined respondents recommended improving stakeholder collaboration through structured communication and planning. They also emphasised the importance of reducing reliance on Drive-In Drive-Out (DIDO) and Fly-In Fly-Out (FIFO) workers by training local community members to deliver programs. This approach was seen as a way to improve sustainability, create employment opportunities, and foster community ownership of initiatives.

### Cultural Sensitivity

Both stakeholders and residents highlighted gaps in cultural sensitivity. Among residents, 47% felt that cultural sensitivity was only “sometimes” respected, while 20% believed it was “rarely” or “never” recognised. Both groups recommended increasing training for service providers to ensure programs align with cultural values and local traditions.

### Discussion

The data highlights several pressing issues and priorities for addressing the needs of youth and vulnerable groups in Woorabinda. Youth engagement emerged as the top priority, with 100% of stakeholders and 80% of residents identifying youth activities as a critical area for improvement. Both groups highlighted the lack of structured recreational opportunities, which is perceived to contribute to boredom and anti-social behaviours. Proposals such as a youth hub and school holiday programs focused on on-country activities were widely supported as solutions to promote engagement and cultural connection.

For aged care, perceptions varied significantly. While 50% of stakeholders rated care for the elderly as “well,” only 7% of residents shared this view, with 27% rating it “poorly.” Safety concerns for Elders, including trespassing and financial abuse, were frequently mentioned. Recommendations included expanding aged care facilities, providing transportation for social outings, and implementing welfare checks during emergencies.

The data also underscored the challenges faced by carers, with 67% of residents identifying caregiver support as a critical need. Parenting support was equally prioritised, with 80% of residents and stakeholders stressing the need for wraparound family services to address neglect and improve caregiving skills.

Both groups expressed concerns about declining cultural practices and gaps in cultural sensitivity in service delivery. Recommendations included increased cultural programs involving Elders and improved training for service providers to align with local traditions.

Additionally, it was identified that stronger collaboration between stakeholders is essential for improving service coordination.

Improved service coordination, reduced reliance on DIDO/FIFO workers, and greater community involvement were also proposed to enhance sustainability and community ownership of initiatives.

## 5) Environment

The environment is central to the health, safety, and overall quality of life in Woorabinda, impacting both residents and stakeholders alike. Key environmental concerns range from animal management and pest control to waste management, utility reliability, and a lack of recreational spaces. These challenges affect not only the physical environment but also the community's capacity to maintain health, safety, and cultural values.

### Cleanliness and General Perception

Overall perceptions of cleanliness in Woorabinda varied. Among residents, 53% rated the area as “adequately clean and safe,” with an additional 27% describing it as “clean and safe.” However, 13% of residents felt the community was “unclean and unsafe,” indicating that there are areas needing attention.

Stakeholders provided a similarly mixed assessment. While 60% rated Woorabinda as “clean and safe” or “very clean and safe,” 10% viewed it as “very unclean and unsafe.” These findings suggest that while a majority perceive the community as reasonably clean, targeted interventions are needed to address areas of concern and improve overall perceptions.

### Animal Management and Pest Control

Animal management is the most significant environmental issue for both residents and stakeholders. Among residents, 93% identified problems with roaming animals such as horses and dogs, while 88.89% of stakeholders also flagged this as a top concern. Roaming animals disrupt the community by damaging fences, gates, and infrastructure (e.g., the radio tower), contributing to unclean conditions and safety risks.

The mistreatment of animals, including starving dogs and neglected horses, was raised as a serious welfare concern.

Pest control is another major concern, cited by 67% of residents and 66.67% of stakeholders.

### Waste Management and Recycling

Improper waste disposal, including litter and hazardous materials, was consistently highlighted as an issue. Among residents, broken glass, barbed wire, and asbestos were noted as concerns, alongside reports of rubbish being set alight. Stakeholders echoed these issues and emphasised the need for improved waste management practices.

Recycling was identified as a key opportunity for improvement. Among residents, 40% reported never recycling, and only 20% said they “always” or “usually” recycle. Stakeholders proposed a community-driven recycling initiative, such as Containers for Change, to promote sustainable waste practices. Increasing awareness and accessibility to recycling services was suggested to improve participation rates and reduce litter in the community.

### Lighting and Infrastructure

Poor lighting in residential areas, alleyways, and public spaces was consistently raised as a safety concern. Among residents, 60% rated street lighting as “slightly lit,” and no respondents described it as “well lit” or “very well lit.” Similarly, stakeholders noted that 70% of streets were only “slightly lit,” contributing to reduced visibility, anti-social behaviours, and safety risks for pedestrians and drivers.

### Water and Electricity Challenges

Reliable access to clean drinking water remains a challenge for many residents. Among residents, 40% reported having access to clean drinking water “most of the time,” while 60% said they only had access “sometimes.” Stakeholders also flagged issues with water quality and supply, citing a history of low reservoir levels and disruptions caused by infrastructure failures, such as the SCADA system breakdown.

Dirty creek water was another concern, particularly during summer when roaming animals pollute the water. This poses health risks for children swimming in the creek.

Frequent power outages also reportedly disrupt daily life and services. Among residents, 67% experienced quarterly outages lasting over three hours, while 27% reported half-yearly outages. Stakeholders shared similar concerns, with 70% experiencing quarterly outages and 30% reporting half-yearly disruptions. Both groups emphasised the need for backup generators for critical

infrastructure, such as water pump stations, to mitigate the impact of outages.

Telecommunications outages were another recurring issue, with 50% of stakeholders and 33% of residents experiencing disruptions quarterly. Among stakeholders, 60% reported moderate to serious impacts on service delivery due to telecommunications outages, further highlighting the need for reliable connectivity in the community.

### Recreation and Family-Friendly Facilities

A lack of family-friendly recreational spaces was a recurring theme in the data. Among residents, only 7% felt that Woorabinda had sufficient facilities like BBQ areas or gathering spaces, with 73% agreeing that more were needed. Similarly, 80% of stakeholders called for enhanced recreational spaces to improve quality of life for residents.

### Environmental Hazards

Smoke pollution was identified as a significant issue by 60% of stakeholders and 40% of residents. Stakeholders attributed this to incidents of rubbish being set alight and emphasised the need for better waste management practices to address air quality concerns.

Fire hazards, particularly those caused by children, were another major concern. Stakeholders called for increased community education and resources to manage and prevent fires.

Excessive barbed wire was also highlighted as a safety risk for both residents and animals, with calls for its removal or better management.

Respect for Country and Environmental Education  
Promoting “respect for Country” was a key priority for residents, who highlighted the importance of education and engagement with Elders.

However, 60% of residents reported being unaware of any existing environmental education programs in Woorabinda. Increasing awareness and accessibility of such initiatives could play a critical role in promoting environmental stewardship and cultural values.

### Utility and Service Improvements

The maintenance of utilities and services in Woorabinda was rated as “average” by 60% of stakeholders, with 20% describing it as “poorly maintained.” Stakeholders emphasised the need to improve the reliability of power and telecommunications services, as well as the maintenance of essential infrastructure.

### Discussion

The environment plays a pivotal role in shaping the health, safety, and quality of life for Woorabinda's residents. Many described the community as “adequately clean and safe,” with others perceiving it as “clean and safe.” However, some felt the environment was “unclean and unsafe,” indicating a need for targeted efforts to improve cleanliness and address community concerns. Stakeholders echoed this sentiment, with a portion describing the area as “very unclean and unsafe.” Animal management emerged as the most pressing environmental challenge, highlighted by 93% of residents and 89% of stakeholders. Roaming animals, such as horses and dogs, damage infrastructure and create safety risks, while concerns about neglected animal welfare underscore the need for containment programs and education on responsible ownership. Pest control is another major concern, cited by 67% of residents and stakeholders alike.

Waste management also requires attention. Residents raised concerns about litter, asbestos, and barbed wire, while recycling participation remains low, with 40% of residents reporting they never recycle.

Poor lighting was also highlighted, with 60% of residents describing streets as “slightly lit.” In addition, unreliable utilities, such as water supply and frequent power outages, further exacerbate daily challenges. Addressing these issues is essential for fostering a healthier, safer, and more sustainable community.

## 6) Roads and Infrastructure

Roads and infrastructure are fundamental to ensuring the safety, mobility, and well-being of the Woorabinda community. However, various challenges related to road safety, lighting, pedestrian pathways, and the maintenance of council-managed facilities continue to impact residents and stakeholders.

### Road Safety and Conditions

Road safety emerged as a prominent concern for both residents and stakeholders, particularly regarding risky behaviours and inadequate road infrastructure. Drink driving and failure to wear seatbelts were identified as the most pressing issues by stakeholders, with each cited as a top concern by 30% of respondents. Similarly, residents ranked drink driving and failure to wear seatbelts as significant risks, assigning them the highest average scores of 5.7 and 5.9 out of 7, respectively.

Young drivers aged 17–25 were overwhelmingly identified as the group posing the greatest road risk, with 90% of residents and 78% of stakeholders highlighting this age group as a significant concern. Motorcyclists and quadbike riders were also flagged as a major issue by 70% of residents and 56% of stakeholders, reflecting widespread unease about anti-social behaviours and reckless driving.

Road conditions were also frequently criticised. Many roads in Woorabinda were described as poorly maintained, with potholes, narrow lanes, and degraded bitumen surfaces cited as key issues. Areas such as Double Gully were specifically mentioned as needing better connectivity, including the construction of a bridge to improve accessibility.

### Lighting and Pedestrian Safety

Inadequate street lighting was consistently raised as a concern by both residents and stakeholders. Among residents, 60% described streets as “slightly lit,” while 20% rated them as “unlit.” Similarly, stakeholders noted that 70% of streets were only slightly lit, with no areas deemed “well lit” or “very well lit.” Poor lighting not only reduces visibility for pedestrians and drivers but also contributes to anti-social behaviours, such as vandalism and reckless use of motorbikes and scooters.

Pedestrian safety was another frequently mentioned issue. While 60% of stakeholders and 50% of residents reported feeling safe walking on Woorabinda's roads, others expressed concerns about the lack of dedicated pathways and uneven footpaths. These issues were seen as particularly challenging for vulnerable groups such as Elders and children, who are more at risk from inadequate pedestrian infrastructure.

### Utilisation and Maintenance of Council Infrastructure

The maintenance and accessibility of council-managed infrastructure were widely rated as average. Among residents, 44% considered council infrastructure “average” in terms of safety, while 22% described it as “unsafe.” Stakeholders provided a similar assessment, with 60% rating infrastructure maintenance as “average” and 20% describing it as “poor.” No respondents rated council infrastructure as “very well maintained,” highlighting gaps in service delivery and upkeep. Residents also expressed dissatisfaction with the pace of council project delivery, citing delays as a barrier to progress in improving community spaces.

### Transport

Transport costs for those without a vehicle were another recurring concern, with some residents noting the need for a community shopping bus to provide affordable access to essential services.

### Discussion

The Roads and Infrastructure analysis highlights significant challenges affecting safety, accessibility, and mobility in Woorabinda. Road safety concerns were particularly pronounced, with risky behaviours such as drink driving and failure to wear seatbelts identified as key issues by 30% of stakeholders and similarly prioritised by residents. Young drivers aged 17–25 were widely regarded as the most at-risk group, flagged by 90% of residents and 78% of stakeholders. Motorcyclists and quadbike riders were also of concern, reflecting community unease about reckless driving behaviours. Road conditions were frequently criticised for poor maintenance, including potholes and degraded surfaces. Specific areas, such as Double Gully, were noted as needing improved connectivity through infrastructure upgrades like a new bridge. Street lighting was also a consistent concern, with 60% of residents describing streets as only “slightly lit” and 20% as “unlit,” contributing to safety risks and anti-social behaviour.

Pedestrian safety and council infrastructure maintenance were similarly pressing issues. Residents and stakeholders rated maintenance as “average” at best, with no respondents describing it as “very well maintained.” Additionally, the lack of affordable transport options was highlighted, with calls for a community shopping bus to improve access for those without vehicles. These challenges reflect systemic gaps in infrastructure investment and upkeep.



Plans for a  
**Safer Community**

# Recommendations

## 1. Stakeholder Service Provision

Strengthening interagency collaboration is pivotal to effective service delivery. Regular data-sharing meetings, enhanced training for cultural safety, and structured community engagement events are recommended to address gaps, reduce duplication, and build trust among service providers and residents.

- 1.1. Interagency Collaboration
  - 1.1.1. Establish Service Enhancement Forums to oversee the implementation, monitoring, and review of CSP Action Areas, reporting directly to Council.
  - 1.1.2. Establish regular interagency meetings to share data, align goals, report on KPIs, and address challenges collectively and efficiently.
  - 1.1.3. Develop evidence based coordinated strategic plans with measurable KPIs to link initiatives, maximise impact, and reduce duplication.
- 1.2. Cultural Safety and Workplace Training
  - 1.2.1. Implement training for service providers to address lateral violence and promote cultural safety, enhancing relationships and effectiveness.
- 1.3. Networking and Community Engagement
  - 1.3.1. Organise networking events for stakeholders, and social events with residents, to build trust and strengthen partnerships.

## 2. Alcohol and Drugs

A phased review of the AMP is proposed, ensuring community-led solutions that balance harm reduction with cultural alignment. Recommendations include regulated alcohol access, sly grog enforcement, and the establishment of on-country healing programs and culturally appropriate counselling.

- 2.1. Develop a Revised Alcohol Management Strategy
  - 2.1.1. Create a one-year plan with measurable milestones to guide the transition to regulated alcohol access, with controlled options including:
    - 2.1.1.1. Takeaways from local liquor-licensed venues.
    - 2.1.1.2. Temporary event-based liquor licensing.
    - 2.1.1.3. Personal carriage limits.
    - 2.1.1.4. Permanent liquor licensing
- 2.2. Ensure Community Leadership and Co-Design
  - 2.2.1. Actively involve the community in planning, implementation, and oversight to ensure cultural alignment and local relevance.
  - 2.2.2. Establish a community advisory group to monitor outcomes and provide ongoing input.
- 2.3. Enforcement
  - 2.3.1. Confirm with QPS that enforcement efforts are focussed on sly grog suppliers rather than consumers.
- 2.4. Provide Wraparound Support Services
  - 2.4.1. Establish culturally appropriate counselling, rehabilitation, and harm-reduction programs.

- 2.4.2. Address root causes of alcohol misuse, including lack of employment, mental health challenges, and family stress.
- 2.4.3. Invest in on-country healing programs that integrate traditional and modern therapeutic approaches.

### 3. Crime and Policing (including CCTV)

Key measures focus on increasing the presence of law enforcement, expanding CCTV infrastructure, and strengthening night patrols to address community concerns like domestic violence and party houses. Justice reinvestment initiatives and revitalisation of the Community Justice Group aim to provide culturally relevant and preventative support services.

- 3.1. Enhance Policing and Community Safety Measures
  - 3.1.1. Strengthen the presence of Queensland Police Service (QPS) officers and locally recruited Queensland Protective Services Officers and Police Liaison Officers, particularly during night-time, to address community concerns.
  - 3.1.2. Establish a direct reporting line or community-based liaison to make it easier for residents to report crimes such as sly grog activity and domestic violence.
  - 3.1.3. Advocate for police efforts to be recalibrated toward addressing primary community concerns, including domestic violence and party houses.
- 3.2. Domestic Violence
  - 3.2.1. Provide additional resources for addressing domestic violence, including specialised training for police and proactive wraparound support for affected families
- 3.3. Justice Reinvestment
  - 3.3.1. Establish support services to divert young people and adults from the criminal justice system, and reduce offending behaviours, including life skills training, and pathways to employment.
  - 3.3.2. Establish support services for young people and adults returning from custody using to reduce recidivism, including life skills training and pathways to employment.
  - 3.3.3. Align the efforts of various stakeholders and agencies to ensure that community safety initiatives are coordinated and effective. This includes better communication and data sharing between police, health services, and council-led programs.
  - 3.3.4. Invest in training community members to run youth programs, parenting support initiatives, and other community-driven services, creating local employment opportunities while enhancing program sustainability.
  - 3.3.5. Develop measurable objectives for crime reduction, youth engagement, and community safety.

- 3.4. Revitalise the Community Justice Group
- 3.4.1. Reassess the role and effectiveness of the Community Justice Group, focusing on its potential to mediate disputes and provide culturally relevant solutions to community safety concerns.
- 3.4.2. Foster collaboration between the Community Justice Group, police, and other service providers to create an integrated approach to addressing crime and safety challenges.
- 3.5. CCTV
- 3.5.1. Expand CCTV infrastructure in key locations to improve surveillance and act as a deterrent to criminal activity, particularly in high-traffic or problem areas.

#### 4. Youth and Vulnerable Groups

Prioritising youth engagement through dedicated spaces and on-country activities is vital for reducing anti-social behaviours. The plan also recommends developing aged care facilities, strengthening parenting programs, and delivering local social and emotional wellbeing services tailored to local needs.

- 4.1. Youth Engagement
- 4.1.1. Create a dedicated youth space offering structured activities and cultural programs, to engage young people positively and reduce anti-social behaviours.
- 4.1.2. Introduce on-country activities, such as fishing, camping, and life skills training, to foster cultural connection and personal development among youth, ideally with connections to community Elders.
- 4.1.3. Upgrade existing sporting and playground facilities, and construct additional infrastructure as required by community, to best practice standards. Improvements should include shading, safe and durable flooring, and accessibility features.
- 4.2. Aged Care and Elder Safety
- 4.2.1. Develop aged care facilities to provide formal support for elderly residents, including respite care, welfare checks during emergencies, and transport services for social outings and shopping.
- 4.2.2. Provide information on supports for older people that can be accessed by community members.
- 4.2.3. Organise on-country trips for older residents to strengthen their cultural ties and improve well-being.
- 4.3. People Living with a Disability
- 4.3.1. Provide information on supports for people living with a disability that can be accessed by community members.
- 4.4. Social and Emotional Wellbeing
- 4.4.1. Increase the availability of locally based mental health services, with a focus on preventative care and early intervention.
- 4.4.2. Establish a residential rehabilitation facility specifically designed to support the needs of women.
- 4.5. Carer and Family Support

- 4.5.1. Introduce respite services and tailored programs to reduce strain on carers of both Elders and children.
- 4.6. Strengthen Parenting Programs
- 4.6.1. Offer planned pregnancy, parenting skills workshops, and wraparound family support services to address neglect and improve family well-being.
- 4.7. Reduce Reliance on DIDO/FIFO Workers
- 4.7.1. Train local community members to deliver programs, enhancing sustainability and creating local employment opportunities.
- 4.8. Money Management
- 4.8.1. In lieu of a Basics Card, work with existing stakeholders to utilise tools that are currently available, such as the Pama Platform.
- 4.8.2. Establish confidential, culturally sensitive financial counselling services to support individuals and families in addressing debt, managing income, and achieving financial stability.
- 4.9. Cultural and Social Cohesion
- 4.9.1. Develop cultural programs involving Elders to reconnect families with traditions and strengthen intergenerational bonds.

## 5. Environment

Improved waste management, animal control, and lighting infrastructure are central to fostering a safe and sustainable environment. Programs like recycling initiatives, barbed wire removal, and fire prevention education will enhance community safety and environmental stewardship.

- 5.1. Animal Management and Pest Control
- 5.1.1. Develop programs, or partner with welfare organisations, to address neglected and roaming animals, including regulatory enforcement and community education on responsible animal ownership, and desexing and rehoming initiatives.
- 5.2. Pest Control Services
- 5.2.1. Increase pest control services to address widespread concerns about pests.
- 5.3. Waste Management and Recycling
- 5.3.1. Launch initiatives like Containers for Change to improve recycling rates, reduce litter, and foster sustainable waste practices.
- 5.4. Hazardous Material Management
- 5.4.1. Develop safe removal protocols for hazardous materials like asbestos, barbed wire, and broken glass to ensure community safety.
- 5.5. Utility Reliability
- 5.5.1. Install backup generators for critical infrastructure, such as water pump stations, to minimise disruptions during outages.
- 5.6. Water Quality and Supply Improvements
- 5.6.1. Upgrade water supply systems, ensure regular quality testing, and address contamination issues like polluted creek water.
- 5.7. Telecommunication Upgrades

- 5.7.1. Collaborate with service providers to improve connectivity and reduce frequent disruptions affecting residents and stakeholders.
- 5.8. Recreational and Family-Friendly Spaces
  - 5.8.1. Develop shaded gathering spaces to meet the community's needs for family-friendly and safe recreational options.
- 5.9. Environmental Hazards
  - 5.9.1. Enforce waste disposal regulations to prevent rubbish burning and mitigate smoke pollution.
- 5.10. Fire Prevention Programs
  - 5.10.1. Provide community education and resources to prevent fires, particularly those started by children.
- 5.11. Respect for Country and Environmental Education
  - 5.11.1. Host Junior Ranger workshops, environmental events, and community days to promote environmental stewardship and respect for Country.
- 5.12. Elder-Led Educational Initiatives
  - 5.12.1. Facilitate interactions between Elders and younger generations to promote cultural education and sustainable practices.

## 6. Roads and Infrastructure

Addressing road safety through maintenance, better lighting, and expanded pedestrian pathways is essential. Plans include community-specific safety programs targeting young drivers and reintroducing a community shopping bus to improve access to essential services.

- 6.1. Enhance Road Safety
  - 6.1.1. Develop community-specific road safety programs targeting high-risk groups, such as young drivers aged 17–25, to address behaviours like drink driving and failure to wear seatbelts.
  - 6.1.2. Strengthen enforcement of road safety laws, including penalties for seatbelt violations and reckless driving.
  - 6.1.3. Install speed mitigation infrastructure, road signage, in high-traffic and vulnerable pedestrian areas to reduce speeding and improve safety.
- 6.2. Improve Road Conditions

- 6.2.1. Implement regular road maintenance schedules to address potholes, degraded bitumen, and narrow lanes.
- 6.3. Upgrade Street Lighting
  - 6.3.1. Install well-positioned streetlights in residential areas, along main roads, and at key pedestrian crossings to improve visibility and deter anti-social behaviours.
- 6.4. Enhance Pedestrian Infrastructure
  - 6.4.1. Construct and maintain shared and shaded, footpaths for pedestrians, for people using disability aids, people with prams, and cyclists, to improve safety, accessibility, and promote healthy activities.
- 6.5. Strengthen Council Infrastructure Maintenance
  - 6.5.1. Allocate additional resources to improve the upkeep of council-managed infrastructure, including roads, lighting, and community spaces.
  - 6.5.2. Redesign and construct the shopping precinct to make it an accessible family-friendly hub, incorporating vegetation, shaded seating areas, and improved aesthetics to foster community connection and pride.
- 6.6. Expand Transport Options
  - 6.6.1. Ensure reliability and access to a community bus to provide affordable transport for residents without vehicles, ensuring access to essential services
- 6.7. Business Space
  - 6.7.1. Create affordable, accessible, business spaces for community members to operate within, to support economic activity and opportunities.









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