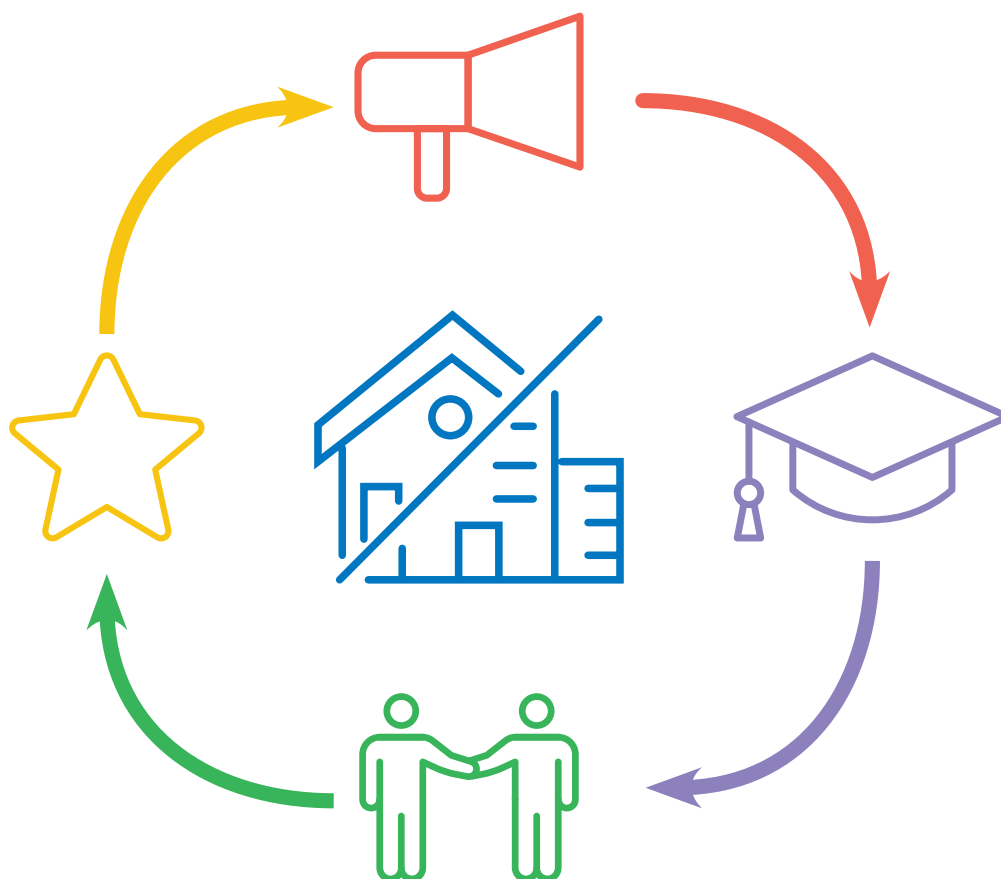




Reform. Results. Resilience.

UDIA WA Strategic Plan FY27–FY29

June 2026



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The UDIA WA acknowledge the Traditional Custodians of the land on which we are located, the Whadjuk People of the Noongar Nation. We also recognise Traditional Custodians continuing connection to the land and waters where our members operate across the state of Western Australia.

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

From the President & CEO

Western Australia is facing a defining moment in the delivery of housing. Strong population growth, constrained supply and increasing system complexity are placing sustained pressure on the ability to deliver the homes we need, faster. This is further compounded by global uncertainty, impacting costs, confidence and timing across the development pipeline.

In this environment, the role of UDIA WA has never been more important. Clarity of purpose and focus of effort matter.

UDIA WA brings together industry expertise, practical experience and a commitment to working constructively with government. Our strength is grounded in our members, whose insight enables us to advocate for solutions that are not just well-intentioned, but workable and deliverable.

This Strategic Plan sets our direction for the next three years, with *Reform. Results. Resilience.* as our overarching strategic focus. This is where we add the greatest value... shaping practical reform to unlock housing supply across the full continuum, in both new and established areas, while supporting a capable, connected and future-proofed industry and ensuring our organisation is positioned to lead with credibility and impact.

We recognise that progress will not come from any one party acting alone. Meaningful change will require continued collaboration, a willingness to challenge existing approaches, and a shared commitment to driving better outcomes.

While the task ahead is significant, so too is the opportunity. With the right focus and collective effort, we can help enable a more responsive system and deliver lasting benefits for Western Australians.



Grant Shephard

President
UDIA WA



Tanya Steinbeck

Chief Executive Officer
UDIA WA

Who we are

UDIA WA is the peak body representing the property development industry in WA.

We have over 250 member organisations (representing more than 5,500 professionals) including land and built form developers, consultants, State and Local Government, builders and not-for profit organisations that collectively provide broad representation across the housing continuum.



Our greatest strength is our trusted ability to translate the real-world delivery experience of our members from across the housing continuum into practical, solutions-led advocacy that government listens to and can implement, members value and communities benefit from.

Who we are

Our Purpose



Great places + Housing choice = Better lives.

Our Vision



Diverse living options
in thriving, connected
communities.

Our Mission



Shape the system.
Strengthen the industry.
Deliver lasting member
value and community
impact.

Our values



Member focused

We consider our members in all that we do.

People powered

We achieve more, together. We show curiosity, respect
diverse views and act with integrity and accountability.



Outcomes driven

We strive for excellence and to drive positive impact. We
are pragmatic, innovative and credible.

Our strategic focus for the next three years

Western Australia continues to grapple with a sustained housing supply challenge. As population growth accelerates and demand intensifies, the challenge before us remains clear: our complex and multifaceted planning and development system must support the timely delivery of diverse and affordable housing, so every Western Australian can experience the basic human right of a roof over their head.

UDIA WA's purpose, or our 'why', recognises that great places and housing choice create better lives.



Reform. Results. Resilience.

Unlocking housing supply through targeted reforms, delivering results and strengthening industry and organisational resilience.

Our strategic pillars



Advocate



Educate



Connect



Excel

Our vision for the future is of diverse living options in thriving, connected communities. This can only be realised when industry and government work together to remove barriers, improve certainty and deliver the homes we need faster. That's why we actively engage and work collaboratively with our members and all levels of government to leverage industry capability, innovation and investment to unlock housing supply and deliver lasting impact.

This Strategic Plan sets the direction for UDIA WA over the next three years. Guided by the theme **Reform. Results. Resilience.**, we will drive change through four core pillars:

- **Advocate** for targeted solutions-led reform to unlock housing supply;
- **Educate** to build industry capability and demonstrate leadership;
- **Connect** to strengthen relationships across industry, government and community; and
- **Excel** through integrity, financial sustainability and high performance.

We will channel our efforts and activities to help enable a more effective housing system, support a stronger industry, and help facilitate better outcomes for Western Australians today and into the future.



An aerial photograph of a suburban neighborhood with a city skyline in the background. The foreground shows a large tree with purple blossoms, a white van, and a blue car. The middle ground shows a dense residential area with houses and trees. The background shows a city skyline with several tall buildings under a blue sky with white clouds.

Our strategic pillars

Advocate

Be the trusted voice to government on effective solutions that unlock diverse housing supply.

- Develop prioritised, solution-led advocacy to facilitate faster, more certain housing delivery.
- Use member insights and industry-leading research to shape solutions.
- Lead clear and influential government and media engagement on the issues that matter.

Educate

Enhance the urban development industry's role and reputation in creating great places and housing choice.

- Deliver high-quality professional development for a skilled and informed industry.
- Increase understanding of the industry's role in creating communities.
- Showcase leading practice, innovation and thought-leadership to inspire communities of the future.

Connect

Build and utilise strong and meaningful relationships that drive positive housing supply and member value outcomes.

- Create diverse and valuable opportunities for member and stakeholder connection.
- Enable opportunities for authentic engagement with the community.
- Work collaboratively with government, industry partners, UDIA National and our state counterparts to achieve shared outcomes.

Excel

Build a thriving future for our member organisation.

- Retain, attract and develop high-quality talent.
- Grow and broaden our membership.
- Use technology to support our team/committees and enhance member value.
- Reflect and shape member and community needs.
- Apply strong governance and integrity.
- Build financial sustainability.



How we will drive advocacy impact

Priority focus areas over the next 12 months

UDIA WA will focus its advocacy on high-impact, solution-led reforms that improve certainty, speed and accountability in housing delivery to unlock near-term supply.

This will include a focus on reforms seeking to:

- **Secure and leverage State and Federal housing funding commitments**, aligned with delivery readiness to accelerate housing supply outcomes.
- **Strengthen infrastructure planning, funding and delivery certainty**, ensuring enabling infrastructure is delivered at the right time, service agency accountability is improved and additional infrastructure charges that constrain housing delivery are minimised.
- **Tackle labour and construction capacity constraints** by prioritising housing delivery, aligning workforce planning with housing outcomes, and supporting developers, builders and subcontractors to deliver supply at scale.
- **Cut red and green tape** through practice-based reform, improving structure and subdivision planning processes, streamlining State and Federal environmental assessments and improving collaboration across government to facilitate faster approvals and more balanced land use, environmental and housing outcomes.

An aerial photograph of Perth, Western Australia, showing the city skyline with several tall skyscrapers in the background. In the foreground, there are dense residential areas with various house styles, including some modern multi-story buildings. The city is surrounded by green trees, and a body of water is visible at the bottom of the frame.

How we will drive advocacy impact

Priority focus areas over the three-year horizon

UDIA WA will concentrate on identifying and driving reforms that shift the system, with a focus on integration, resilience and delivery performance.

This will include advocacy seeking to:

- **Improve integrated strategic planning** through better coordination of land use, infrastructure and environmental planning, informed by commercial reality and longer-term funding horizons and to influence the implementation of the Perth and Peel planning framework.
- **Build construction sector capacity** by lifting productivity, enabling alternative construction methods and housing models, and better aligning labour capacity with planning, infrastructure and delivery decisions.
- **Unlock housing through structural reform** that improves the economic and regulatory settings for housing delivery, including fairer property taxation and system settings to support diverse housing supply.
- **Champion 'great places' outcomes** by ensuring reforms continue to deliver quality urban outcomes and community value alongside increased supply and choice.

How we will drive value

Operational priority focus over the next 12 months

UDIA WA will focus its operational effort on strengthening core capability, growing member value and improving organisational performance and sustainability.

Our immediate operational priorities will be to:

- **Strengthen membership** by growing, engaging and retaining members across the housing continuum and ensuring the organisation continues to reflect and shape industry and community needs.
- **Reinvigorate events and engagement for impact** by delivering high-value opportunities that build meaningful member and stakeholder connections, support advocacy objectives, and position UDIA WA as a thought leader in a crowded market.
- **Grow revenue through value-aligned education, research and advocacy services and enhanced offerings to meet member needs** that build industry capability, support informed decision-making, and reinforce UDIA WA's role in shaping solutions and policy outcomes.
- **Invest in systems and technology as an enabler** to enhance the member experience, support staff and committee effectiveness, improve insight and responsiveness, and embed efficient, scalable ways of working.



How we will drive value

Operational priority focus over the three-year horizon

UDIA WA will continue to build a high-performing, resilient and future-ready organisation that sustains influence, credibility and member value.

This will include a focus on:

- **Strengthening financial sustainability and organisational resilience** through diversified revenue streams, disciplined cost management and the establishment of strategic reserves to support reinvestment and long-term impact.
- **Investing in people, capability and succession** across staff, Council and the committees to retain high-quality talent, support leadership development, and ensure continuity, integrity and effectiveness over time.
- **Deepening and expanding membership reach and partnerships** by growing engagement across regional centres and the broader urban development value chain, strengthening collaboration and collective influence.



This Strategic Plan has been developed against a backdrop of heightened global uncertainty, including escalating geopolitical tensions such as the conflict involving Iran, which are contributing to volatility in fuel markets, disruptions to material supply chains, and cost escalations. UDIA WA recognises the implications such pressure on project feasibilities and delivery is causing, and we will continue to prioritise a strong focus on supporting members to navigate such challenges when they exist.

This includes responding to emerging risks, advocating for practical solutions and ensuring our Priority Focus Areas continue to provide timely, coordinated, and solutions-led support to industry. For FY26–27, we also kept our membership fee increases below inflation.

How we will implement and measure the Plan

Implementation

An internal annual action plan will be prepared, outlining objectives and key results aligned with the Strategic Plan, to provide direction for the UDIA WA team.

The UDIA WA's Committee priorities have also been set to directly align with and contribute towards achievement of our Priority Focus Areas, with the two Strategic Committees looking at the three-year horizon and the Operational Committees the 12-month horizon initially.

Measurement and review

Each year, the UDIA WA team and Council will review progress in delivering on the Strategic Plan, and the outcomes will feed into our annual business planning and budgeting processes.

At the Strategic Plan level, progress will be tracked against:

- Policy outcomes and government funding commitments
- Membership growth, retention and engagement
- Organisational revenue growth, cash reserves and financial resilience

A strategic impact measurement framework will be developed to support this measurement and review process.



Key measures of success

Policy leadership & impact

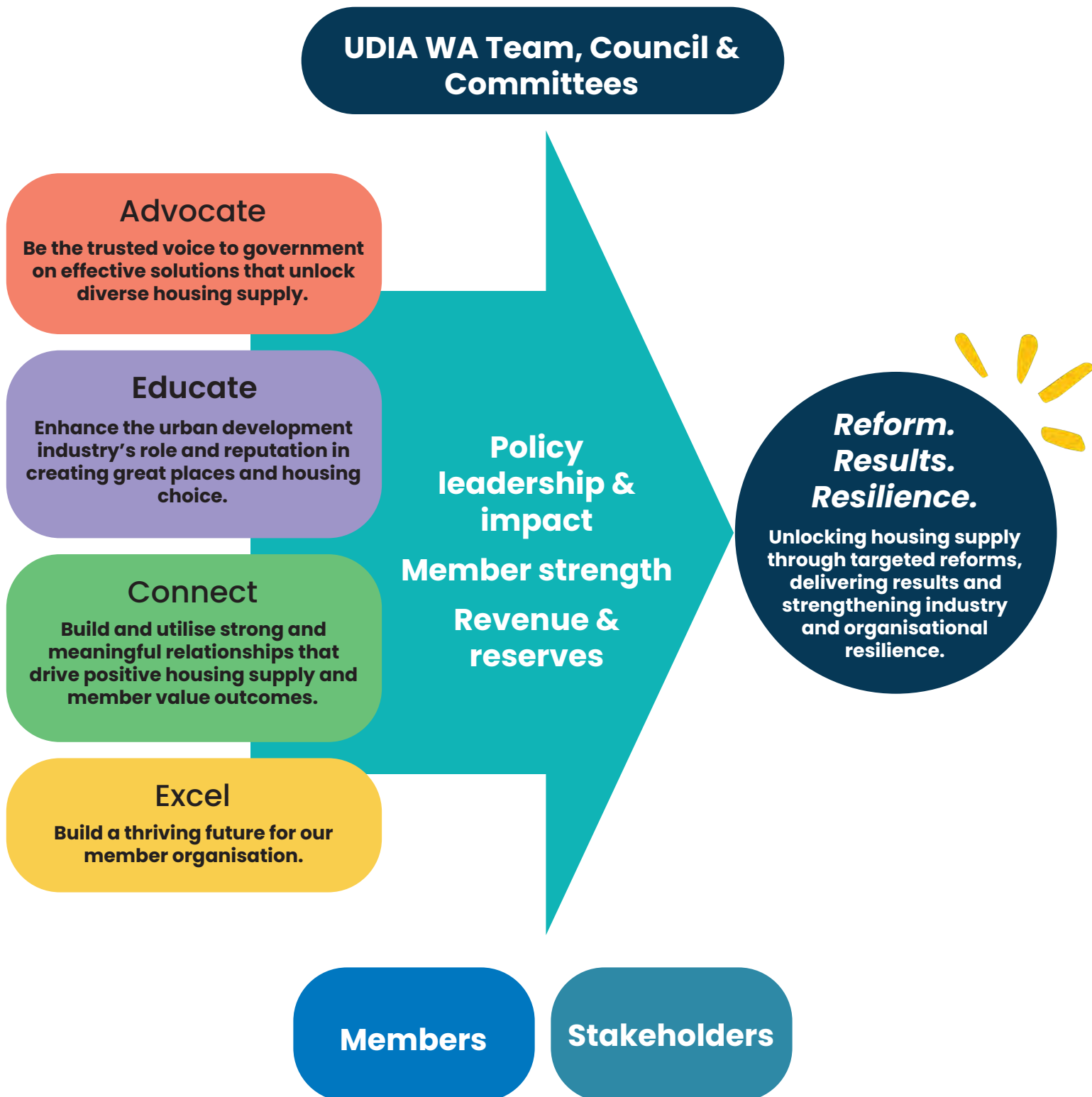
Member strength

Revenue & reserves

"Team UDIA WA"



Roadmap towards *Reform. Results. Resilience.*





For the
*community
creators*

About UDIA WA

The Urban Development Institute of Australia WA (UDIA WA) is the leading membership organisation representing the urban development industry in Western Australia. We represent member organisations across the entire housing supply chain, from both the private and public sector, and we have been representing industry in WA for over 50 years.

We inform and engage government and industry, enabling better policy and better business decisions aligned with our Purpose, Vision, and Mission.

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