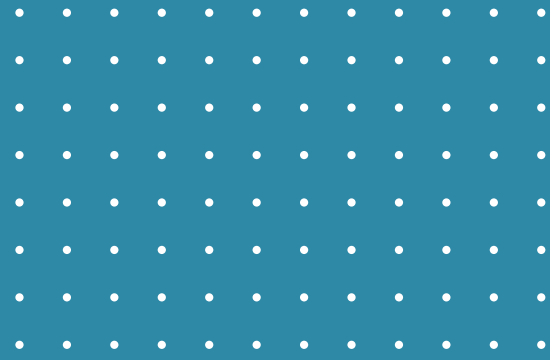




For the
community
creators



URBAN DEVELOPMENT INSTITUTE OF AUSTRALIA WESTERN AUSTRALIAN DIVISION

Annual Report 2025–2026



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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.

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, financiers, designers, planners, 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 diverse living options in thriving, connected 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 crucial legislative and policy reforms and investments.

PURPOSE

Great places + Housing choice = Better lives

VISION

Diverse living options in thriving, connected communities

MISSION

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

OUR REACH

7000+

TOTAL CONTACTS IN WA

inc. developers, government, consultants and key service providers

2+9

2 STRATEGIC COMMITTEES 9 Operational Committees & formal Working Groups

delivering policy, advocacy & member value 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 GRANT SHEPHERD – PRESIDENT, UDIA WA

I am pleased to present the 2025–26 UDIA WA Annual Report and reflect on what has been a year of significant achievement for our Institute, our members and the broader urban development industry.

In what was my first year as UDIA WA President, it was defined by several major advocacy successes and a renewed focus on the future, culminating in the launch of UDIA WA's refreshed three-year Strategic Plan.

Guided by the theme *Reform. Results. Resilience.*, the plan provides a clear framework for our work through to FY29, with a focus on advocating for solutions-led reform, building industry capability, strengthening connections across industry and government, and ensuring organisational excellence and sustainability.

Against a backdrop of ongoing housing affordability and supply challenges, UDIA WA continued to be a leading voice for practical, evidence-based solutions with one of our most significant achievements being the success of our State Budget advocacy.

Through our Pre-Budget Submission and sustained engagement with Government, we secured meaningful progress on several of our key priorities, reinforcing the important role our industry plays in delivering the homes and communities Western Australians need.

A standout achievement has been the ongoing impact of UDIA WA's Growth Areas Infrastructure Requirements Report. The report has become a critical piece of evidence supporting the case for coordinated infrastructure investment and long-term planning in strategic growth corridors.

Throughout the year, UDIA WA continued to champion planning system improvements, housing diversity initiatives, infrastructure coordination and innovative housing solutions. We maintained a strong focus on ensuring that government policy settings support private sector investment and enable the efficient delivery of housing across the metropolitan and regional markets.

Our specific advocacy achievements are outlined under each Strategic and Operational Committee report later in this publication.

Beyond advocacy, UDIA WA continued to deliver value to members through an expanded professional development program, a range of events, and research publications. We strengthened industry capability, created opportunities for meaningful collaboration and maintained our role as a trusted source of data, insight and market intelligence.



None of these outcomes would be possible without the dedication of our Council, committees and working groups. I extend my sincere thanks to our councillors, committee members, expert pool and course presenters, who generously contribute their expertise and time to help shape our policy positions, programs and strategic direction.

I would also like to acknowledge the outstanding leadership of CEO Tanya Steinbeck, the executive team and all UDIA WA staff, whose professionalism and passion continue to drive the organisation forward.

Finally, thank you to our members, sponsors, partners and stakeholders for your ongoing support and engagement.

As we embark on the next chapter under our refreshed Strategic Plan, I am confident UDIA WA is well positioned to continue shaping the system, strengthening the industry and delivering meaningful outcomes for both our members and the wider community.

Grant Shepherd

President, UDIA WA





CEO REPORT

BY TANYA STEINBECK – CEO, UDIA WA

The 2025–26 financial year has been one of renewed strength, strategic progress and meaningful delivery for UDIA WA.

Against the backdrop of an ongoing housing crisis and continued pressure on project viability, our focus has remained firmly on delivering remarkable member value while advancing the reforms needed to support housing supply, choice and affordability across Western Australia.

Advocacy remains central to our work, with our team, Council and committees continuing to pursue practical, evidence-based reforms addressing planning delays, infrastructure delivery, project feasibility, taxation, environmental approvals and unnecessary duplication across government.

The launch of our research portal, bringing together the latest economic and market insights into an accessible platform will assist members in making strategic decisions whilst navigating volatile market conditions.

Throughout the year, we continued to lead, influence and connect our industry through a highly successful program of events. Our State Conference, industry breakfasts and lunches, Outlook events, newly launched Infrastructure Summit and Awards for Excellence provided important platforms for members to hear from decision-makers, share knowledge and strengthen relationships across industry and government.

The success of these events reflects the relevance of our program, the strength of our partnerships and the continued engagement of our members. Our Awards for Excellence is always a highlight, showcasing the outstanding projects, people and organisations creating quality homes and communities across our state.

Our professional development program, UDIA WA Educate, delivered practical, industry-led learning across the development lifecycle, including our signature Foundations of Property Development program and courses covering project feasibility, land subdivision, built-form development, environmental approvals, aboriginal heritage, sustainability and leadership.

The courses achieved strong attendance and positive feedback, while new courses were developed in response to emerging industry needs, including artificial intelligence, civil construction and medium-density development.

Importantly, these achievements were underpinned by a significant improvement in the Institute's financial position. Following the resourcing and revenue challenges of the previous year, a disciplined focus on revenue growth, partnerships, member retention and operational performance delivered a strong turnaround.

As outlined in the Treasurer's report, investment in dedicated business development and education capability generated tangible returns, while events, sponsorship, membership, EnviroDevelopment and fee-for-service advocacy contributed to a stronger and more diversified revenue base.

This result provides a strong foundation as we embark on our refreshed three-year Strategic Plan and continue building a resilient, influential and sustainable organisation.

I sincerely thank our President, Council, committee and working group members, partners and sponsors for their leadership and contribution throughout the year.

Finally, to the dedicated UDIA WA team, thank you for your energy, professionalism and unwavering commitment to our members and industry.

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 FY25–26, which have been audited by Armada Accountants and Advisors and for which an unqualified audit report was provided on 25 September 2026. A copy of the audited accounts and audit report is available on request.

Further to the Council Financial Performance and Risk Workshop held in April 2025, it was agreed that UDIA WA should target a \$150,000 net profit position within three years. In the first year being FY25–26, it was agreed that the Budget target should be to hit a breakeven position followed by an increase to \$75,000 net profit in 26–27 and \$150,000 in 27–28.

In June 2025, Council endorsed the FY25–26 Operational Budget with a \$2,000 net profit for the financial year, representing a turnaround of \$191,466 from FY24–25 should it be achieved.

After significant resourcing disruption in FY24–25 that severely impacted the organisation's ability to meet budgeted revenue targets, this financial year commenced with resourcing stability and two key roles in business development and education embedded.

The investment in dedicated resourcing in these areas, supported by a comprehensive operational strategy to support budget targets has delivered a strong return with revenue targets exceeded across membership, events, sponsorship and EnviroDevelopment.

Supported by unbudgeted revenue for bespoke policy and research with higher than forecast profit share from UDIA National Congress, this contributed to a final profit position for financial year FY25–26 of \$208,850 (2025: loss of \$189,466). This result being \$206,850 higher than budget, and represents a turnaround from FY24–25 of \$398,316.

The additional revenue negated the requirement to draw down on the Business Loan facility, with a cash position at 30 June 2026 of \$893,837.

UDIA WA's Total Equity position was \$1,265,213 (2025: \$1,056,363), after providing for \$1,141,312 in unearned revenue from membership subscriptions for FY26–27 being carried into the current fiscal year.

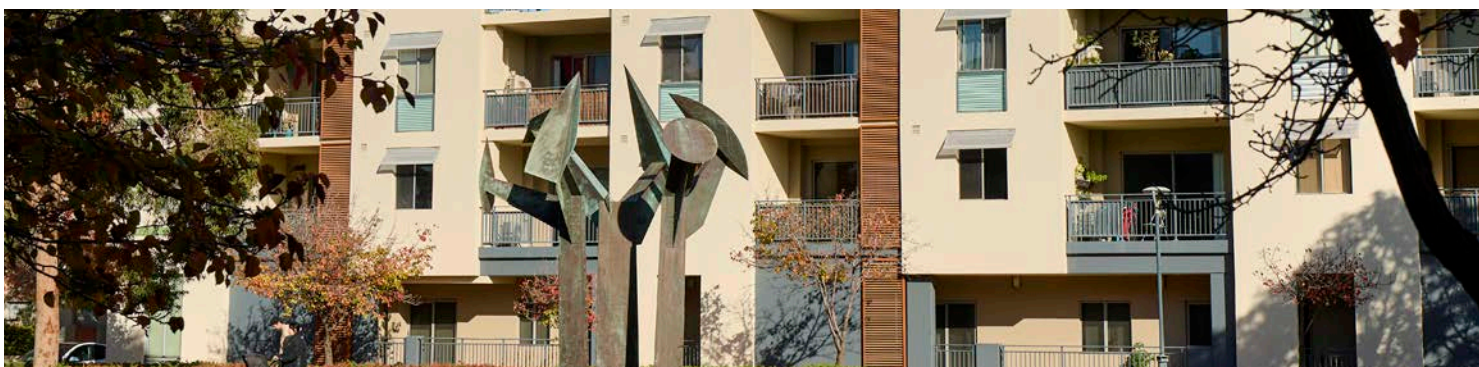
The strong result has provided an opportunity to invest in systems and technology to provide a better member experience and drive operational efficiencies in the year ahead.

With a new Strategic Plan, dedicated Council and team, UDIA WA is well placed to build on the momentum of FY25–26 and continue to strengthen the value proposition and financial position of the organisation in the year 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 delivering high-quality, industry-specific professional development for a skilled and informed industry.

This year, we continued our investment in strengthening and growing the UDIA WA Educate program as a strategic priority set by the UDIA WA Council, and as part of a strong member value proposition. We were also pleased to welcome Stockland back for a second year, to continue on as our Education Partner.

In response to demand, we converted several popular 101 virtual classroom sessions into 1-day comprehensive Introduction courses with our *Introduction to Residential Land Subdivision Planning & Design* and *Introduction to Environmental Assessment & Approvals* in-person courses.

We also created three new course offerings in *Applied AI for Urban Development Professionals* and *AI Risk & Governance for Urban Development Leaders*, and *Introduction to Civil Construction for Residential Projects*, to run in July 2026.

With a wide and expanding range of tailored courses, delivered by respected industry leaders, we are proud to support the upskilling and capacity building of WA's urban development 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 our team ensure our UDIA WA Educate program continues to support professionals in reaching their full potential.



Our Impact

In FY25-26:



3

new courses
launched



26

courses and
modules
were delivered



282

participants
gained invaluable
knowledge and skills



63

organisations
invested in their
team by sending
them on a course



94

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!



Stockland

"At Stockland, we're passionate about investing in our people and helping them grow into the future leaders who will shape our industry. As the UDIA WA Education Partner, we're extending that commitment by supporting a program that inspires learning, broadens perspectives and empowers greater contribution across the sector."

Col Dutton, General Manager, WA, Stockland

"By far one of the most exceptional courses I have participated in within the property industry.

The knowledge was invaluable to all participants. From the expertise of the presenters to the course structure and openness, Introduction to Residential Land Subdivision Planning & Design provided a valuable and insightful learning experience for everyone involved."

**Alicia Strano, Sales Consultant
Mirvac**



ADVOCACY AND THOUGHT LEADERSHIP STRATEGIC COMMITTEE REPORT

BY BEN KILLIGREW – COMMITTEE CHAIR

The Advocacy & Thought Leadership Strategic Committee is one of two strategic committees established to support the UDIA WA Council and Executive in advancing the Institute's strategic priorities in line with our Purpose, Vision and Mission.

The Committee provides guidance on UDIA WA's policy platform, helping to ensure we remain an effective advocate for the development industry while continuing to demonstrate thought leadership on the issues that shape our communities.

The Committee includes the Chairs of UDIA WA's policy related Operational Committees, ensuring strong alignment between strategic objectives and operational priorities, while fostering collaboration and knowledge-sharing across the organisation for the benefit of members.

During FY25-26, the Committee has focused on a range of strategic initiatives and emerging industry issues.

Key areas of work included the onboarding of new committee members and a new Chair at the start of the new Committee term. This was followed by a review of UDIA WA's Pre-Budget Submission, and consideration of the draft FY27-29 Strategic Plan to ensure the organisation remains well positioned to respond to future challenges and opportunities.

The Committee also provided strategic input to help shape a concise advocacy framework articulating UDIA WA's key policy priorities and positioning on critical industry matters.

Throughout the year, the Committee considered a range of development industry friction points and bottlenecks to inform discussions surrounding UDIA WA's inaugural Red Tape Summit. This included planning approvals and assessment processes, duplication of effort across different stages of the development pathway, conflicting policy requirements, infrastructure delivery challenges, environmental approvals, the influence of Department of Fire and Emergency Services requirements on planning outcomes, and examining the role of the Coordinator General.

The Committee further provided strategic advice on key areas including direct impacts of fuel supply and energy costs on the delivery of housing and infrastructure as global conflict escalated; along with the effectiveness of key State Government agencies and opportunities for reform; and the implications of Federal Government tax reforms on the development industry.

Members also supported UDIA WA's submission to the Select Committee Inquiry into Land Development and Planning in Western Australia and advocacy associated with the Ministerial land development roundtable to identify policy, process and practice reforms to create efficiencies in the planning system.

Through its work, the Advocacy & Thought Leadership Strategic Committee continues to provide important strategic oversight and guidance, supporting UDIA WA's role as the leading voice of the urban development industry and helping to advance policies that enable the delivery of diverse, sustainable and affordable communities across Western Australia.

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.

Infill Developments & Precincts Operational Committee

The Infill Developments & Precincts Operational Committee supports the acceleration of diverse and affordable housing supply by identifying opportunities and addressing barriers to the delivery of high-quality medium and higher density development.

The Committee also plays an important role in supporting the creation of vibrant, connected and sustainable precincts that provide greater housing choice for Western Australians.

Throughout FY25-26, the Committee provided specialist industry expertise to inform UDIA WA's advocacy priorities and policy positions, with a particular focus on improving the feasibility and delivery of infill and medium and higher density development.

A key area of focus was advocacy relating to Keystart and its role in supporting housing choice and project viability. The Committee contributed to advocacy efforts that advanced outcomes associated with Build to Rent (BTR) initiatives and the Build to Sell (BTS) Funding Initiative, including ongoing work with Keystart to explore a Build to Sell model that could assist project viability through innovative pre-sale commitment and financing solutions.

The Committee also supported advocacy that contributed to the extension of the State Government's Infrastructure Development Fund (IDF), recognising the important role infrastructure funding plays in improving project feasibility and accelerating housing delivery.

Throughout the year, members provided detailed technical input into several strategically important position papers and advocacy initiatives, including positions relating to public art contribution requirements and the operation of Design Review Panels. These contributions helped inform UDIA WA's policy development and engagement with government on planning reform.

Another important area of work was supporting initiatives aimed at improving consumer confidence in off-the-plan apartment purchases and increasing awareness of housing choice opportunities.

Through its ongoing work, the Infill Developments & Precincts Operational Committee continues to play a critical role in working with UDIA WA's Policy team in shaping policies and reforms that improve housing choice, support project viability and help deliver the diverse, well-connected communities needed to meet Western Australia's growing housing needs.



Masterplanned Communities Operational Committee

The Masterplanned Communities Operational Committee advocates for improved housing supply by identifying opportunities and removing barriers to create liveable masterplanned communities in Western Australia.

The Masterplanned Communities Committee has been actively involved in advocating for a range of reform measures including a focus on cutting red and green tape through the identification of opportunities to improve process, align infrastructure agencies, improve technical advisory group work and proposal coordination, measure performance metrics, and advocate for greater plan-based planning rather than ongoing policy reviews.

Committee members have also been exploring ways to improve and integrate strategic planning through the identification of next step opportunities following the WA Planning Commission's *Perth & Peel @ 3.5 Million* recent 'Health Check' which, while acknowledging the Frameworks progress, did not identify new growth areas and did not seek to clearly articulate pathways and principles for proponent led proposals as the Framework ages.

Monitoring infrastructure planning and Local Development Contribution Plans has also been a priority. In support of the Infrastructure Committee, the Masterplanned Communities Committee has focussed on key issues being faced by industry, informed by a review of current local development contribution plans.

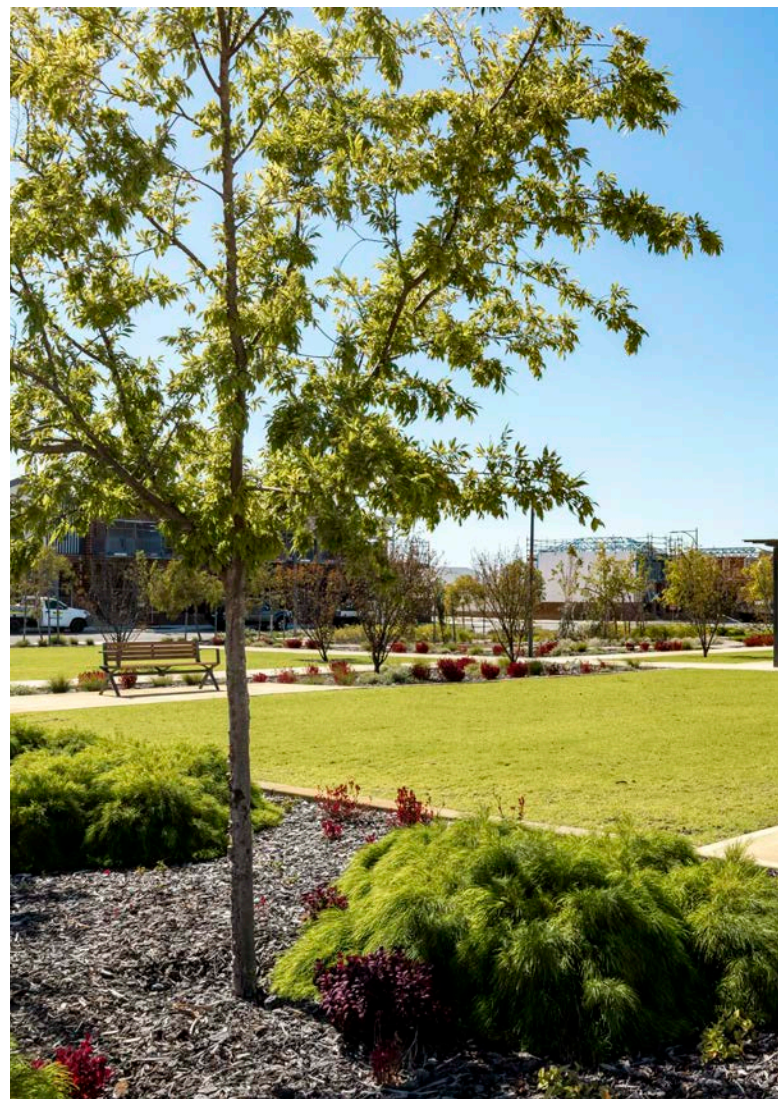
The Committee continues its advocacy work in these three areas, while also monitoring:

- The impact of fuel security and materials cost escalation on housing supply in a masterplanned communities / greenfield context;
- Providing input to ongoing advocacy with the Growth Areas Perth and Peel (GAPP) Councils;
- Engaging with the State Government on policies including through representation on the Neighbourhood Design Advisory Group and the Residential Design Codes Review; and
- Providing input into UDIA WA's submission on the *Planning and Development Regulations Amendment (Review of Local Planning Instruments) Regulations 2025* and UDIA WA's advocacy through the pre-budget submission

The **Land Lease Communities Working Group**, formed in April 2024, reports into the Masterplanned Communities Committee, on reforms to support growth in the land lease sector.

This formalised Working Group has focused on advocacy, stakeholder engagement and education, and industry leadership to support the planning, delivery and operation of Land Lease Communities (LLCs) in WA. Activities progressed by the Team and Working Group this year have included:

- Finalising a UDIA WA position paper setting out practical policy solutions for State Government consideration, which attracted good media coverage and is underpinning advocacy.
- Multiple submissions, including on the statutory review of the *Residential Parks (Long-Stay Tenants) Act 2006* and to the Public Accounts Committee for the Inquiry into land rent schemes.
- Advocacy with Minister Beazley's Office to advance critical reforms to the *Caravan Parks and Camping Grounds Act 1995*, as well as with Minister Carey and Commission/DPLH on reforms to support the planning pathway for LLCs.
- Helping to secure a positive advocacy outcome with the clarity on electricity costs in residential parks in June 2026.



Infrastructure Operational Committee

The Infrastructure Operational Committee continued to play a critical role in addressing infrastructure bottlenecks and advocating for the timely provision of essential services needed to unlock land for development and support housing supply across Western Australia.

Throughout 2025–26, the Committee provided technical support to UDIA WA's advocacy response to the fuel supply crisis that emerged following the Middle East conflict in early 2026, helping to assess impacts on development activity and inform industry engagement with government.

A key achievement for the Committee and Team was the release of the latest iteration of the *Growth Corridors Infrastructure Requirements Report* in April 2026. The report identified the critical enabling infrastructure required to unlock development across emerging growth areas and underpinned advocacy efforts that secured additional investment through the 2026 State Budget. This contributed to a total of \$655 million being committed through the Housing Enabling Infrastructure Fund (HEIF) over the past three years.

Committee representatives also presented with UDIA WA to the Priority Corridors Working Groups for East Wanneroo and North Ellenbrook on behalf of UDIA members, advocating for coordinated infrastructure planning and funding. Following these engagements, key enabling infrastructure projects were included in the 2026 State Budget.

The Committee supported the launch of UDIA WA's inaugural Infrastructure Summit, creating a valuable forum for open dialogue between industry, government agencies and infrastructure providers to address shared challenges and opportunities.

The Committee continued to work collaboratively with Western Power and Water Corporation to address service delivery issues, support more timely approvals and clearances, and advocate for greater recognition of the cumulative cost impacts borne by industry.

Further work was undertaken to support advocacy seeking to improve the Development Contributions Plan model through engagement with GAPP Councils and relevant state and local government agencies.

The Committee also continued monitoring infrastructure delivery constraints, taking action to resolve bottlenecks impacting development and supporting ongoing advocacy regarding the availability and accessibility of basic raw materials essential to housing delivery.

Environment & Climate Action Operational Committee

The Environment & Climate Action Operational Committee continued to advocate for a regulatory framework that supports balanced environmental and land use planning outcomes while helping industry respond to the challenges and opportunities presented by climate change.

Throughout 2025–26, the Committee played an active role in working with the Policy Team in shaping environmental policy and approvals reform, both nationally and within Western Australia. The Committee contributed to UDIA National's advocacy on the proposed reforms to the Environment Protection and Biodiversity Conservation (EPBC) Act, ensuring the implications for housing delivery and land development were clearly understood by policymakers.

A key focus was supporting the development of UDIA WA's position paper, *WA-Commonwealth Bilateral Framework: Ensuring a Workable Pathway for Housing*, which was provided to Ministers Watt and Swinbourne, DPC and DWER. The advocacy undertaken through this work resulted in UDIA WA being invited to participate in a Bilateral Industry Group established by DPC to consider proposed changes and improve the operation of environmental approvals processes.

The Committee also provided input into the response to the Draft Guidelines on Environmental Outcomes and Outcome-Based Conditions, while contributing to the review of the *Biodiversity Conservation Act 2016* and the Department of Water and Environmental Regulation's Compliance and Enforcement Policy.

Recognising the increasingly important role of climate resilience in development, the Committee facilitated discussions on industry responses to climate change, opportunities to improve resilience outcomes, and how the sector can positively influence policy and decision-making. The Committee also continued supporting UDIA WA with its collaborative Life Cycle Assessment project with Cerclos and partners (Cedar Woods, Development WA, Hesperia, Peet, Peron Group and Emerge Associates). This project is progressing the development of a practical and consistent approach to measuring carbon impacts across land development projects. Key priorities during the year included streamlining data inputs, improving methodology documentation and simplifying reporting processes to enable broader industry adoption.

Through these activities, the Committee continued to provide valuable technical expertise and strategic guidance to support UDIA WA's policy and advocacy relating to environmental reform, climate action and sustainable housing delivery across Western Australia.

ADVOCACY & THOUGHT LEADERSHIP COMMITTEE MEMBERS

Ben Killigrew

David Parsons

Rod Dixon

Ryan Hunter

Daniel Panickar

Samantha Thompson

Lucy Shea

Josh Leigh

Scott Cameron

Michael Webb

Emma Hains

Mitch Brown

Jane Bennett

Carl Buckley

INFILL DEVELOPMENTS & PRECINCTS OPERATIONAL COMMITTEE MEMBERS

David Parsons

Megan Gammon

Richard Pappas

Justin Mansillas

Trent Will

Simon Burnell

Andrew Tucker

Shaun Oostryck

Luke Reinecke

Anika Reside

Mark Geary

Justin Radici

Mariam Yaqub

Ben Doyle

Simon Fisher

Jasmine Ball

Lachlan McCaffrey

Dave Wilson

Michael Lawson

MASTERPLANNED COMMUNITIES OPERATIONAL COMMITTEE MEMBERS

Rod Dixon

Stephen Carter

Rachel Chapman

Daniel Martinovich

Hamish Gleeson

Kasia Majewski

Laura Bowdell

Alan Burman

Fenualla O'Brien

Tony Aleksovski

Sandra Klarich

Jordan Williams

Julie Taylor

Priya Correia

Chris Steenson

Tamara Heng

Shannon Groves

Tenaha Culbertson (Observer)

Katrina Burke (Observer)

LAND LEASE COMMUNITIES WORKING GROUP

Andrew Wallis

Bill Marshall

Darryl Marshall

John Wood

Andrew Watkins

Justin Mansillas

Tao Bourton

Jack Wagner

Brad Bairstow

Daniel Martinovich (MPC Rep)

David Cresp

David Lorimer



INFRASTRUCTURE OPERATIONAL COMMITTEE MEMBERS

Ryan Hunter

Michael Arena

Julia Griffiths

Shane Highman

Shane Wormall

Craig Raynor

Sheridan Hunter

Dale Slieker

Mark Riddell

David Coremans

Adam D'Alessandro

Brad Ellett

Steven Claudio

Brenton Downing

Tom Barry

Mark Busher (Observer)

Mitchell Dirksz (Observer)

ENVIRONMENT & CLIMATE ACTION OPERATIONAL COMMITTEE MEMBERS

Daniel Panickar

Kristen Watts

Karl White

Jason Hick (National Lead)

Craig Wallace

Nivia Giuffre

Nicole Barnao

Mark Taylor

Mathew Johns

Kris Tilaka

Benjamin Hollyock

Simon Blackwell

Ben De Marchi

Todd Learmonth

Kartina Cooper (Observer)

James Pentecost (Observer)

Stuart Clarke (Observer)

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.

Throughout 2025-26, the Committee provided strategic advice, guidance and oversight across a range of initiatives designed to strengthen member engagement, industry capability and organisational growth. A key focus during the year was helping to shape the UDIA WA 2026 State Conference Program, ensuring it reflected the key issues, opportunities and challenges facing the urban development industry.

The Committee also undertook a review of the Awards for Excellence program, considering opportunities to further strengthen the industry's benchmark awards platform and ensure it continues to recognise innovation, leadership and best practice across the sector.

Supporting education and professional development remained a major priority. The Committee provided input into the ongoing expansion of UDIA WA's Professional Development Program via the Operational Committee and Team, helping to identify emerging training needs and opportunities to strengthen industry capability.

The Committee contributed strategic advice on initiatives to attract, engage and retain members, including improvements to membership categories and the overall member value proposition. These initiatives have helped position UDIA WA to attract new members while ensuring the organisation continues to meet the evolving needs of existing members.

The Committee also supported initiatives via the Community and Consumer Conversations Operational Committee to enhance UDIA WA's website and consumer-facing information, helping to improve community awareness of the role that urban development plays in delivering housing, jobs and thriving communities.

In addition, the Committee undertook environmental scanning of strategic relationships and partnerships across Australia and internationally, identifying opportunities to strengthen collaboration, share knowledge and leverage leading practice from other jurisdictions.



Professional Development Operational Committee

The Professional Development Operational Committee helps UDIA WA support and promote continuous improvement and high professional standards across the urban development industry, ensuring the Institute's educational offerings remain relevant, practical and responsive to the needs of members and the broader sector.

Throughout 2025-26, the Committee played an important role in supporting the Team with the continued growth of the UDIA WA Educate program. Committee members provided strategic advice on course development, identified emerging training priorities, and recommended speakers.

A significant focus during the year was the development of new course offerings including supporting the creation of three new courses: *Applied AI for Urban Development Professionals*, *AI Risk and Governance for Urban Development Leaders*, and *Introduction to Civil Construction for Residential Projects*. These courses reflect UDIA WA's commitment to providing members with practical, future-focused learning opportunities that respond to technological advancement and evolving industry practices.

The Committee also supported the development of a refreshed medium-density housing course, providing input for the new *Foundations of Property Development – Town Houses and Apartments* program, scheduled to run for the first time in November 2026. The course has been designed to equip industry participants with a greater understanding of the planning, development, design and delivery considerations associated with medium and higher-density housing projects.

In addition to course development, the Committee explored opportunities to further promote the UDIA WA Educate program and increase participation across the industry.

Through its efforts, the Committee and UDIA WA Team continue to strengthen industry capability and professionalism by supporting an extensive and growing suite of educational offerings, helping to ensure the urban development sector remains skilled, innovative and well positioned to meet future challenges.

Community & Consumer Conversations Operational Committee

The Community & Consumer Conversations Operational Committee was established to help strengthen community understanding of the development industry, enhance consumer access to reliable information, and support meaningful engagement on housing and urban development issues.

Throughout 2025-26, the Committee focused on initiatives designed to improve public awareness of the important role the development industry plays in delivering housing, infrastructure and thriving communities. A significant achievement was the progression of a comprehensive reputation-building program, including the establishment of a new podcast initiative to provide an accessible platform for industry and community conversations.

During the year, a project brief was developed, recording equipment was acquired, and planning advanced for two pilot podcast episodes.

The Committee also supported a range of communication initiatives aimed at highlighting the positive contribution of the development industry. This included the continuation of the Housing Choice video series, with industry participation in the development of a new video highlighting land lease community living.

Opportunities were also identified to further leverage the UDIA WA Awards for Excellence program as a platform for showcasing quality communities.

A key area of focus was strengthening UDIA WA's role as a trusted source of information for home buyers and consumers navigating Western Australia's housing market. This included reviewing and updating community-focused website content, publishing new consumer resources such as information relating to land lease communities, and exploring opportunities to provide independent UDIA WA information and fact sheets through member sales offices.

Work also commenced on identifying website enhancements to improve accessibility and navigation of consumer information.

The Committee further focused on understanding community attitudes towards growth and development through engagement planning and research. This included identifying potential collaboration opportunities with government agencies, industry bodies and community organisations, developing a framework for future community engagement activities.

Outlook Committee

The Outlook Committee is a committee of young professionals from across the development industry focused on increasing participation in the sector through education, networking, industry engagement and professional development opportunities.

In addition, Outlook representatives continue to participate as observers on the Operational Committees, helping to build their understanding of key industry issues while supporting the broader activities of UDIA WA.

Throughout 2025-26, the Committee successfully hosted four events during the year, providing valuable networking, professional development and industry insight opportunities for emerging professionals.

The Committee provided input in helping to shape UDIA WA's *Outlook Mentoring Program* that launched this year, which connects young professionals with experienced industry practitioners. Drawing on mentors from the Committee as well as former Committee members and previous participants of UDIA WA's *Emerging Leaders Program*, the program provides mentees with valuable career guidance, industry insights and networking opportunities. As part of the initiative, mentees have also been invited to attend Committee meetings, helping to broaden their understanding of the industry and the role of industry advocacy and collaboration.

The Committee continued to support Property Education Foundation (PEF) initiatives through participation in career fairs and engagement opportunities with secondary and tertiary students. Committee members also represented the industry at university open days and faculty-led events, helping to raise awareness of urban development careers and encourage the next generation of industry professionals.

Looking to the future, the Committee recently undertook a strategic brainstorming session focused on identifying new opportunities to increase awareness of the development industry among students and young professionals. This work explored ways to better showcase the diverse career pathways available across the industry and expand engagement with universities. These initiatives will help shape the Committee's event program and outreach activities in 2026-27, supporting continued growth in industry participation and future talent development.



EDUCATION, CONNECTION & EXCELLENCE STRATEGIC COMMITTEE

Tiffany Allen

Adam Shephard

Tamara Vreeken

Kris Nolan

Gia Barrington

Clay Thomas

Luke Oliver

Richard Milloy

Craig Oatway

Lesley Affleck

Patric Przeradzki

Jonathon Small

PROFESSIONAL DEVELOPMENT OPERATIONAL COMMITTEE MEMBERS

Tamara Vreeken

Vivienne Mossman

Talia Turner

Penny Grant

Nikki (D'Agostino) Mackenzie

Lauren Holliday

Julia Alberghini

Mike O'Donoghue

Jarrold Ross

Gareth Ringrose

Jordan Garic

Bjorn Hannah (Education Partner Representative)

COMMUNITY & CONSUMER CONVERSATIONS OPERATIONAL COMMITTEE MEMBERS

Kris Nolan

Simone Wolf

Katie Dixon

Blaine Hall-Jones

Julian Turco

Adam Marr

Emma Fletcher

Joel Teo

Eloise Henderson

Brad Nind

Farida Farrag

Clement Williams

Alexia Yacoubian

OUTLOOK COMMITTEE MEMBERS

Gia Barrington

Bec Didcoe

Harry Norman

Lauren de Verteuil

Clare Norman

Alyssa Continibali

Kieran Peters

Olivia (Lomma) Muruvan

Tayah Geneff

Brendan Shanks

Kian Rafie

Gigi Fear

Robyn Hitchin

Marco Chadinha

Fionn Neeson

Jessica Hurley





RECONCILIATION ACTION PLAN (RAP) WORKING GROUP

BY JANE BENNETT – WORKING GROUP CHAIR

The UDIA WA RAP Working Group continued to play an important role in guiding the implementation of the Institute's first Reflect Reconciliation Action Plan (RAP) throughout 2025–26.

The Working Group has provided oversight of RAP commitments and supported initiatives that strengthen relationships with Aboriginal stakeholders, increase cultural understanding and encourage meaningful engagement across the urban development industry.

As a representative body for Western Australia's community creators, UDIA WA recognises the important role it can play in promoting greater understanding of Aboriginal culture, heritage and connection to Country, while supporting members to engage respectfully and effectively with Traditional Owners and Custodians.

This year, the Working Group continued to build relationships through engagement with dedicated organisations including Reconciliation Australia and Reconciliation WA, as well as industry partners including DevelopmentWA and Landgate, which has helped us progress our actions meaningfully.

A key focus during the year was creating learning opportunities for members and staff. UDIA WA partnered with DevelopmentWA to deliver a National Reconciliation Week event and continued to promote reconciliation-focused activities, resources and events through its communication channels.

Working Group members, staff and senior leaders also participated in external events such as the Reconciliation WA Breakfast and Walk for Reconciliation, as well as the RAP Rings program, reinforcing the Institute's commitment to learning and participation.

The Institute also continued to support member education through industry briefings and professional development initiatives, including programs covering working with Aboriginal cultural heritage.

These activities help promote best-practice Aboriginal engagement and encourage greater understanding of cultural considerations within the development process.

Looking ahead, the RAP Working Group remains focused on renewing our commitment to Reconciliation through an updated Reflect RAP that will focus on exploring how we can increase Aboriginal business procurement and employment, as well as promote more Aboriginal owned businesses participating in UDIA WA membership and/ or activities.

RAP WORKING GROUP MEMBERS

Jane Bennett

Anthony Fisk

Craig Wallace

Gemma Osiejak

Les Oakley

Angelina Wubanaitch

Rob Brittain



UDIA WA SUBMISSIONS 2025–26

Throughout 2025–26, the UDIA WA Policy Team has worked with Committee and Expert Pool members to provide inputs into government consultation processes, some of these include:

- Neighbourhood Design Advisory Group engagement and policy review and high-level testing for the draft SPP
- R-Codes Review engagement and input
- Submission and Hearing for the Select Committee Inquiry into Land Development and Planning in WA
- Submission and Hearing for the Public Accounts Committee Inquiry into Land Rent Schemes
- WA's input to the UDIA National Submission Productivity Commission Inquiry into Housing Supply Regulation
- Submission to the EPA – Draft Guidelines: Environmental Outcomes and Outcome-Based Conditions
- Submission to DLGIRS – Statutory Review of the Residential Parks (Long-Stay Tenants) Act 2006
- Submission to DPLH – Draft Local Development Plan Chapter of the WA Planning Manual
- Submission to the Parliamentary Secretary to the Minister on the Discussion Paper on Reform to Home Building Contract Laws
- Response to help inform the establishment of the Productivity Commission WA
- Submission to the EPA – Draft Practice Guide
- Submission to the EPA – Revised draft Guidelines for Cumulative Impact Assessment
- Submission to DPLH – Planning and Development Regulations Amendments (Review of Planning Instruments) Regulations 2025 and draft chapters of the WA Planning Manual
- Submission to Landgate – Consent Requirements for Easements and Restrictive Covenants
- Proposal to Keystart on BTS support initiatives and then feedback on the resultant Keystart Property Finance Proposals
- Response to Treasury for the review of off-the-plan transfer duty settings
- Submission to Development WA – Development Policy 9 – Affordable and Diverse Housing Amendments
- Engagement and response on draft Guidelines for Environmental Advice on DSPs
- Submission to DCCEEW – First Nations Cultural Heritage Reforms Policy Paper
- 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 Policy Priorities 2026
- UDIA WA 2026–27 Pre-Budget Submission
- UDIA WA’s Growth Corridors Infrastructure Requirements Report April 2026
- UDIA WA paper on quick win planning-related policy, process, and practice reform priorities for Land Development, to support Ministerial engagement and inform subsequently announced reforms
- UDIA WA paper on the removal Public Open Space cash-in-lieu contributions for residential infill development, and feedback on refinements to the subsequently announced moratorium
- UDIA WA Position Paper on potential reforms to the Caravan Parks and Camping Grounds Act 1995, to support Ministerial engagement
- UDIA WA Position Paper on WA-Commonwealth Bilateral Framework: Ensuring a workable pathway for housing
- Collating on industry concerns and feedback regarding key policy matters including NCC 2025 and Liveable (accessible) housing provisions
- Analysis around the impacts of fuel and materials cost escalation on development

[UDIA WA’s Policy Priorities 2026](#) can be viewed on our website [here](#) and our [2026–27 pre-Budget Submission](#) [here](#).

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](#).



UDIA WA COUNCIL 2025-26



Grant Shepherd
President



Greg Rowe
Vice President



Ryan Hunter
Vice President



Adam Shephard
Treasurer



Jane Bennett



Louise Nazareth



Andrew Wallis



Carl Buckley



Dave Wilson



Emily Young



Ben Killigrew



Richard Pappas
(Immediate Past
President)



Emma Kalo



Michael Lawson



Glen McLeod*

*Resigned from Council during FY25-26

UDIA WA STAFF 2025–26



Tanya Steinbeck
CEO



Sarah Macaulay
Exec Director –
Strategy & Policy



Gemma Osiejak
Exec Manager
Communications
& Engagement



Toby Adams
Head of Research
(National and WA)



Chris Thurmott
Business
Development
Officer



Nijeeya Renju*
Industry Education
Manager



Aaron Muilne
Digital Media &
Communications
Officer



Renan Cadoso
Data & Research
Analyst



Kali Hellmuth
Member Services
Officer



Wesley Du Preez*
Policy Officer



Tasma Doncon
Event Coordinator

*Left UDIA WA during FY25–26

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 2026, 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 material 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 2026 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.

TAX & ACCOUNTING | AUDITING | BUSINESS MANAGEMENT | BUSINESS CONSULTING | FINANCIAL PLANNING | LENDING

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LETTER FROM THE AUDITOR



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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 29 September 2026, 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 2026 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 29 September 2026 at Perth Western Australia

TAX & ACCOUNTING | AUDITING | BUSINESS MANAGEMENT | BUSINESS CONSULTING | FINANCIAL PLANNING | LENDING

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UDIA WA SUPPORTERS 2025-26

- ATCO
- CLE Town Planning + Design
- Construction Training Fund
- Cornerstone Town Planning
- Cotality
- Dan Morris Legal
- DevelopmentWA
- Douglas Partners
- Fibrenet
- Georgiou
- Harley Dykstra
- Harvey Norman
- JDSI Consulting Engineers
- Keystart
- Landscape Australia Construction
- Lavan
- Longreach Recruitment
- Mirvac
- MNG
- nbn
- Offsite
- Opticomm
- Origin Energy
- Parcel Property
- Peritas
- Purple
- RAC Finance
- Rawlinsons
- Rendezvous Hotel
- Richard Noble
- Rowe Group
- Skyfields by Perth Airport
- Slick
- Stantec
- Stockland
- Structerre Consulting
- Summit Modular
- Superloop
- TBB Planning
- UPD
- Urbis
- URPS
- Western Australian Planning Commission
- Western Environmental
- Western Power
- Winning Commerical
- Wormall Civil





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community
creators

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UDIAWA



Urban Development Institute of Australia (WA)



udiawa

