



For the
community
creators

URBAN DEVELOPMENT INSTITUTE OF AUSTRALIA WESTERN AUSTRALIAN DIVISION

Annual Report 2024–2025



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ACKNOWLEDGEMENT OF COUNTRY

The Urban Development Institute of Australia Western Australian Division (UDIA WA) acknowledge the traditional custodians of the land on which we work, the Whadjuk people of the Noongar Nation. We also acknowledge the Traditional Custodians across Western Australia and their continuing connection to the land and waters where our members operate.

We wish to acknowledge the strength of their continuing culture and offer our respects to Elders past, present and emerging.

UDIA WA'S COMMITMENT TO RECONCILIATION

UDIA WA's first Reflect Reconciliation Action Plan was endorsed by Reconciliation Australia in June 2024. We are very proud of this achievement and our achievements to date against our RAP deliverables. You can [read our RAP on our website](#).

We strongly believe in providing leadership to the broader urban development industry in respect to reconciliation and more meaningful engagement with the Traditional Owners and Custodians of the lands on which we and our members operate.

Artwork by Jarni McGuire

ABOUT UDIA

As the leading voice representing the urban development industry, UDIA WA is at the forefront of all things development throughout Western Australia.

With a history spanning over 50 years, the Institute is the pre-eminent body that promotes excellence and innovation in the creation of the urban environment in WA.

Our membership reflects the full spectrum of the development industry, including developers, finance, design, planning, local governments, utility providers and State Government agencies, essential service providers, engineers, environmental consultants, accountants, lawyers, builders, architects, and more. UDIA WA members work together to create vibrant liveable communities across WA.

UDIA WA assists members to achieve their goals by facilitating essential discussion and debate, fostering a connected industry, releasing critical research and market intelligence that informs business decisions and presenting Government with evidence-based solutions that influence policy outcomes.

PURPOSE

Great places + Housing choice = Better lives

VISION

Diverse living options in thriving, connected communities

MISSION

Lead, influence and deliver remarkable member value for a strong urban development industry.

OUR REACH

7000+

TOTAL CONTACTS IN WA

inc. developers, government, consultants and key service providers

2+6

2 STRATEGIC COMMITTEES

& 6 Operational Committees delivering advocacy & policy outcomes

40+

EVENTS EACH YEAR

inc. business breakfasts, luncheons, conferences, briefing sessions & more

250+

MEMBER COMPANIES

with 4,000+ WA individuals who are recognised as members



PRESIDENT'S REPORT

BY RICHARD PAPPAS – PRESIDENT, UDIA WA

I am pleased to present the 2024–25 UDIA WA Annual Report as I prepare to hand over the reins after two rewarding years as President of the Institute.

From an industry advocacy perspective, this financial year was shaped by the lead up to, and execution of, the WA State Election in May 2025.

While a Labor Government victory was widely anticipated, UDIA WA's State Election Campaign centred on ensuring that all candidates committed to supporting private industry in accelerating the delivery of much needed housing across the state.

Our campaign put forward clear and targeted recommendations, focusing on actions required now to boost immediate housing supply and establish a more sustainable pipeline for the future.

Since launching the campaign in mid-2024, UDIA WA has consistently advocated for these priorities, and we were pleased to see tangible outcomes that support our sector's role in addressing the housing crisis.

Our three core asks of government were:

1. Make it easier to deliver the homes we need;
2. Keep the cost of homes down;
3. Plan for housing needs now and into the future.

Leading into the election, we welcomed several significant commitments aligned with our campaign, many of which are now being implemented.

One of the most notable outcomes was the introduction of the \$400 million Housing Enabling Infrastructure Fund (HEIF), designed to support the planning and delivery of infrastructure in key growth areas. This initiative was in direct response to UDIA WA's Growth Areas Infrastructure Requirements

Report, published in October 2024. The report identified three priority growth corridors where coordinated infrastructure investment could enable the delivery of up to 90,000 new homes.

Additionally, the \$210 million Home Ownership Package, including a new Keystart Shared Equity Scheme targeting townhomes and apartments, as well as the transition of Keystart to a Government Trading Enterprise, stemmed from UDIA WA's continued advocacy around housing finance reform.

Another direct response to our advocacy was the commitment to adjust stamp duty thresholds for first home buyers, multi-residential developments and land.

Round two of the State Government's Housing Diversity Pipeline was also announced in June 2024, and we saw a significant pivot by the government to open up all government owned 'lazy land' for expression of interest, which has resulted in several proponents currently negotiating to secure land and further improve near term housing supply across the continuum.

Post election, UDIA WA has continued to keep the pressure on to ensure that the re-elected Labor Government follows through on its commitments and explores further initiatives to support the orderly delivery of land and housing to market. This work is more important than ever, as house prices continue to rise and more Western Australians struggle to find affordable, suitable homes.



While our focus remains firmly on unlocking supply through better infrastructure provision and streamlined approvals processes, we also continue to explore innovative and alternative housing solutions.

In October 2024, we established a Land Lease Communities (LLC) Working Group to investigate their potential in helping ease the housing supply and affordability crisis. LLCs offer a more affordable and quicker to deliver housing option, particularly for older, active downsizers, freeing up existing homes for growing families.

Our advocacy success would not be possible without the dedication and support of our committee system, which continues to be a cornerstone of the Institute's work.

Our two Strategic Committees, six Operational Committees, Outlook Committee and various Working Groups are all comprised of passionate and knowledgeable industry professionals who generously volunteer their time and expertise.

Their contributions are instrumental in enabling UDIA WA to represent the industry with strength and credibility.

Finally, I would like to express my sincere gratitude to my fellow Councillors and the UDIA WA Executive team for their ongoing support, insight, and leadership.

Thank you also to our members, sponsors, and industry partners for your continued engagement, that makes our work possible.

It has been a privilege to serve as President, and I look forward to seeing UDIA WA continue its critical role in shaping a more liveable, sustainable, and affordable future for all Western Australians.

Richard Pappas

President, UDIA WA





CEO REPORT

BY TANYA STEINBECK – CEO, UDIA WA

This year, the Institute has concentrated on reinforcing our strategic direction while continuing to deliver outstanding value to our members.

We remain steadfast in our commitment to the purpose that drives us, being Great Places + Housing Choice = Better Lives, and our vision of delivering more diverse living options in thriving, connected communities.

Amid an ongoing housing crisis, our purpose and vision have never been more relevant or more vital.

Importantly, while we continue to pursue our broader purpose and vision, we have remained firmly focused on our core mission to lead, influence and deliver remarkable member value in support of a strong urban development industry.

Our strategic goals are shaped around our role to educate, advocate, connect and excel in creating a meaningful impact for our members, stakeholders and the broader community.

To ensure that the organisation is appropriately resourced to execute its strategic priorities, investments in dedicated Business Development and Education roles within the team have established a strong foundation for growth in the coming years.

With support from the Education, Connection & Excellence Strategic Committee and Professional Development Committee, dedicated strategies focused on membership expansion and the delivery of a comprehensive education program will continue to drive revenue growth for the organisation in the years ahead.

While UDIA WA Educate equips our members with the knowledge required to deliver diverse housing and vibrant communities, we also remain focused on enhancing the broader community's perception of the development industry.



To support this, UDIA WA has continued expanding the community information section on our website and proudly launched our housing choice video series. This initiative features residents from a variety of housing types from apartments to masterplanned communities, sharing why they chose their home and what they love about where they live.

A key platform for showcasing the innovation and excellence within our industry is our long standing Awards for Excellence program, which once again highlighted the outstanding work of our members across a diverse range of categories.

In 2024, we were pleased to introduce new award categories, including Team of the Year and Local Government Authority of the Year. These additions were warmly received and further enriched a program that, this year, celebrates its 30th anniversary.

Our relationships with government, members and other key stakeholders are central to our ability to influence and drive change for an effective, efficient regulatory and legislative environment for industry. We have had many wins over the last year that will continue to provide value for our members in the years ahead.

Supported by evidence-based policy and research with the National Housing Pipeline, Urban Development Index and Growth Areas Infrastructure Requirements Report, we will continue to prioritise solutions-based advocacy that brings practical value to our stakeholders.

I would like to extend my heartfelt thanks to our dedicated volunteer Council, committee, and working group members. Your time, expertise, and commitment are invaluable, and we simply could not have achieved all that we have this year and beyond, without your support.

To our outgoing President, Richard Pappas, a huge thank you. Your second year in the role has been a tremendous success and we deeply appreciate your leadership and passion for the Institute and supporting the wider industry in delivering vibrant, sustainable communities.

Finally, to the small but mighty UDIA WA team, I thank you for your tireless work and unwavering dedication. Your commitment to delivering remarkable value for our members continues to be the driving force behind our success.

Tanya Steinbeck

UDIA WA CEO





TREASURER'S REPORT

BY ADAM SHEPHARD – TREASURER, UDIA WA

I am pleased to provide the results of the UDIA WA accounts for FY24–25, which have been audited by Armada Accountants and Advisors and for which an unqualified audit report was provided on 30 September 2025. A copy of the audited accounts and audit report is available on request.

At the June 2024 Council meeting, the UDIA WA Council endorsed the FY24–25 Budget with a profit target of \$48,947 that was subject to a mid-year review and noting that further work was to be done around a longer-term financial plan. Council acknowledged that the budgeted revenue was aspirational and contained a reasonable degree of risk given the substantial increase in targeted revenue across all income streams.

To support the achievement of revenue targets, the recruitment of a dedicated Business Development Officer was endorsed commencing 1 July 2024. In addition, the recruitment of an Industry Education Officer has supported the delivery of the uplift in revenue from professional development courses.

The endorsed investment of \$180,000 in upgrading the fitout of the office at 3 Wexford Street was financed largely through cash-flow, with a Council-endorsed drawdown of a Business Loan of \$190,000 completed in May 2025. The cost of the fitout has been partially capitalised with depreciation calculated over ten years.

At the time of preparation and endorsement of the FY24–25 Budget, resourcing allocated to events, sponsorship and membership was significantly reduced due to concurrent resignations of two full-time staff, restructuring to recruit a full-time Business Development role which was filled internally and the flow on impact to recruiting for the Digital Media & Communications role.

The subsequent onboarding of these roles was not fully completed until the end of September 2024, having a significant influence over the ability to meet aspirational budget targets. Combined with the CEO working in a reduced capacity between August and December 2024 due to family illness, the cumulative impact of significantly reduced resources and a substantial increase in revenue expectations has resulted in a loss of -\$189,466 for FY24–25.

A significant amount of effort has been invested over the last 12 months through a strategic review of revenue opportunities and cost-benefit analysis of the provision of each aspect of member services to ensure we continue to operate sustainably whilst delivering excellent member value.

In anticipation of the forecast FY24–25 loss, actions endorsed by Council Executive have been taken to mitigate further losses including the abolition of one FTE, outsourcing the financial management function and ceasing the National Service Level Agreement for Research from 1 July 2025.

At a Council Financial Performance and Risk Workshop held in April 2025, it was agreed that UDIA WA aims to hit a \$150,000 profit position over three years. In the first year being FY25–26, the Budget target is to achieve a breakeven position followed by an increase to \$75,000 profit in Year 2 and \$150,000 in Year 3.

Despite the FY24–25 operating loss, our financial position remains robust with total equity as at 30 June 2025 of \$1,056,363. Early into FY25–26, the \$190,000 Business Loan has been repaid and we are well-positioned to reach budgeted revenue targets to achieve a break-even budget in line with the three-year financial plan.

With a fully resourced, dedicated team supported by an engaged and focused Council, UDIA WA has set strong foundations for sustainable growth in the years ahead.

Sincerely,

Adam Shephard

Treasurer

INVESTING IN FUTURE SUCCESS WITH UDIA WA EDUCATE



UDIA WA
Educate

At UDIA WA, we recognise that people are central to all that we do – as an organisation and as an industry. That’s why we’re committed to being the trusted ‘go to’ for our members and others seeking high-quality, industry-specific professional development.

This year, we continued our investment in embedding and growing of the UDIA WA Educate program as a strategic priority set by the UDIA WA Council. We were also pleased to welcome Stockland as our inaugural Education Partner.

With a wide and expanding range of tailored courses, delivered by respected industry leaders, we’re proud to support the upskilling and capability building of WA’s property sector.



A sincere thank you to our Education Partner Stockland, our Professional Development Committee and the dedicated industry experts that work with us in creating and delivering our courses. They play a critical role in helping us ensure our UDIA WA Educate program continues to support professionals in reaching their full potential.

Our Impact

In FY24-25:



7

new courses were created



24

courses and modules were delivered



265

participants gained invaluable knowledge and skills



69

organisations have invested in their people through sending them on our courses



75

industry-leaders shared their experience and expertise

Benefits for member and industry organisations:

- Investing in the professional growth of their people;
- Contributing to stronger staff engagement, retention and productivity; and
- Prioritising capability building for enhanced performance and succession planning.

The success of any company lies in the talent and vision of its people!

Benefits for individuals:

- Demonstrating commitment to continuous learning and improvement;
- Building practical, industry-relevant technical knowledge and skills, enhancing their effectiveness in their role and supporting their career progression; and
- Seizing valuable networking opportunities with industry peers and leaders.

In today's dynamic and fast-paced environment continuous learning is not just beneficial, it's essential!



"At Stockland, we place a high priority on our people's professional growth and development as their career takes off. As UDIA WA Education Partner, we are applying a similar lens and supporting a program that encourages the wider industry to learn and broaden their contributions across the sector."

Col Dutton, General Manager, WA, Stockland

"The Foundations of Property Development course is hosted by a wide variety of experienced professionals, providing a rare opportunity to learn directly from experts working in those fields."

"What was particularly useful for me was workshoping examples of real-world development issues. With smaller groups the course provides a relaxed environment that allows for questions and discussion amongst your classmates."

Ben Marie, Assistant Development Manager, Perron Group

"The UDIA WA Project Feasibility, Risk & Finance in Property Development course was engaging, practical, and confidence-building. The expert presenters brought real projects to life, and the workshops provided a great opportunity to apply learning in a supportive setting. Over the two days, the sessions remained engaging and informative, helping to demystify the development process and build my confidence in navigating it."

Kathryn Moorey, CEO Stellar Living

"The Medium Density course content provided an excellent overview of medium density development within the localised context of Perth, but the true value was in the ability to have Q&A with a great cross-section of industry professionals spanning planning and development."

Roland Pain, Property Analyst / Business Development, The Department of Housing and Works



ADVOCACY AND THOUGHT LEADERSHIP STRATEGIC COMMITTEE REPORT

BY GLEN MCLEOD – COMMITTEE CHAIR

The purpose of the **Advocacy & Thought Leadership Strategic Committee** is to support the UDIA WA Council and Executive team in identifying and driving our strategic policy priorities, ensuring we remain an effective advocate and continue to demonstrate thought leadership to enable diverse living options in thriving, connected communities.

The key focuses of the Advocacy & Thought Leadership Strategic Committee this year included supporting:

- the finalisation and execution of UDIA WA's 2025 State Election Campaign and election commitment tracking – several key commitments were secured across the main parties, directly aligned with our Campaign;
- the preparation of UDIA WA's 2025-26 Pre-Budget Submission;
- the creation of a repository of UDIA WA's endorsed policy positions to clearly articulate to staff, Council, Committee members, members and stakeholders where UDIA WA stands on key issues;
- further consideration of our holistic advocacy approach around residential land supply and facilitating infill development;
- strategic direction to the Operational Committees and feeding into the development of strategically important position papers and responses, including on –
 - ◊ quick win opportunities (culture, process, policy and regulatory reforms) to improve planning assessment and approvals timeframes to support the delivery of the homes we need, faster,
 - ◊ a proposed approach to the State Government's Housing Diversity Pipeline Phase 2,
 - ◊ parallel decision-making for planning, and
 - ◊ proactive advocacy on a strategic approach to offsets,
- identification of ways to enhance Government accountability and a culture of collaboration as a key tenet to solving the housing crisis; and
- the ongoing refinement and use of outcomes from the National Housing Pipeline (NHP) Project, as well as the development of UDIA WA's research platform and data insights portal.

Under the Advocacy & Thought Leadership Strategic Committee, our four Operational Committees provide detailed operational level input and support to the UDIA WA State Council, Strategic Committee and team in identifying and resolving key industry issues and execute priority objectives. This includes a focus on crafting responses to policy issues, implementing actions to progress strategic priorities as directed by the Strategic Committee and furthering UDIA's ongoing work for advocacy and the betterment of the development industry aligned with our Purpose, Vision and Mission.



Infill Developments & Precincts Operational Committee

The Infill Developments & Precincts Committee was formed to support the acceleration of diverse and affordable housing supply through identifying opportunities and removing barriers to achieving high quality medium and higher density built form, and the development of thriving and connected precincts.

Through the year, the Infill Developments & Precincts Committee has been focused on:

- analysing and identifying opportunities to address the layers of cost and regulation which delay and/or adversely impact the viability of medium and higher density infill projects;
- advocacy to enhance the taxation settings and viability of Build to Rent projects to facilitate increased rental supply, contributing to the securing of the Labor State Election Commitment to the \$75m Build to Rent Kickstart Fund;
- the exploration of commercial options and outcomes associated with Keystart's potential role in helping to unlock housing choice and supply by supporting the viability of built form development projects;
- inputting to position papers and submissions, including on –
 - ◊ proposed quick win opportunities (culture, process, policy and regulatory reforms) to improve planning assessment and approvals timeframes,
 - ◊ a response to proposed amendments to Development Policy 9 – Affordable and Diverse Housing;
 - ◊ a proposal to ensure sufficient need and nexus and better outcomes from the public art contributions,
 - ◊ a proposed approach to the State Government's Housing Diversity Pipeline Phase 2,
 - ◊ submissions on the State Design Review Panel Manual and Local Government Design Review Panel Manual,
 - ◊ a response to the City of Perth Riverfront Masterplan,
- advocating for the extension and expansion of the State Government's Infrastructure Development Fund to include a broader range of statutory fees and charges and other priorities to increase the pool of viable built form projects across the Perth Metropolitan Area;
- supporting an industry body position paper to underpin joint advocacy with the Minister for Planning and Housing at an infill developer roundtable, contributing to securing the \$10,000 incentive for qualified building and construction workers to relocate to WA to help address capacity in the market;
- providing industry input to the State Government's work to explore development incentives for social and affordable housing; and
- supporting activities to increase consumer confidence in buying apartments, including supporting UDIA WA's video series promoting housing choice and the development of a guide for apartment purchasers to help them understand defects and rectification works.



Masterplanned Communities Operational Committee

The Masterplanned Communities Operational Committee was formed to support the acceleration of affordable housing supply through identifying opportunities and removing barriers to creating liveable masterplanned communities in Western Australia.

Through the year, the Masterplanned Communities Committee has been actively involved in:

- Working with the Infrastructure Committee on identification of enabling infrastructure requirements for key growth areas;
- Providing input to the work of the Environment & Climate Action Committee on the strategic approach to offsets and advocating for the provision of EPA advice at District Structure Plan stage;
- undertaking a review of model subdivision conditions and identifying opportunities to address issues with application and clearance;
- inputting to papers and submissions, including on –
 - ◊ proposed quick win opportunities (culture, process, policy and regulatory reforms) to improve planning assessment and approvals timeframes,
 - ◊ a proposed approach to the State Government's Housing Diversity Pipeline Phase 2,
 - ◊ a submission on the Metropolitan Region Scheme draft Clause 28 Notice regarding revised requirements for planning approvals for development on zoned land;
- engagement with the State Government on various policies including through representation on the Neighbourhood Design Advisory Group and the R-Codes Review.

A Land Lease Communities Working Group was formed in April 2024, reporting into the Masterplanned Communities Committee, to explore the challenges and opportunities and UDIA WA's potential role in facilitating this housing option. The Working Group has supported the development of a UDIA WA position paper setting out practical policy solutions for State Government consideration, which is now underpinning advocacy.

Infrastructure Operational Committee

The Infrastructure Committee was formed to help address bottlenecks and seek the timely provision of infrastructure and services to unlock land for development and accelerate diverse and affordable housing supply to meet the need of new and existing communities.

Through the year the Infrastructure Committee has been actively involved in:

- continuing to work collaboratively with Western Power to address issues and support new co-created processes in working towards timely delivery of clearances and titling in residential land development;
- identification of critical enabling infrastructure requirements for key growth areas and preparation of a UDIA WA's Growth Areas Infrastructure Requirements report, which underpinned our advocacy to secure the \$400m Housing Enabling Infrastructure Fund commitment by the State Government;
- working to improve the Development Contribution Plans model, seeking to ensure better alignment with State Planning Policy 3.6, including engagement with the GAPP Councils, Department of Planning, Lands and Heritage DCP team and relevant local governments;
- supporting submissions, including undertaking a review of the draft IPWEA Local Government Subdivisional Guidelines Edition 3.1; and
- monitoring and taking actions to resolve bottlenecks in the delivery of infrastructure to enable development, such as analysis and engagement to understand the demand and supply considerations for basic raw materials to inform potential advocacy needs.



Environment & Climate Action Operational Committee

The Environment & Climate Action Committee was formed to seek a regulatory framework and practices which support balanced environmental and land use planning outcomes and to support industry in responding to climate change.

Through the year, the Environment & Climate Action Committee has been focused on:

- finding improvements within the current framework to streamline the environmental approvals system, such as advocating the provision of EPA advice at District Structure Plan stage and feeding into UDIA WA's response on the subsequent draft guidelines;
- inputting to the development of a position paper underpinning UDIA WA's ongoing advocacy for a strategic approach to offsets;
- supporting engagement with DWER regarding regional vegetation planning and how this could potentially inform approaches for regional planning or improved environmental decision making to support planning;
- inputting to submissions such as on the:
 - ◊ EPA's draft Environmental Impact Assessment (EIA) Practice Guide,
 - ◊ EPA's draft Cumulative Impact Assessment (CIA) Guidelines,
 - ◊ review of fees and charges under Part 4 of the Environmental Protection Act 1986,
 - ◊ review of planning approvals for contaminated sites,
- helping to shape the industry response to climate change through support of a collaborative project with Cerclos to develop a standard approach to Life Cycle Assessment for land development; and
- providing ongoing input and support to advocacy through UDIA National as part of the EPBC Act Reforms and clearing the decks of projects held up in the system. This resulted in:
 - ◊ A specific engagement program with senior Department of Climate Change, Energy, the Environment and Water (DCCEEW) representatives and the Environment Minister's Office informing the Federal Government's view on the extent to which the Act is an impediment to housing supply and its focus on addressing this. This has identified a housing pipeline across the country that is being held up, as the basis of the 'backlog' to be cleared by the 'housing strike team' subsequently announced in August 2025.
 - ◊ Targeted sessions to identify specific issues relevant to WA in relation to EPBC Act assessments affecting member developments and opportunities to resolve these issues with smoother assessment pathways.



ADVOCACY & THOUGHT LEADERSHIP COMMITTEE MEMBERS

Glen McLeod

Ryan Hunter

Jane Bennett

Dave Parsons

Steve Carter

Jason Hick

Samantha Thompson

Jay Walter

Scott Cameron

Lucy Shea

Stuart Gardiner

David Cresp

Louise Nazareth

INFILL DEVELOPMENTS & PRECINCTS OPERATIONAL COMMITTEE MEMBERS

David Parsons

Megan Gammon

Gavin Hawkins

Kate Whitton

Andrew Brodie

Lachlan McCaffrey

Richard Pappas

David Wilson

Justin Mansillas

Luke Reinecke

Trent Will

Simon Burnell

Andrew Tucker

Dave Coremans

Shaun Oosttryck

MASTERPLANNED COMMUNITIES OPERATIONAL COMMITTEE MEMBERS

Steve Carter

Rachel Chapman

Brenton Downing

Kasia Majewski

Lucian Iacob

Ben Killigrew

Daniel Martinovich

Tony Aleksovski

George Hajugabriel

Shane McSweeney

Hamish Gleeson

Jonathan Small

Josh Leigh



INFRASTRUCTURE OPERATIONAL COMMITTEE MEMBERS

Ryan Hunter

Nathan Butson

Tom Barry

Cameron Leckey

Julia Griffiths

Brian O'Keefe

Michael Arena

Craig Raynor

Brad Ellett

Mark Busher

Mitchell Dirks

Shane Wormall

Mariam Yaqub

Shane Highman

Ben Naiker

ENVIRONMENT & CLIMATE ACTION OPERATIONAL COMMITTEE MEMBERS

Jason Hick

Karl White

John Halleen

Jey Shivakumar

Matt Craven-Kelly

Nivia Guiffre

Craig Wallace

Daniel Panickar

Nicole Barnao

Luke Oliver

Peter Dockett

Josh Leigh

Peter Howard

Chris de Josselin

Sean Walsh (Observer)





EDUCATION, CONNECTION & EXCELLENCE STRATEGIC COMMITTEE REPORT

BY TIFFANY ALLEN – COMMITTEE CHAIR

The purpose of the **Education, Connection & Excellence Strategic Committee** is to support the UDIA WA Council and Executive team in enhancing member value and ensuring UDIA WA's continued growth as a thriving member organisation in support of a strong urban development industry.

The key focuses of the Education, Connection & Excellence (EC&E) Committee this year included providing strategic advice, guidance and input:

- in helping to shape the UDIA WA 2025 State Conference Program;
- to review the UDIA WA 2025 Awards, which included the incorporation of two new Awards categories (Team of the Year and Local Government of the Year) following input from the Committee in FY23-24;
- into the expansion of UDIA WA's industry education program and communications and community engagement activities which were the focus for the Operational committees;
- around opportunities to enhance member attraction, engagement and retention activities, including supporting the team in:
 - ◊ undertaking a Member Strategy Project that resulted in changes to our membership structure with the introduction of a new 'Builder' category, clearly articulated member value propositions and increased flexibility in payment arrangements; and
 - ◊ the development of a UDIA WA research platform and data insights portal to provide enhanced member value and support growth.

Under the Education, Connection & Excellence Strategic Committee, two Operational Committees and an Outlook Committee (comprising young industry professionals) provide detailed operational level input and support to the UDIA WA State Council, Strategic Committee and team. These committees are tasked with identifying and helping to resolve key industry issues and execute priority objectives. This includes a focus on ensuring value for our members, UDIA WA's continued growth and the betterment of the development industry aligned with our Purpose, Vision and Mission.



Professional Development Operational Committee

The Professional Development Operational Committee was formed to help UDIA WA support and promote continuous improvement and high professional standards within the industry, ensuring UDIA WA's educational offerings meet the needs of members and the industry.

Through the year, the Professional Development Committee has been focused on:

- supporting the expansion of the UDIA WA Educate program, including helping to identify course topics, speakers and mentors, and providing input to the team in the creation of several new in-person and virtual course offerings and the Emerging Leaders Program;
- driving the development of two new courses (including content creation) – the Project Feasibility, Risk and Finance in Property Development two-day course and the Residential Land Subdivision 101 virtual classroom series;
- providing advice and input to support associated marketing and promotional activities, including for the creation of consistent branding, a refresh of the UDIA WA webpages and development of a course guide;
- helping to identify opportunities to enhance the credibility of the UDIA WA Educate program through potential partnerships; and
- helping to explore member learning and development needs, including with UDIA WA's young and emerging professional cohort.

UDIA WA's extensive and growing range of educational offerings that the Committee has provided support for, can be viewed on the Professional Development section of the UDIA WA website.

Community & Consumer Conversations Operational Committee

The Community & Consumer Conversations Operational Committee is focused on assisting UDIA WA to enhance the reputation of the industry and drive positive conversations and interactions with the communities in which our members operate to support delivery of diverse housing options and thriving communities. This year the committee identified three strategic priorities:

1. Improve the reputation of the development industry by sharing positive stories from residents in UDIA member communities & identify other opportunities to share positive news stories
2. Community engagement and promoting best practice.
3. Positioning UDIA WA as a 'one stop shop' for community & consumer information.

Through the year, the working groups for each of these strategic priorities focused on:

- exploring partnership opportunities with relevant stakeholders to improve the consistency and effectiveness of community engagement practices in relation to urban growth and development;
- providing fresh content for the Tips for Purchasers section of the UDIA WA website including information on grants available; choosing an apartment or estate; and other relevant topics;
- developing community engagement fact sheets and updating our glossary of terms to promote better understanding of development processes in the wider community; and
- assisting with topics for UDIA WA's Housing Choice Video Series and other communications activities.

All the blogs, fact sheets and videos that the Committee has assisted in developing, are available on the Community section of the UDIA WA website.



Outlook Committee

The Outlook Committee is a committee of young professionals from across the development industry who are focused on increasing participation in the industry through communications, education and events. In addition to this, a representative from the Outlook Committee sits as an observer on each of the Operational Committees under both the EC&E and A&TL Strategic Committees, to further their knowledge and understanding of the industry and to enable the Outlook Committee to support the broader activities of UDIA WA.

This year the Committee has:

- hosted three successful events, which provided networking and educational opportunities for young professionals and students interested in the development industry;
- provided feedback to help shape UDIA WA's Emerging Leaders Program and Outlook Mentoring Program;
- mapped out the urban development value chain to help identify opportunities for new UDIA WA members;
- actively worked to grow the UDIA Outlook LinkedIn presence and reach; and
- contributed to Property Education Foundation (PEF) related events ensuring engagement with students at a secondary and tertiary level; this included supporting four Career Expos.



EDUCATION, CONNECTION & EXCELLENCE STRATEGIC COMMITTEE

Tiffany Allen

Adam Shephard

Karen Hyde

Vivienne Mossman

Clay Thomas

Vanessa Trager

Steve Claudio

Kris Nolan

PROFESSIONAL DEVELOPMENT OPERATIONAL COMMITTEE MEMBERS

Vivienne Mossman

Jordan Williams

Penny Grant

Tareq Majrouh

David Beyer

Mike O'Donoghue

Chris Carman

Alan Burman

Tamara Vreeken

Nikki D'Agostino

COMMUNITY & CONSUMER CONVERSATIONS OPERATIONAL COMMITTEE MEMBERS

Karen Hyde

Kris Nolan

Simone Wolf

Sam Jarman

Talia Turner

Les Oakleyi

Blaine Hall-Jones

Dan Wilkie

OUTLOOK COMMITTEE MEMBERS

Gia Barrington

Max Watkins

Gareth Ringrose

Farida Farrag

Shona Coops

Daniel Frampton

Kate Eagleton

Adam D'Alessandro

Lauren de Verteuil

Sandy Huynh

Matthew Hansen

Nick Grindrod

James Daw

Claire Norman

Harry Norman





DIVERSITY, EQUITY & INCLUSION UPDATE

BY TANYA STEINBECK – WORKING GROUP CHAIR

UDIA WA's Diversity, Equity & Inclusion (DEI) initiatives are driven by our DEI working group who have continued to provide guidance and advice on relevant action that UDIA WA can take to improve DEI practices and increase diverse representation across the organisation.

This is a critical part of ensuring that UDIA WA's ongoing commitment to fostering a workplace culture that understands and values diversity and inclusion and sets an example for the wider urban development industry, is put into meaningful action.

Along with monitoring and providing advice on activities in this area, this year the working group has assisted in drafting the Institute's first DEI Strategy. The purpose of the Strategy is to provide a strategic framework that guides UDIA WA's approach to fostering a culture of diversity, equity, and inclusion within the organisation and throughout the urban development industry in Western Australia.

This strategy is designed to:

- Drive meaningful change within UDIA WA's operations to enhance DEI outcomes.
- Set a leadership example for the broader urban development industry by promoting DEI best practices.
- Ensure that UDIA WA's policies and practices are aligned with the latest research and trends in DEI.

The new strategy will be launched publicly in the coming months, and we look forward to sharing it with members in more detail at that time.

In the meantime, UDIA WA has committed to reporting on our gender representation across our Council, Committees and Working Groups to remain transparent regarding our progress in this area. An update on representation is included later in this report.

RECONCILIATION ACTION PLAN (RAP) WORKING GROUP

In June 2024 UDIA WA received endorsement from Reconciliation Australia for our first REFLECT Reconciliation Action Plan (RAP).

Therefore, the focus for this financial year has been on actioning the deliverables including in our RAP and reporting back to Reconciliation Australia on our progress.

We believe that as a representative body leading the community creators across the state of Western Australia, UDIA WA has an important role to play in providing leadership and learning opportunities for our members, particularly in relation to meaningfully and effectively engaging with the Traditional Owners and Custodians of the land on which they operate, as well as understanding the long history and continuing culture that is connected to the places and spaces they are developing and changing.

This year we have continued to build our network of Aboriginal stakeholders to inform and support our RAP activities, along with attending a range of Reconciliation based events to further our understanding and celebrate Aboriginal culture, heritage and ongoing contribution to community.

We have leveraged our relationships with like-minded RAP organisations such as DevelopmentWA and Landgate to deliver informative events for our members in relation to Aboriginal Engagement best practice and place naming protocols.

We have also continued to deliver our Working with Aboriginal Cultural Heritage Act professional development program, and we continued to explore further opportunities as part of our education program.

Moving forward, one of our priority areas will be exploring procurement opportunities with Aboriginal businesses and capacity building for Aboriginal businesses looking to engage in the residential sector.

DIVERSITY & INCLUSION WORKING GROUP MEMBERS

Tanya Steinbeck

Gemma Osiejak

Clement Williams

Vivienne Mossman

Tiffany Allen

Sarah Lambert

Angela Marchese

RAP WORKING GROUP MEMBERS

Jane Bennett

Anthony Fisk

Craig Wallace

Gemma Osiejak

Heidi Ambury

Les Oakley

Angela Wubanaitch

Peter Birkett

Robert Brittain



UDIA WA SUBMISSIONS 2024-25

Throughout 2024-25, the UDIA WA Policy Team has worked with Committee and Expert Pool members to provide inputs into government consultation processes, some of these include:

- Submission to DPLH – Draft Local Government Design Review Panel Manual
- Submission to DPLH – Metropolitan Region Scheme Draft Clause 28 Notice
- Submission to the EPA – Draft Cumulative Impact Assessment (CIA) and Holistic Impact Assessment (HIA) Guidelines
- Submission into the Review of fees and charges under Part 4 of the Environmental Protection Act 1986
- Submission to DPLH – Draft State Design Review Manual 2024
- Submission to WAPC – Draft Operational Policy 1.13 – Significant Development Pathway Public Interest Considerations
- Submission to DWER – Review of Planning Approvals for Contaminated Sites
- Submission to City of Perth – Riverside Masterplan
- Inputs to various UDIA National submissions as part of the Federal Government reforms of the EPBC Act

The following pieces were also developed for proactive advocacy with Government:

- UDIA WA 2025 State Election Commitment Tracker
- UDIA WA 2024-25 Pre-Budget Submission
- UDIA WA's Growth Areas Infrastructure Requirements Report
- UDIA WA's Supporting Land Lease Communities Position Paper
- UDIA WA Position Paper on Parallel Decision Making
- UDIA WA Position Paper on Public Art Contributions
- UDIA WA Position Paper on a proposed Strategic Approach to Offsets

[UDIA WA's submissions and policy/advocacy publications can be viewed on our website.](#)

If you would like to know where we stand on key matters of relevance in supporting our members and the broader industry in working towards a vision of 'diverse living options in thriving, connected communities', see our policy positions - www.udiawa.com.au/udia-wa-policy-positions.



UDIA WA COUNCIL 2024-25



Richard Pappas
President



Grant Shepherd
Vice President



Greg Rowe
Vice President



Adam Shephard
Treasurer



Jane Bennett



Glen McLeod



Lyle Kenny



Nathan Butson



Justine Roberts



Karl White



Ryan Hunter



Andrew Wallis



Emma Kalo



Michael Lawson

LETTER FROM THE AUDITOR



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strength in numbers

Independent Auditor's Report on the Financial Report To the Members of Urban Development Institute of Australia Western Australian Division.

Opinion

We have audited the special purpose financial report of Urban Development Institute of Australia Western Australian Division. ("the Association") which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, statement of changes in equity and the statement of cash flows for the year then ended, the treasurer's declaration and notes to the financial statements comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial report of Urban Development Institute of Australia Western Australian Division. is in accordance with the *Associations Incorporation Act 2015*, including:

- a) Giving a true and fair view of the Association's financial position as at 30 June 2025 and of its financial performance and cash flows for the year then ended; and
- b) Complying with Australian Accounting Standards to the extent described in Notes 2 and 3 to the financial statements.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the auditor independence requirements of the *Associations Incorporation Act 2015* and the ethical requirements of Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* ("the Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Basis of Accounting

Without modifying our opinion, we draw attention to Notes 2 and 3 to the financial report which discloses the basis of accounting. The financial report has been prepared to assist the Association meet the requirements of the *Associations Incorporation Act (2015)* and to meet the needs of members. As a result, the financial report may not be suitable for another purpose.

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Responsibilities of Committee Members for the Financial Report

The Committee of the Association are responsible for the preparation and fair presentation of the special purpose financial report that gives a true and fair view and have determined that the basis of preparation described in Notes 2 and 3 to the financial statements is appropriate to meet the requirements of the *Associations Incorporation Act (2015)* and is appropriate to meet the needs of members. The Committee are also responsible for such internal control as the Committee determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error. In preparing the special purpose financial report, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of this auditor's report.

*Armada Audit
& Assurance*

Armada Audit & Assurance Pty Ltd

Nigel Dias
Director

Dated this 28 September 2025, at Perth Western Australia

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AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 80 OF THE ASSOCIATIONS INCORPORATION ACT 2015 TO THE COMMITTEE MEMBERS OF URBAN DEVELOPMENT INSTITUTE OF AUSTRALIA WESTERN AUSTRALIAN DIVISION

I declare that to the best of my knowledge and belief, in relation to the audit for the financial year ended 30 June 2025 there have been:

- (i) No contraventions of the auditor independence requirements as set out in the *Associations Incorporation Act 2015* in relation to the audit; and
- (ii) No contraventions of any applicable code of professional conduct in relation to the audit.

*Armada Audit
& Assurance*

Armada Audit & Assurance Pty Ltd

Nigel Dias
Director

Dated this 28 September 2025 at Perth Western Australia

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UDIA WA SUPPORTERS 2024-25

- ATCO
- Barnao Property
- City of Canning
- City of Swan
- CLE Town Planning & Design
- Clover Pipelines
- Colliers Engineering & Design
- Construction Training Fund
- Cotality
- DevelopmentWA
- Douglas Partners
- Fibrenet
- Grasstrees Australia
- Harvey Norman Commercial
- HATCH
- Homes for Homes
- Landgate
- Landnow
- Landscape Australia Construction
- Landscape Elements
- Lavan
- Longreach Recruitment
- Mirvac
- MNG
- Modular by Summit
- NBN
- Oakfield Strata
- Offsite
- Opticomm
- Origin Energy
- Parcel Property
- PEET
- RAC Finance
- REA Group
- Richard Noble & Company
- Skyfields by Perth Airport
- Slick
- Stantec
- Stockland
- TBB Planning
- UPD
- Urbis
- Western Australian Planning Commission
- Western Environmental
- Western Power
- Winning Commercial
- Wormall Civil



APPENDIX A

OVERALL GENDER SPLIT ACROSS ALL UDIA WA COUNCIL, COMMITTEES AND WORKING GROUPS

Gender - Total	Number	%
FEMALE	42	30%
MALE	100	70%

UDIA WA State Council	
FEMALE	20%
MALE	80%
Advocacy & Thought Leadership Strategic Committee	
FEMALE	33%
MALE	66%
Education, Connection & Excellence Strategic Committee	
FEMALE	50%
MALE	50%
Infrastructure Operational Committee	
FEMALE	19%
MALE	81%
Infill & Precincts Operational Committee	
FEMALE	12%
MALE	88%
Masterplanned Communities Operational Committee	
FEMALE	20%
MALE	80%
Environment & Climate Action Operational Committee	
FEMALE	21%
MALE	79%
Community & Consumer Conversations Operational Committee	
FEMALE	50%
MALE	50%

Professional Development Operational Committee	
FEMALE	38%
MALE	62%
Outlook Committee	
FEMALE	47%
MALE	53%
Diversity & Inclusion Working Group	
FEMALE	86%
MALE	14%
RAP Working Group	
FEMALE	44%
MALE	56%



For the
community
creators

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UDIAWA



Urban Development Institute of Australia (WA)



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