

Opportunity through Adversity Our Fair Share

A plan for attracting
sustainable investment
in affordable housing
in the Pilbara



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Executive Summary

Western Australia's Pilbara Region is experiencing a sustained housing crisis that undermines the sustainability of local communities, hampers living standards and hinders efforts to improve health and wellbeing outcomes for local residents.

The Pilbara has long been a source of economic activity and wealth generation for the Australian economy and for people working in the mining and resources industries. Unfortunately, despite, and often because of, the level of economic activity and wealth generated in the Region, for many local Pilbara residents in need of assistance, access to basic housing, services and opportunities is constrained.

Due to its remoteness and the dominance of the mining and resources sector in the local economy, the Pilbara experiences high housing and living costs. There is very high demand for limited existing housing stock and due to a lack of long-term sustained investment in permanent residential housing, the Pilbara is unable to adequately accommodate its population and its workforce. More than 50% of the Region's workforce resides outside of the Region, which places further pressure on available housing options and limits local construction capacity. As a result, the Region suffers an ingrained structural housing crisis – with high rents, low rental availability and limited direct investment in new housing supply.

The effects of housing supply challenges are being felt by communities across Australia. However, the scale, severity and sustained nature of the crisis for the Pilbara means these issues are more widely spread and the consequences more extreme than elsewhere. This creates additional impacts for low-income households and communities.

The lack of housing options for those on low incomes increases housing instability, homelessness and rough sleeping. In the Pilbara, these problems are being exacerbated as the lack of affordable housing for community services staff is preventing the delivery of essential community supports and interventions. This not only leaves households without safe, secure accommodation but also reduces access to critical services designed to strengthen communities and support individuals and families to improve their lives.

More broadly it is undermining the viability and sustainability of community service provision across the Region – increasing the cost of service delivery and reducing access to and the quality of services that are available. Housing availability is an issue for all community organisations in the Region, hampering their ability to attract and retain staff and making the delivery of quality services more difficult. Service providers adapt service delivery and staffing levels to respond flexibly to these challenges. However, the situation is becoming more dire and unsustainable with providers struggling to maintain effective service delivery. In multiple extreme cases, service providers have relinquished contracts or not expanded services due to an inability to attract or house staff.

If residents in the Pilbara are to benefit from the wealth created in their Region and have access to opportunities and similar services as other Australians, the current situation cannot continue. Action is required to ensure there is an increase in affordable housing supply to support low-income households and to ensure there are sustainable community services able to deliver

critical and essential services to individuals and communities. Without action, low-income and disadvantaged households in the Pilbara will be unable to access the critical support they need.

Underinvestment in social housing since the 1980's and shifts in government policy and funding arrangements over the last two decades have reshaped Australia's approach to the supply and delivery of affordable housing. This has seen a move from a reliance on direct State Government public housing provision to a greater emphasis on supply provided through the non-government Community Housing sector using a mix of public and private funding.

Due to its high cost, remoteness and challenging housing construction delivery environment (with limited suppliers, land availability constraints and high project delivery risks), the Pilbara has largely missed out on attracting significant investment in affordable housing through the Community Housing sector.

However, recent changes and enhancements to the funding and financing for affordable housing projects have enhanced the viability of investment in affordable housing in regional locations. This offers hope but provides no guarantee of future affordable housing investment in the Pilbara.

The Pilbara's community services sector recognises the dire need for action and this Report seeks to identify potential solutions.

The Report identifies four key enablers for creating an environment conducive to attracting sustained investment in affordable housing:

- Access to and availability of funding and finance
- Policy Intent and Community Will
- Housing Sector Capacity and Capability
- Vehicles for the Delivery and Management of Affordable Housing Projects

The Report considers current Pilbara region capacity against the enablers and makes 10 recommendations for proactive actions the community sector can take to build and harness local capacity to attract and facilitate affordable housing investment into the Pilbara.

Acknowledgements

Traditional Owners

Elysian Consulting recognises that this Report was prepared with reference to the lands of Traditional Owners throughout the four local government areas across the Pilbara Region. We acknowledge their continuing connection to the land, waters and culture and pay our respects to Elders past and present and to emerging leaders.

Terminology

Elysian Consulting acknowledges that individual preferences vary for terminology relating to Aboriginal, Torres Strait Islander, First Nations and Indigenous people. This Report adopts the term Aboriginal to cover all Aboriginal, Torres Strait Islander, First Nations and Indigenous People.

Contributions

Elysian Consulting would like to thank the organisations that participated in consultations and provided advice during the preparation and research for this report including:

- WACOSS
- Shelter WA
- Yaandina Community Services
- Pilbara Development Commission
- Robe River Kuruma Aboriginal Corporation
- City of Karratha
- Town of Port Hedland
- The Salvation Army
- Hedland Well Women's Centre
- Bloodwood Tree Association
- Pilbara Aboriginal Health Alliance
- Gumala Aboriginal Corporation
- RFF Australia

Definitions

Social Housing

The Australian Housing and Urban Research Institute (AHURI) defines *Social Housing* as government subsidised short and long-term rental housing. In recent decades in Australia, it has mainly been available to people on very low incomes, and who often have experienced homelessness, family violence or have other complex needs. Social housing is made up of two types of housing:

- public housing, which is owned and managed by State and Territory Governments, and
- community housing, which is managed (and often owned) by not-for-profit organisations.

In the main social housing rents are charged an income-based rent where the weekly rental charges are set based on the tenant's household income.

Affordable Housing

The definition of affordable housing is less precise than social housing with no common agreed meaning across jurisdictions and government programs.

However, for clarity, we have defined *Affordable Housing* as housing offered at a below market price (e.g. public housing, community housing, private rental housing). Affordable housing is targeted at very low-to moderate-income households being the lowest two quintiles of income and is priced to be affordable to them. Usually this means that housing costs should not exceed 30 per cent of gross household income.

Recommendations

To enhance the capacity of the Pilbara Region to attract sustainable investment in affordable housing it is recommended that the Pilbara community sector:

1. Support Pilbara Region specific housing sector capacity building

Building on existing capabilities, the local Regional Housing sector should be supported to access targeted capacity building and strategic guidance to attract, deliver and manage affordable housing suitable for the Pilbara environment. This should include

- a. Managing affordable housing and tenants in a high-cost environment
- b. Identifying project opportunities and designing project models
- c. Leveraging assets and cashflows to support investment in growth
- d. Structuring project proposals that are suitable to access available financing opportunities.
- e. Delivering housing projects involving private sector finance and investment.

2. Cultivate a pipeline of locally focused Affordable Housing Proposals

The Pilbara community sector should actively drive and encourage the development of a pipeline of social and affordable housing project proposals. This will provide an agenda for engaging with Governments and other stakeholders and will enhance the potential for proposals to attract funding or delivery support.

3. Optimise revenue available to support housing projects

The Pilbara community sector should work collaboratively to optimise revenue available for affordable housing projects in the Pilbara. This will ensure that the financial sustainability of projects and housing portfolios are maximised and that projects are well positioned to attract financing support. This would cover accessing all available capital grants, maximising rental income through collection of rent concessions, subsidies or incentive payments and accessing any operational support funding that could be provided. This should include:

a. **Advocating for a housing cost contribution to be included in service contracts** - Actively engage with Government on the need for a housing cost contribution to be incorporated into all Program and Service community service contracts with the community services sector across the Pilbara. The payments would improve affordability for community services staff and enhance the viability of affordable housing projects.

b. **Advocating for Operational Support Funding for Social Housing provision in high-cost locations / project cohorts** - Actively engage with Government on the potential provision of operational support funding to encourage the provision of social housing by community housing providers in high-cost locations. This would diversify housing services in these locations, take pressure off public housing resources and create the potential for regional participation in emerging capital funding programs (including HAFF).

4. Maintain an Advocacy and Awareness Campaign for Affordable Housing action in the Pilbara

The campaign should seek to:

- a. Maintain awareness of the issues and impacts – with an emphasis on case study examples and the positive benefits of affordable housing investment to cut through on issue fatigue.
- b. Maintain policy support for potential solutions and required policy changes.
- c. Raise awareness of and gain support for additional investment, project proposals and actions underway

5. Cultivate local commitment for affordable housing investment and sector development.

The Pilbara community sector should cultivate local commitment and underlying support for affordable housing from across the Pilbara. The sector should create opportunities to harness commitment and support to underpin planned activities to facilitate affordable housing growth. This could be accessing local networks to fund project development activities, accessing specific skill or training opportunities and cultivating community/private sector support from project proposals.

6. Advocate for additional investment in Public Housing, Crisis Accommodation and Remote Community Housing across the Pilbara

The Pilbara community sector, in partnership with peak organisations, should advocate for additional investment in public housing, crisis accommodation and remote community housing. This would complement the Sectors efforts to attract additional affordable housing investment and would target those low income and disadvantaged in the community.

7. Focus on the development of an active multi provider environment

The Pilbara community sector should work in concert to develop a multi-provider environment where a mix of providers (including Foundation Housing, ACHO and others) are able to confidently develop, deliver and manage affordable housing projects across the Region. Multiple providers will allow multiple streams of activity and investment to occur over a cycle thereby resulting in a rolling supply of affordable housing projects.

8. Pool available housing assets and people resources to create a critical mass of affordable housing effort

The Pilbara community sector should work to pool existing housing assets currently made available for affordable housing, and people resources and capabilities aligned with affordable housing to create a critical mass of assets, activity and effort that can then be built upon. Harnessing existing resources and untapped potential that already exists across the Region can create momentum and leverage existing efforts to attract additional Government and private sector support.

9. Support current efforts to establish an Aboriginal-led Community Housing Organisation in the Pilbara

The Pilbara community sector should actively support current efforts by Gumala Aboriginal Corporation and Yindjibarndi Nation Ltd to establish a Pilbara focused Aboriginal-led Community Housing Organisation. The Sector should seek to work collaboratively with the new ACHO to identify opportunities to attract mutually beneficial affordable housing investment into the region.

10. Encourage Regional Housing Providers to prioritise their effort on Pilbara Regional Housing Priorities

The Pilbara community sector should actively encourage housing providers active in the Pilbara to invest effort and resources in growing their capacity (and capability) to attract investment in affordable housing that responds to the full housing priorities of the Pilbara.

11. Consider sponsoring the establishment of a Pilbara Affordable Housing Entity

In the event the ACHO is insufficient to cater for the breadth of regional affordable housing priorities, the Pilbara community sector should consider sponsoring or hosting the creation of a Pilbara-based affordable housing entity. The entity would seek Community Housing Registration and would exclusively focus on developing affordable housing solutions and responses that address Regional Housing Priorities. The entity should in the first instance focus on developing and delivering affordable housing for community service workers and other essential or key worker groups. Longer term, it would be positioned to target service and supply gaps in the housing sector providing a whole of region housing solution.

Background

The Western Australian Council of Social Services (WACOSS) is the peak body for the Western Australian community service sector. WACOSS aims to drive social change with communities, through collective action and policy formulation, strengthening community services and influencing decision makers to ensure justice and equity.

Shelter WA is the peak organisation for the community housing and homelessness sectors in Western Australia. Shelter WA is focused on ensuring that all Western Australians have a place to call home by providing sector leadership, conducting research and advocating for housing issues and working collaboratively with the sector to build capacity to deliver housing and service solutions.

WACOSS and Shelter WA are committed to ensuring that they adequately support the interests of the entire Western Australian community and therefore have a focus on responding to priority issues across metropolitan and regional WA.

In recent years through its engagement with local members and communities, WACOSS's Pilbara office has identified that due to a sustained lack of available suitable and affordable housing, essential community services in the Region are at risk of being unable to deliver their services and achieve their intended outcomes. This undermines the viability and sustainability of community service provision across the Region – increasing the cost of service delivery and reducing the access to and the quality of services that are available.

Community service leaders report that housing availability is an issue for all community organisations in the Region, hampering their ability to attract and retain staff and making the delivery of quality services more difficult. Service providers have endeavoured to adapt service delivery and staffing levels to respond flexibly to these challenges. However, the situation is becoming more dire and unsustainable with service providers struggling to maintain effective service delivery. In multiple extreme cases, service providers have relinquished contracts or not expanded services due to an inability to attract or house staff. This worsening housing situation is leaving low-income and disadvantaged households in the Pilbara unable to access the critical support they need and at risk of further disadvantage.

In response to this issue, WACOSS and Shelter WA, with the support of BHP, have partnered to develop a Plan to attract sustainable investment into affordable housing in the Pilbara with an emphasis on housing for low to moderate income earners including key and essential workers.

Regional Context

The Pilbara Region is located in north west Western Australia approximately 1,500 kilometres north of Perth. The Region is one of the most dynamic and culturally and economically significant areas of Western Australia. It covers approximately 20% of the State's land mass from the Indian Ocean to the Northern Territory border. The Region incorporates four local government areas, the City of Karratha, Shire of Ashburton, Town of Port Hedland and the Shire of East Pilbara and includes some of the most remote and isolated areas of Western Australia.

The main population centres in the Region are the City of Karratha, Port Hedland and Newman.

Smaller surrounding towns include Roebourne, Paraburdoo, Tom Price, Wickham, Onslow and Marble Bar. There are 23 Aboriginal communities or town-based reserves dispersed across the Region. In addition, the Region also hosts a number of accommodation villages located throughout the Region that cater to the “Fly in Fly out” (FIFO) workforce.

Population and Demographics

The Region is home to a resident population of 59,661[1] people but due to a high reliance on “Fly-in Fly-out” and “Drive-in Drive-out” (DIDO) workforce, it consistently accommodates an estimated 25,000[2] additional workers.

The Region has a high proportion of Aboriginal people with 14.6%[3] of the Pilbara’s population identifying as Aboriginal and/or Torres Strait Islander. This compares to 3% across all of Western Australia. This underpins the Region’s rich cultural heritage and ensures that Aboriginal communities play a central role in its social fabric. These communities have a deep connection to the land and maintain traditional practices and knowledge.

The Region also hosts a diverse population of residents and workers from various backgrounds. While 63%[4] of the population were born in Australia, there are significant levels of migrant residents with 5% of residents born in New Zealand, 5% in South East Asian countries and 3% in the United Kingdom.

The population is relatively young with a median age of 33[5] years compared to 38 years for the remainder of Western Australia. Almost 30% of the population are under the age of 19 years and more than 90% of the Pilbara’s population aged under 60 years. This reflects the high proportion of Aboriginal people, who are on average younger than the non-Aboriginal population[6], and the influx of workers in their prime working years.

Due to the nature and level of economic activity that occurs in the Region, household income levels in the Pilbara are on average significantly higher than other regions in Western Australia. For example, the median household income across the Pilbara is \$3,002[7] per week compared to \$1,815[8] for the rest of Western Australia. More than 70% of the residents in the Pilbara are earning weekly incomes higher than the Western Australian median. However, these numbers are highly skewed due to the high salaries paid in the mining and resources sector and they mask the challenges faced by low-income households living in a high-cost environment with high rental and living costs.

[1] REMPLAN - Pilbara Region Demographic and Community Insights - Summary (REMPLAN, 2025)

[2] Pilbara Development Commission - Living in the Pilbara (Pilbara Development Commission, 2025)

[3] REMPLAN - Pilbara Region Population - Indigenous (REMPLAN, 2025)

[4] REMPLAN - Pilbara Region Population - Birthplace (REMPLAN, 2025)

[5] REMPLAN - Pilbara Region Population - Age (REMPLAN, 2025)

[6] Australian Institute of Health and Welfare - Profile of First Nations People (Australian Institute of Health and Welfare, 2025)

[7] Census 2021, Pilbara (Mining and Pastoral Region) QuickStats (Australian Bureau of Statistics, 2025)

[8] Census 2021, Western Australia QuickStats (Australian Bureau of Statistics, 2025)

Economic Drivers and Workforce

The Pilbara is a globally significant mining and energy region with vast reserves of onshore and offshore mineral and energy deposits. The development of these assets has seen the Region become a major economic driver for the State and National economies.

According to the Pilbara Development Commission, during 2023, the Gross Regional Product for the Pilbara generated more than \$80[9] billion in economic value - almost 20% of the State's output. The Region produced more than \$198 billion in exports representing 75% of State and 35% of National exports.

The Region's economy sustained 59,900 jobs and generated more than \$9.6 billion in wages and salaries. However, the Region's workforce is predominantly focused on supporting the mining and resources sector with 53%[10] of total jobs in the Region directly employed in the sector. Much of this workforce resides outside of the Region.

While 11% of the Region's workforce is employed in the construction sector, limited effort is focused on increasing supply and availability of residential housing - with the majority of the construction activity across the Region focused on delivery of non-residential construction projects.

Pilbara Region Construction Approval Values [11]

	2019/20	2020/21	2021/22	2022/23	2023/24
Residential	\$34.42m	\$75.95m	\$85.35m	\$81.31m	\$112.90m
Non-Residential	\$323.44m	\$287.15	\$373.22m	\$151.96m	\$577.26m

Table 1 - Regional Construction Activity

A further 11% of the workforce are employed in Health Care and Social Assistance (3.8%), Education and Training (3.6%) and Administrative and Support Services (3.5%), all sectors with a predominance of lower income workers and critical to the availability of essential services to support the Region's communities. These roles are less likely to be FIFO or DIDO and for a large proportion of this group, they are heavily reliant on access employer funded accommodation options to obtain stable housing.

The Pilbara Development Commission has identified more than \$258 billion in new investment producing an additional 62,000 jobs planned for the Region - suggesting the level of economic activity is expected to remain high for the coming decade and beyond. This will maintain and increase demand for existing housing stock, ensuring that there will be no respite for current housing market pressures with rental availability remaining low and rental prices continuing to rise. This will further entrench the Region's housing crisis.

[9] Pilbara Development Commission, *Economic Snapshot - June 2024* (Pilbara Development Commission, 2024)

[10] REMPLAN, *Pilbara Region, Economy, Jobs, and Business Insights – Employment* (REMPLAN, 2025)

[11] REMPLAN, *Pilbara Region Economy, Jobs, and Business Insights – Building Approvals* (REMPLAN, 2025)

Contrasting Fortunes and Perverse outcomes

By virtue of its remoteness, the nature of its economic activity and the high reliance on FIFO and DIDO workforces, the region faces unique challenges not experienced by other areas of Western Australia. The Region's apparent strengths often contrast with and contribute to perverse outcomes that negatively impact the sustainability of the Region's communities and the overall wellbeing of its residents.

Despite the level of economic activity and output generated within the Region, the majority of economic benefits produced in the Pilbara are derived outside of the Region due to the level of non-resident workforces, the flow of profits to the private sector, and the payment and distribution of royalties to and by the State and Federal Governments.

For a high proportion of the local residents and those workers that visit from other regions, the Pilbara offers great opportunities to pursue career development, grow personal wealth and improve overall wellbeing. However, not all Pilbara residents are able to actively participate in the workforce and realise the full benefits of the Region's strong economy leaving a significant proportion of the Region's population exposed to high levels of disadvantage.

Western Australia's North West which incorporates both the Pilbara and the Kimberley regions, experiences some of the highest rates^[12] of homelessness in the Australia with a rate of 554 people per 10,000 either experiencing or at risk of homelessness.

While the unemployment rate for the general population across the Pilbara is around 2.2%^[13], the rate for Aboriginal people is higher than 10%^[14].

The median household income for Aboriginal people is approximately \$2,029^[15] per week, compared to \$3,002 per week for the total population. The 2021 Census found that while more than 3,500 households in the Pilbara receive a weekly income of more than \$4,000, a similar number of households (just over 3,200) receive less than that amount (<\$1,999 per week) and around 1,200 households receive less than \$1,000 per week.

For employees working in the community services sector, single parents working part time and people engaged in the administrative and support services, the majority will be receiving incomes well below the regional median of \$3,002 per week.

The Socio-Economic Indexes for Areas (SEIFA) analysis conducted through the 2021 Census identified the varying extent of the socio-economic circumstances across the Pilbara. The SEIFA analysis rated the City of Karratha in the top 20%^[16] of local governments in Australia under the Index of Economic Resources (most advantaged) and top 10% under the Index of Relative

^[12] Australian Institute of Health and Welfare "Specialist homelessness services annual report 2023–24" (Australian Institute of Health and Welfare, 2025)

^[13] Pilbara Development Commission, (Pilbara Development Commission, 2024)

^[14] Census 2021, West Pilbara and East Pilbara Indigenous Statistical Areas – QuickStats (Australian Bureau of Statistics, 2025)

^[15] Census 2021, Pilbara (Mining and Pastoral) – QuickStats (Australian Bureau of Statistics, 2025)

^[16] Australian Bureau of Statistics Census of Population and Housing Socio-Economic Indexes (Australian Bureau of Statistics, 2025)

Socio-economic Disadvantage (least disadvantaged) while the Shire of East Pilbara was rated in the bottom 20% for Economic Resources (least advantaged) and bottom 30% for Relative Socio-economic Disadvantage (most disadvantaged).

About 43% of children in the Shire of East Pilbara, 27% of children in the Town of Port Hedland are considered to be developmentally vulnerable^[17] compared to around 20% in the City of Karratha (20.3%), the Shire of Ashburton (21%) and across the State (20.3%).

The Region is well serviced for air travel with a high volume of direct public and private flights in and out of the region to transport workers, tourists and visitors to the Region. However, due infrequent and highly expensive internal air services, movement within the Region is largely reliant on travel by road. Given the remoteness and vast distances between the Region's towns and communities, the heavy reliance on road travel creates barriers to movement for across the Region limiting access to education, community services, healthcare, and employment opportunities. This is particularly relevant for those people residing in Aboriginal communities in the more remote parts of the Region where regular travel to access health, medical and other services require one way travel of between 150 and 500 kilometres.

With more than 55% of the Region's workforce externally based and only operating in the Region on a semi-permanent basis, the transient nature of the workforce contributes to a lack of community cohesion and stability.

The Pilbara is an expensive location to live and operate a business with local residents and businesses enduring some of the highest living and operating costs in Western Australia. According to the Regional Price Index^[18] prices for food, goods, services and materials in the Pilbara are up to 15% higher than in the Perth metropolitan area. These costs flow through to all aspects of regional living with the greatest impact felt by the low to moderate income households in the community.

Like all regional communities, the Pilbara faces a range of social challenges that require ongoing commitment and support to assist community members to address issues and to thrive in their communities. The provision of effective solutions and inventions is dependent on the ability of local service providers to maintain a skilled and capable workforce and adapt their services to meet community needs.

For example, the Pilbara has the second highest rate of family and domestic violence in the State with incidents occurring at five times the rate of Perth^[19]. The Salvation Army operates the Women's Refuge in Karratha and its ability to provide effective emergency care and safety responses for women and children 24/7 requires it to maintain a full staffing contingent of 13 staff – they currently struggle to fill all roles due to a lack of housing options for staff.

^[17] Australian Early Development Census 2021 (Australian Early Development Census, 2025)

^[18] Department Primary Industries and Regional Development, Regional Price Index 2023

^[19] Pilbara News "Pilbara domestic violence second worst in WA at five times metropolitan rate" (Pilbara News, 2024)

Due to high demand, the Refuge has turned away up to 400 women annually and more services are required to meet community need. An expanded Refuge has recently opened which has significantly increased service capacity and responsiveness. However, the expanded services require the employment of additional staff – increasing the staff housing challenge.

Similar issues are faced with the delivery of health, family and community services that respond to other community challenges including high rates of alcohol use across the Region. The proportion of residents at long term risk from alcohol^[20] (38.7% in the West Pilbara and 28.9% in the East Pilbara) is significantly above the State average of 26.5%.

Housing Supply and Affordability

The Pilbara region has long faced housing supply constraints that affect affordability and availability. This has impacted on the ability of the Region's communities to grow and develop freely in response to increases in demand. The lack of functional market development has limited housing options and opportunities for local residents, hampered the movement of workers to the Region, and constrained the ability of businesses and services to attract and retain employees critical to expand and grow the Region's social and economic capacity.

Due to its remoteness, the demand for workers, machinery and materials by the mining and resources industry and a narrow residential construction industry, the Pilbara Region faces significant housing supply constraints, and it struggles with substantial property market swings as it progresses through boom/bust cycles. The Region is largely impacted by movements in commodity markets which drive high rates of business investment in mining and resources activity. Given the rapid movements in commodity prices, investment in mining projects drive swift movements in housing market demand both upwards in periods of high investment, and downwards when conditions deteriorate.

The constraints on the housing market supply chains, the vast distances and demand for construction workforce result in high costs and limited delivery capacity. Residential housing costs in the Pilbara are the highest in Western Australia and generally cost 40%^[21] higher than the metropolitan area and 25% higher than any other region. These cost premiums not only pose a barrier to investment in new housing, but they also act to constrain the capacity of the local residential construction industry, increasing risk for the small number of local builders due to the high cost of labour and materials.

As a consequence, the Region has suffered from a lack of sustained housing investment. The mining sector is currently experiencing a sustained upswing in investment activity with a pipeline of in-progress or planned project developments expanding in the region and attracting thousands of additional workers. This is continuing to place pressure on the already stressed housing market – reducing availability and reinforcing high prices for the existing housing stock.

[20] Pilbara Needs Assessment 2022-2024 – WA Primary Health Alliance (WA Primary Health Alliance, 2022)

[21] Department of Primary Industries and Regional Development, Regional Price Index (Department of Primary Industries and Regional Development, 2024)

As a result, the Pilbara's rental prices are significantly higher than the Perth metropolitan area.

Median Rental Prices February 2025 [22]				
		Pilbara	Perth	Difference
Units	1 Bed	\$635 per week	\$550 per week	+15%
	2 Bed	\$650 per week	\$630 per week	+3%
	3 Bed	\$800 per week	\$700 per week	+14%
Houses	2 Bed	\$700 per week	\$572 per week	+22%
	3 Bed	\$900 per week	\$650 per week	+38%
	4 Bed	\$1325 per week	\$710 per week	+86%

Table 2 - Median Rental Price Comparison February 2025

Rents are considered affordable if a household spends less than 30%^[23] of their income on rental payments. Housing stress is said to occur if an unreasonable proportion of household income is required to pay housing costs with the most common in Australia being the '30/40' affordability rule. This defines housing stress as occurring when households in the lowest 40 per cent of the income distribution pay more than 30 per cent of income on housing costs.

For those on low to moderate incomes, there is little or no availability of affordable housing across the Pilbara. Anglicare's Rental Affordability Snapshot 2024^[24] which looks at rental properties available at a point in time, found that the North West Region (covering both the Pilbara and Kimberley Regions) continued to be the most unaffordable rental market in Western Australia. The report found that in April 2024 of the 258 available rental properties across the Pilbara and the Kimberley:

For households on income support:

- None were affordable for single people on JobSeeker, Disability Support Pension or Age Pension.
- Only two properties were affordable for a couple on JobSeeker with two children.

For households on a wage:

- Only 5 properties were affordable for a couple on one minimum wage and Parenting Payment.
- 20 properties were affordable for a couple with two children, where both are earning a minimum wage.

[22] REIWA Regional Insights Pilbara February 2025.

[23] Australian Housing and Urban Research Institute – Glossary Definition - Housing Stress (Australian Housing and Urban Research Institute, 2025)

[24] Anglicare, Rental Affordability Snapshot 2024 (Anglicare, 2024)

Based on the median rents charged households workers need to be on substantial incomes to affordably rent housing in the Pilbara.

Income Required to Affordably Rent in the Pilbara - February 2025						
		Median Rent	Min. Annual H/hold Income	Equivalent SCHADS Level	Health Prof. and Support Services Award Level (Health Professionals)	ATSI Health Workers Award
Units	1 Bed	\$635 per week	\$110,000	Level 7.1	Level 4.3	Exceeds Payscale
	2 Bed	\$650 per week	\$112,000	Level 7.1	Level 4.3	Exceeds Payscale
	3 Bed	\$800 per week	\$138,000	Exceeds Payscale	Exceeds Payscale	Exceeds Payscale
Houses	2 Bed	\$700 per week	\$121,000	Level 8.1	Level 4.4	Exceeds Payscale
	3 Bed	\$900 per week	\$156,000	Exceeds Payscale	Exceeds Payscale	Exceeds Payscale
	4 Bed	\$1325 per week	\$229,000	Exceeds Payscale	Exceeds Payscale	Exceeds Payscale

Table 3 - Affordable Rental Incomes February 2025

The “Quantifying Australia’s unmet housing need” Report[25] completed for the Community Housing Industry Association identifies that across the Pilbara there are around 600 households with an existing unmet housing need which is projected to increase to 1,000 households by 2041.

Unmet housing need is those households that are either experiencing homelessness, are in overcrowded homes or are spending over 30% of their income on rent.

Pilbara Households with Unmet Housing Need		
	Current Unmet Need	Projected 2041
City of Karratha	100	300
Town of Port Hedland	100	200
Shire of Ashburton	100	100
Shire of East Pilbara	300	400
Total	600	1000

Table 4 - Quantifying Unmet Housing Need - Pilbara

[25] UNSW - City Futures Research Centre, *Quantifying Australia's Unmet Housing Need* (City Futures Research Centre, 2022)

Impacts of Unaffordability

For low income and disadvantaged people across the Pilbara, there are multiple impacts associated with the unaffordability of housing.

There are direct impacts such as increased homelessness, overcrowding and instability of housing. The Pilbara region experiences some of the highest rates [26] of homelessness in the Australia with a rate of 554 people per 10,000 either experiencing or at risk of homelessness. The majority of those who are homeless in the Pilbara either sleep rough (18%)[27], couch surf (14%) or stay in overcrowded dwellings (56%). Increased homelessness compounds mental health and other health conditions, increased levels of family and domestic violence, family breakdown, substance abuse, and higher rates of interactions with the justice system[28].

However, in the Pilbara the lack of affordable housing has additional indirect impacts for low income and disadvantaged households that limit their ability to access essential supports and assistance that would help to improve their health and wellbeing.

Due to the high cost of living and limited availability of housing affordable for their workers, essential community and social services struggle to attract and retain staff. With growing economic activity and increasing demand for services, this situation is likely to worsen over time.

Engagement with service providers indicates that access to housing for staff is one of (if not the most) the important challenges influencing the quality and effectiveness of their service delivery and bringing into question the sustainability of their services.

One Chief Executive Officer stated, “Every not-for-profit CEO in the Region would apply their mind to this issue on a weekly basis.”

In response, all agencies are endeavouring to manage their operations around this issue, however it results in a number of consequences including:

Curtailing Activity - Multiple service providers across the Pilbara have indicated that they have relinquished contracts or not accepted contract extensions or expansions for the delivery of vitally important community services due to a lack of confidence that they can deliver on contractual obligations. A lack of available and affordable housing for staff was seen as the key barrier to taking on the additional services.

Localising Recruitment – A number of service providers indicated that in response to the lack of available housing for staff, they had narrowed and localised their recruitment activities with the view to recruiting staff that “own a property in town or whose partner works in the mines”. Obviously, while this is beneficial if suitably skilled and capable staff are available, it does potentially limit service capacity and the level of skills, experience and expertise that can be employed.

[26] Australian Institute of Health and Welfare “Specialist homelessness services annual report 2023–24”

[27] Shelter WA, 2021 ABS Census Data Summary, Homelessness in WA (Shelter WA, 2023)

[28] The cost of homelessness and the net benefit of homelessness programs: a national study (Australian Housing and Urban Research Institute, 2013)

Increased staff turnover – All service providers reported that they were fighting a constant battle to retain their experienced staff and that local services faced higher rates of staff turnover due to a lack of affordable or available housing options for staff. The increased turnover is being driven by staff pursuing alternative employment in roles where accommodation is provided, such as in the mining and resources sector or Government, or through staff leaving town as they are unable to find suitable housing. This undermines the quality-of-service provision, places greater pressure on existing staff, erodes the sustainability of the services and increases recruitment and employment costs for the services.

Alternative Service Arrangements – Several service providers indicated that they have had to adopt flexible staffing models to maintain service continuity in the absence of sufficient locally based staff or skills. A number had adopted FIFO arrangements with staff operating between Perth and the Pilbara, others were increasing the use of technology to use video conferencing to deliver services or engage with clients using Perth based staff. Others have moved to bring in expertise and skills on a temporary or casual basis for regular short-term engagements rather than employ them locally. While offering pragmatic and practical solutions, these options do suggest the potential for the delivery of a lower standard of service and responsiveness.

Collectively, these issues undermine the effectiveness and capacity of local community organisations to deliver the quality services required to support the needs of the Pilbara community. They constrain the ability of providers to retain and deploy expertise locally, potentially delivering suboptimal services, increasing the overheads and operating costs for organisations and Governments (as funder) and undermines the long-term sustainability and competitiveness of service providers.

For low income and disadvantaged members of the Pilbara community, the lack of affordable housing options for them and the staff required to provide them with critical enabling support services has compounding detrimental effects. It not only exacerbates the extent of the immediate crisis circumstances, but by constraining the local services sector, it diminishes the effectiveness of the interventions provided to support them, limiting their life opportunities and entrenching disadvantage.

Strategic Context

Shifting Policy Environment

In the last 30 years, Australia's housing market has experienced significant structural change. Housing costs and property values have increased rapidly, homeownership rates have diminished, and as a result housing affordability has substantially reduced.

While home ownership remains the dominant tenure type and an aspiration for many, long term renting as a choice and requirement is increasing, due to the inability to access homeownership. For those with limited financial resources and capacities to access the available rental housing – that is those on low to moderate incomes in need of affordable housing - these changes have been more significant and impactful.

At the same time as this structural change was occurring in the private housing markets, significant change was occurring in Government funding and policy responses around the provision of social housing. Since the 1980's there has been a significant underinvestment in new social housing stock, resulting in the ageing and deterioration of existing stock, and tightening and narrowing of eligibility limits and access to social housing. This has placed greater pressure on the existing approach to delivery and prompted changes to the delivery system for the provision of housing to low-income households.

Up until the mid-1990's there was a strong dependence on direct Government provision of housing and accommodation services for low-income households via State Government operated public housing systems. However, since 1996, with changes to Federal and State Government policy and funding arrangements have increasingly seen a shift to utilising the skills, capacities and opportunities provided by the non-government Community Housing sector to develop and deliver low cost social and affordable housing options for low income and disadvantaged households.

Recognising the importance of affordable housing in addressing social inequality, Governments have sought to capitalise on the Community Housing Sector's ability to use tax concessions and transfer payments, offer flexible and localised service delivery and access private sector funding and financing to lower the cost and more efficiently deliver social housing.

These policies have prioritised capital funding, incentives and transferred management of existing public housing stock to Community Housing providers to grow the sector's capacity and enhance their ability to develop new social housing projects. As a consequence, over the past 20 years there has been significant investment in the community housing sector from both government and private sources. This has led to a steady increase in the number of social housing properties owned and managed by the Community Housing sector.

Between 2006 and 2023, the number of social housing properties managed and owned by the Community Housing Sector nationally increased from 30,100 dwellings in 2006 to 114,000 dwellings in 2023^[29].

^[29] Australian Institute of Health and Welfare, *Housing Assistance in Australia 2024* (Australian Institute of Health and Welfare, 2025)

In Western Australia, the shift has been less pronounced – particularly in Regional Western Australia - but still significant with Community Housing stock increasing from 4,400 dwellings in 2006 to 8,000 in 2023.

Overall, public housing stock numbers in Western Australia increased from 31,000 in 2006 to 32,700 in 2023. However, this has failed to keep pace with population growth. The proportion of social housing in Western Australia has significantly dropped over the last three decades from 5.6% of total dwellings in 1996^[30] to less than 3.8% in 2024.

Benefits of the Community Housing Sector

The Community Housing sector offers governments and communities a range of benefits that enables the sector to complement the efforts of Government and more effectively meet community needs. This includes:

Tax Benefits – Community Housing Providers use their not-for-profit status to maximise taxation benefits and prioritise expenditure into investment and services. By minimising financial inefficiencies, the sector is able to deliver greater value for spend on housing construction, maintenance and other operating costs.

Ability to attract funding – Community Housing Providers have demonstrated the ability to attract complementary sources of funding and in-kind support from governments at various levels, from the private sector through debt and investor partnerships and to obtain philanthropic or social impact investment support.

Service Flexibility and Innovation – Community Housing Providers due to their smaller operating size relative to State Government Public Housing Organisations, are able to be more nimble and adaptive in developing and trialing new service models. Where this is prioritised by providers, this enables them to provide a more responsive service delivery that better aligns to the needs of clients.

Local Focus – as Community Housing Providers can be locally based and situated within community, they are able to build deeper connections and networks within their local environments. Providing them with a greater awareness and understanding of local community issues and opportunities, this allows them to work collaboratively with their networks to develop project proposals that reflect local needs and priorities.

Policy and Funding Environment

Given the significant challenges facing low to moderate income earners in accessing the housing market across Australia, State, Federal and Local governments are actively progressing initiatives to facilitate affordable housing supply.

Historically, Governments (Federal and State) sought to invest in the development of affordable housing via “once-off” or short-term funding commitments – such as the transfer of ownership

^[30] Productivity Commission, Report on Government Services 2025 (Productivity Commission, 2025)

and management of housing stock built under the Commonwealth's Nation Building initiatives in the early 2010's which provided a significant stimulus to the sector but wasn't followed up with consistent funding support.

However, given the scale of the affordable housing challenge (the Quantifying Australia's Unmet Housing Need Report estimates 640,000 households have an existing unmet housing need across the Country) State and Federal Governments have increasingly established long term arrangements to maintain support for the sustainable growth in supply of affordable housing. These measures are starting to take effect however sustained policy and funding effort will be required.

A detailed outline of the Government Funding and Financing support available is included in Appendix 1, however includes the following potential assistance:

Commonwealth Funding and Finance

Housing Australia provides capital grant and concessional financing opportunities through:

- The Affordable Housing Bond Aggregator
- Housing Australia Future Fund
- National Housing Infrastructure Facility Critical Infrastructure

Northern Australia Infrastructure Facility (NAIF) provide concessional finance for infrastructure projects across Northern Australia including affordable housing projects.

Indigenous Business Australia (IBA) provides business and home loan finance for Aboriginal organisations which can include concessional lending and other support for affordable housing projects.

Department of Infrastructure, Transport, Regional Development, Communications and the Arts' has provided capital grant funding for investment in regional housing projects via the Growing Regions Fund and the Housing Support Program.

State Government

In recent years, the State Government has committed more than \$4.5 billion in funding to support housing and homelessness initiatives including social and affordable housing projects through the Department of Communities, DevelopmentWA and the Department of Planning, Lands and Heritage. This includes a number of targeted and related initiatives including:

- \$1.6 billion in funding via a Social and Affordable Housing Investment Fund.
- Seeking joint funding proposals for the construction of new affordable housing under its Call for Submissions for Community Housing Providers.
- Providing support to projects under Round 1 and Round 2 of the Housing Australia Future Fund.
- The \$200 million North-West Aboriginal Housing Fund to invest in diverse housing projects for Aboriginal families in the Pilbara and Kimberley.

Local Government

Regionally, Local Governments are increasingly acknowledging the critical role affordable housing plays in maintaining the social fabric and economic sustainability of regional communities. In response, some regional local governments are looking to support the development of affordable housing in their communities through making land available and supporting funding proposals to State and Federal government grant programs.

A Sustained Structural Shift

This changed policy and funding environment has significantly shifted the affordable housing landscape. The entrenched nature of the affordable housing challenge across Australia means that ongoing support for the development, growth and diversification of the sector is essential over the long term. Ongoing advocacy for and championing investment in affordable housing is likely to continue to be required to sustain policy commitment and focus of current and future State and Federal Governments.

Importantly, through the viability of the Community Housing Operating model and involvement of the private sector and institutional investors, the sustainability of the sector is not exclusively dependent on Government policy decisions. This should help bring confidence for providers, investors, developers, consumers and governments to continue to support the sector.

Community Housing in the Pilbara

There has been significant growth in Community Housing across Australia, however, there has been limited community housing sector activity in the Pilbara. Attempts have been made to support the development of community housing capacity in the region through the enticement of Foundation Housing to operate in the Region. However, the high housing and business operation costs make the operation and growth of social and affordable housing portfolios in the Region challenging.

Foundation Housing

Foundation Housing Limited has had a presence in the Region for more than a decade. Foundation Housing currently manages approximately 130 properties in the region for the YMCA, Town of Port Hedland and IBN Corporation with the accommodation largely targeting key workers. Foundation Housing has maintained a strong commitment to the Pilbara since its initial commencement of management activities in 2013. However, it is yet to undertake an affordable housing development in the region.

As Western Australia's largest Tier 1 Community Housing Provider, Foundation Housing operates in the metropolitan area, the Kimberley, Pilbara and Peel regions. Foundation Housing has a strong growth focus and are currently highly active in progressing major social and affordable housing development proposals in the metropolitan area. Given the scale of its metropolitan opportunities, the level of demand for affordable housing in the metropolitan area and its planned project pipeline, Foundation Housing is likely to have high demand for its capability and available capital (debt and equity capacity) elsewhere. While not diminishing its commitment to the Region, smaller scale more complex regional projects which would be required for the development of Pilbara proposals are likely to command less focus and prioritisation in the short term.

Aboriginal Community Housing Opportunities

There is an emerging group of Aboriginal (Traditional Owner Groups) organisations that have established housing operations (including potentially obtaining community housing registration) in the Pilbara. Yindjibarndi Nation Ltd and Gumala Aboriginal Corporation have been actively engaging with the Department of Communities on establishing community housing activities. It is noted that Yindjibarndi Nation Ltd and Gumala Aboriginal Corporation currently operate housing initiatives which includes operating small housing portfolios.

Responding to the needs of their communities, these Aboriginal organisations are looking to develop affordable housing options for their members and the broader Pilbara community. Recent advice indicates that Gumala Aboriginal Corporation and Yindjibarndi Nation Ltd have formally agreed to partner to establish a regionally governed, Aboriginal-led Community Housing Organisation (ACHO).

It is understood that this initiative is progressing as a priority with the aim of achieving ASIC registration of a not-for-profit Company, limited by guarantee by June 2025. It is intended that the three organisations will be founding members. Immediately following this milestone, the not-for-profit Company will be applying for registration as a Community Housing Provider, with the Community Housing Regulator assigning the ACHO an application lodgment date in early July 2025.

The ACHO is being designed to be collaborative and inclusive, enabling other Aboriginal Community Controlled Organisations to participate and consolidate housing assets, staff capability, and supporting infrastructure across the region. The aim is that the ACHO will be a scalable and self-determined housing platform that can provide culturally secure homes, wellbeing and empowerment to Aboriginal people, organisations and communities across the Pilbara.

The founding members are committed to the ACHO becoming an inclusive and strong collective, with membership open to other Aboriginal Community Controlled Organisations, and partnerships established with values-aligned partners and investors to share benefits and ultimately maximise the scale, sustainability and impact of the ACHO.

It is expected that the ACHO will consider and explore the provision of housing solutions across the housing continuum from social housing to home ownership.

While acknowledging the high levels of demand for social housing from local Aboriginal communities, analysis suggests that due to the high cost of delivering social housing in the Pilbara, in the absence of the provision of operating subsidies for social housing, there is likely to be a strong focus on supporting Aboriginal people who have entered the workforce transitioning out of social housing due to eligibility issues and into other housing options.

This would see a higher priority placed on affordable or transition (to home ownership) housing solutions as it will achieve the greatest impact for their communities – beyond the role of Government in providing public housing. This emphasis is likely to be further reinforced as it will deliver the best social return on investment due to the high cost of delivering social housing in the Pilbara.

Community Housing Growth Model

As small not-for-profit businesses, Community Housing Providers can be highly cost efficient with low staffing levels and modest operating costs for direct social housing management. They also attract GST concessions, and their tenants can pass on Commonwealth Rent Assistance (CRA). These benefits amount to a 9%^[31] lower capital cost for new housing dwellings and 5-7% higher income than public housing properties managed by Government.

Additional costs will be incurred where supportive landlord practices are applied such as providing intensive tenancy support, capacity building and case management supports.

Providing localised close to client service delivery, their business models focus on utilising their balance sheet (owned assets) and cash flow (rent from owned and managed assets) to fund the development of additional dwellings using cash reserves and/or debt. The capacity of these organisations to invest in additional housing is determined by their rental income, operating costs, debt service capacity and their ability to leverage their existing balance sheet, as outlined in Figure 1.

The capacity of Community Housing Providers to generate growth is enhanced by their ability to increase their contributions to capital projects via support such as capital grants, access to land or lower cost debt. This can be further supported by operational financial supports through operating grants, subsidies or incentive payments.

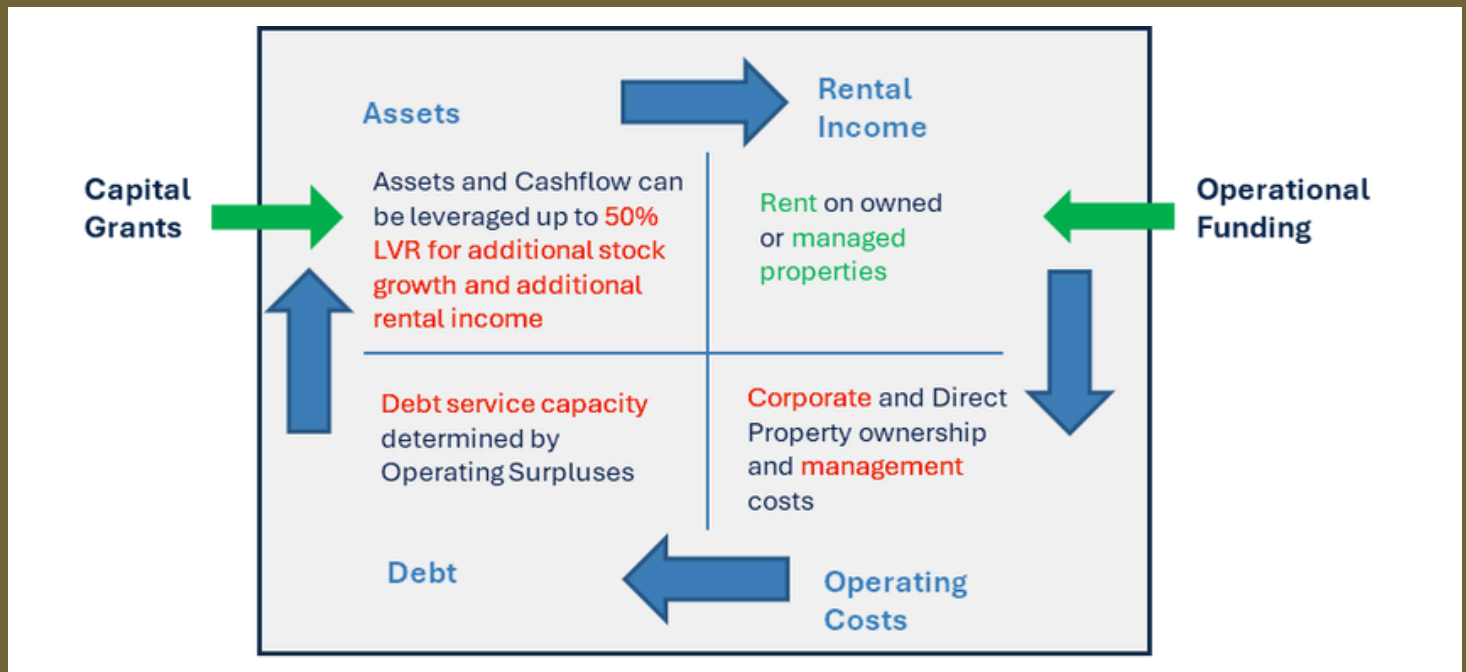


Figure 1

Managing Housing Portfolios in the Pilbara

Recognising the high cost of developing and maintaining housing in the Pilbara, financial modelling has been undertaken to assess the potential viability of managing a social and affordable housing rental portfolio across the Region.

^[31] Direct saving of GST costs and the addition of CRA income to rental revenues.

Case Study Example: Impactful Regional Community Housing Provider

Advance Housing Limited, a Tier 2 Community Housing Provider based in Albany, demonstrates the value of a successful regionally based community housing provider can offer regional communities.

Operating a portfolio of more than 400 properties, Advance Housing has established solid organisational foundation, a track record of performance and deep relationships within the local community.

It has successfully partnered with Government to grow affordable housing stock levels in the Great Southern through the delivery of social and student housing projects. Each project was locally focused and tailored to address the unique requirements of the Great Southern community. The projects were delivered using a mix of government funding grants and own sourced revenue and debt demonstrating the capacity of regional housing providers to leverage assets and opportunities for the benefit of local communities.

Consistently generating operating surpluses of more than \$200,000 per annum (post debt servicing) demonstrates Advance Housing's financial sustainability and sound management enhancing its appeal and stability for funding partners and stakeholders.

Advance Housing works collaboratively to develop and maintain a pipeline of housing project opportunities ensuring it can take advantage of available project funding and financing opportunities.

By focusing on regional priorities, Advance Housing has ensured that its initiatives have widespread support and deliver tangible benefits to the community. This approach has enabled Advance Housing to attract State and Commonwealth Government funding support and increased affordable housing investment in the Great Southern Region. Recent successful funding commitments include:

McKail Social Housing Units

To support the construction of a 16-unit social housing development in the suburb of McKail, Advance Housing was successful in securing a capital grant of more than \$820,000 from the State Government under the Social Housing Economic Recovery Package.

Hardy Road Precinct, Spencer Park

An infill urban revitalisation project, the project will deliver a mixed-use precinct of 51 social, affordable, government and key worker housing as well as commercial premises suitable for medical and dental facilities. Advance Housing has been successful in attracting \$25 million in Government funding towards the Project.

McKail My Home Project

A partnership project, Advance Housing collaborated with My Home Australasia Ltd to secure \$4.2 million in funding for the construction of 12 dwellings on State Government land in McKail. Under the Project arrangements, the Commonwealth government will provide capital grant funding to My Home with Advance Housing taking responsibility for management of dwellings once complete.

The financial modelling was developed based on the costs of operating a small footprint community housing organisation managing social and affordable housing in Regional WA.

The modelling has been informed by real life data from 'like' organisations and has been adapted to align with expected Pilbara costs and conditions. It has been assumed that the assets have been 100% capital funded (i.e. there is no debt servicing obligations) and that the organisation will provide social housing landlord services only with any expectation of the delivery of

supportive landlord services funded and resourced over and above the model prepared.

The portfolio is based the managing a mixed portfolio of housing stock aligned to regional needs as follows:

	Social Housing	Affordable Housing
One Bed - Singles and Couples (under 55)	5%	10%
One Bed Seniors	5%	-
Two Bed Seniors	20%	-
Two Bed Family	15%	40%
Three Bed Family	35%	40%
Four Bed Family	20%	10%
Rental Charge	25% of income plus Commonwealth Rental Assistance	74.9% of market rent

Table 5 - Base Housing Entity Portfolio Mix

Five scenarios were modelled for the Pilbara and the outcome of the scenarios are as follows:

Base Case Pilbara Housing Entity					
	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
Total Properties	100	100	100	200	250
Social Housing	100	0	40	80	100
Affordable Housing	0	100	60	120	150
Total FTE	2.2	2.2	2.2	4.3	5.2
Total Revenue	\$1,510,041	\$2,497,541	\$2,102,541	\$4,205,081	\$5,256,352
Total Expenditure	(\$1,981,956)	(\$2,115,668)	(\$2,099,983)	(\$4,124,367)	(\$5,118,255)
Operating Surplus/Loss	(\$471,915)	\$381,872	\$2,557	\$80,715	\$237,474

Table 6 - Base Case Pilbara Housing Entity Scenarios

The financial modelling identifies that Scenario 1, which would involve managing a portfolio of social housing exclusively, is not a viable option for the Pilbara.

The high costs associated with managing housing assets in the Pilbara (where maintenance and insurance costs are significantly higher than elsewhere in WA) place great pressure on the operational costs of a Pilbara focused organisation. Given that social housing revenues are linked to household income, rental revenue generated from social housing tenancies is insufficient to cover the cost of operating a social housing property in the Pilbara. This would result in a per property loss of around \$5,000 per property.

In contrast, the higher rents received for affordable housing (where rents are set at 74.9% of market rent) generate sufficient revenue to cover the high property operating costs. Affordable housing properties would generate a per property surplus of up to \$3,800 per property per annum.

Based on this, Scenario 2 demonstrates the viability of managing a portfolio of affordable housing for key workers in the Pilbara. It shows that managing a portfolio of affordable housing only would provide the most sustainable financial performance generating more than \$300,000 in surplus funds enabling a portion of funds to be reinvested to service debt and grow additional affordable housing.

However, Scenario 5 shows that by taking a cautious and measured approach that balances the delivery of affordable housing outcomes with provision of social housing options a mixed portfolio of social and affordable housing in the Pilbara can be sustainable. With a portfolio of 150 Affordable Dwellings and 75 Social Housing, it is possible to generate a sustainable operating surplus of more than \$230,000. This would allow a portion of funds to be reinvested to service debt and grow additional affordable housing.

Comparative Assessment

To understand the additional cost burden of operating social and affordable housing in the high-cost Pilbara environment, the five scenarios were compared to the South West. The outcome of the five scenarios are as follows:

Base Case Pilbara Housing Entity – South West Comparator					
	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
Total Properties	100	100	100	200	250
Social Housing	100	0	40	80	100
Affordable Housing	0	100	60	120	150
Total FTE	2.2	2.2	2.2	4.3	5.2
Total Revenue	\$1,510,041	\$1,868,530	\$1,725,135	\$3,450,269	\$4,312,836
Total Expenditure	(\$1,152,193)	(\$1,285,643)	(\$1,270,063)	(\$2,464,527)	(\$3,043,455)
Operating Surplus/Loss	\$357,848	\$582,887	\$455,071	\$985,742	\$1,161,318

Table 7 - Housing Entity Base Case - South West Comparator

The comparison demonstrates the scale of the challenge in managing social housing in the Pilbara. Whereas social housing in the Pilbara generates a per property loss of up to \$5,000, in the South West a similar sized social housing portfolio can generate a per property surplus of up to \$3,500. This reflects the additional cost burden of higher maintenance costs and insurance.

For affordable housing, the lower costs in the South West are offset by the lower market rents. As such while the per property surplus increases from up to \$3,500 in the Pilbara to around \$5,800 in the South West, the scale of the increase is lower than for social housing.

A Region Missing Out

The Pilbara region is missing out on the benefit of targeted efforts to attract investment in affordable housing supply in the region. The lack of investment is limiting the Region's development, impacting low income and at-risk households and hampering the ability of service providers to deliver effective support interventions. Engagement with local community service and civic leaders indicates strong support and desire to see affordable housing investment occur across in the Region. However, while all community service leaders acknowledge that housing for their staff and clients is an issue that regularly occupies their minds, a lack of a strategic approach and coordination is hampering efforts to achieve meaningful impact. Current efforts are somewhat disjointed or misaligned with individual organisations operating in isolation or with slightly different objectives in mind. They also lack a sustainable and coherent form and structure that would enable external support and funding.

In many cases, current housing efforts by community service leaders focus on resolving their individual organisation's immediate challenges and are a distraction from the core functions of their organisation. By taking their attention and resources away from service delivery and client outcomes, it is placing undue pressure on senior executives reducing the effectiveness of the organisations – often for little housing impact.

Development of a more strategic and coordinated approach may offer the Pilbara community services sector a pathway forward by offering a means to harness the current fragmented efforts for collective benefit.

A Pathway Forward – a sustainable housing investment environment

If the Pilbara is to reach its full potential as an active and vibrant place to live, it cannot only be an economic driver of wealth and prosperity for those engaged in certain sectors of the economy, but it must also have sustainable communities that enable all residents to access services, to participate in opportunities and achieve similar standards of living as other Australians.

This will require a sustained increase in local community capacity through both enhancing the capacity of local residents and complementary efforts to bring in additional capability from outside the region. But rather than applying the region's traditional FIFO and DIDO models, the emphasis should be on increasing the capacity of resident populations. The current lack of available and affordable housing options poses a significant barrier to building community capacity, hampering the development of local residents and constraining the effectiveness of local service providers.

Case Study Example: Institutional Investment in Regional Affordable Housing

Queensland's largest social and affordable housing project demonstrates the capacity of the Community Housing sector to facilitate at scale investment in social and affordable housing in a regional location.

The Project, led by **Community Housing Limited**, will see a former drive-in site in Cairns redeveloped to create a 490 dwelling precinct consisting of 245 social housing units, 223 affordable housing dwellings and 22 specialist disability accommodation apartments. The purpose-built, architecturally designed precinct will deliver modern, low maintenance and energy efficient one and two-bedroom homes for people over 55 and those with disability.

Community Housing Limited is partnering with Tetris Capital to create a public private partnership to fund, deliver and operate the Project.

Funding for the Project will be facilitated through a mix of funding and financing arrangements including:

- Private sector investment from Tetris Capital which brings institutional investment into the delivery of affordable housing;
- Capital funding from Queensland Government via its Housing Investment Fund which helps to reduce capital costs and to underwrite the project;
- A capital grant from Housing Australia's National Housing Infrastructure Facility which will assist to offset the costs of providing infrastructure and services to site;
- Low-cost financing from Housing Australia which will support the sustainability of the Project by reducing overall financing costs;
- Finance from the Northern Australia Infrastructure Facility which recognises the value of investing in affordable housing for regional communities; and
- A Loan from ANZ bringing private sector finance support to the delivery of affordable housing.

Tetris Capital is overseeing project delivery and will retain an investment interest in the development once complete.

Community Housing Limited will manage the 490 homes with onsite staff and partner with local organisations to support tenants.

Addressing this will require increased long-term affordable housing options that not only cater for the needs of low-income households but also for the current and future workers in the community and essential services sector. Given the scale of the housing supply challenge facing the Pilbara, increasing affordable housing supply in the Region will not be achieved through funding of single individual projects but will require sustained investment in a rolling program of projects over time.

To facilitate this, the Pilbara will require an environment capable of attracting and enabling regular and consistent investment in affordable housing projects.

The establishment of a viable environment for attracting and enabling sustainable investment in social and affordable housing in the Pilbara requires four key enablers:

1. **Access to and availability of Housing Funding and Financing**
2. **Policy Intent and Community Will**
3. **Housing Sector Capability and Capacity**
4. **Vehicles for Delivery and Management**



Figure 2 - Sustainable Housing Investment Environment

The enablers have a level of mutual dependence and each of the four needs to be in place or sufficiently developed to facilitate sustained and rolling programs of repeatable housing investment activity for the Region.

Analysis has been undertaken to rate the maturity of each enabler in the context of the Pilbara to identify areas of weaknesses and opportunities for enhancement. The scale for the maturity assessment is as follows:

Maturing Rating	Description
Underdeveloped	There is a lack of fundamental capability or capacity to adequately achieve minimum requirements to facilitate repeatable housing investment. Achievement of outcomes is likely to be "one off", ad hoc and opportunistic rather than strategic and repeatable. Specific targeted efforts are required to enhance capability and capacity.
Emerging	The fundamental capability and capacity to deliver repeatable housing investment activities are emerging but gaps remain. Achievement of outcomes will be more planned and considered however, it is likely to result from targeted effort and focus rather than consistent ways of working. Investment has the potential to be repeated on multiple occasions, but further enhancement is required to facilitate rolling activity.
Developed	The fundamental capability and capacity to deliver repeatable housing investment are in place and are able to be applied as part of normal activities. Enhancements may refine or improve outcomes, but ongoing investment is possible.

Table 8 - Maturity Rating Scale

Enabler 1: Access to and availability of Housing Funding and Financing

Establishing a sustained and rolling program of investment in affordable housing will require an ongoing supply of capital funding and finance. In assessing the Pilbara's likelihood of satisfying this requirement, consideration has been given to two preconditions:

- a. The availability of sources of funding and finance that can be applied to affordable housing in the Pilbara, and
- b. The ability of the Region to access the funding and finance that may be available.

Access to and availability of Housing Funding and Financing	
Key Capacities and Capabilities	Regional Maturity Rating
Funding aligned to the purpose is available to be applied to the Region	Developed
Suitable financing arrangements are available to be applied to the Region	Developed
Skills and processes to identify and access funding opportunities are present in the Region	Emerging
Capability and Capacity to access and deploy suitable financing arrangements are present in the Region	Underdeveloped
Enabler 1: Maturity Rating	Emerging

Table 9 - Enabler 1 Maturity Rating Assessment

At a macro level, the framework to support and facilitate access to large scale funding and financing for social and affordable housing across Australia is largely in place. This would largely be applicable to the Pilbara and therefore no major structural barriers exist to the availability of funding and finance for affordable housing in the Pilbara.

Federal and State Governments have established a range of capital funding support opportunities that would be suitable for affordable housing projects in the Pilbara. Local Government such as the City of Karratha have provided opportunities to access land for affordable housing projects.

Federally, **Housing Australia** can provide capital funding for affordable housing and related infrastructure works through the HAFF program and the National Housing Infrastructure Fund. Additional, grant funding opportunities are provided to deliver housing for targeted groups such as for Crisis and Transitional Accommodation for victims of family and domestic violence.

Additionally, there are grant funding opportunities regularly available in aligned portfolios that can be used to facilitate affordable housing in regional communities including the Department of Infrastructure, Transport, Regional Development, Communications and the Arts' *Growing Regions Fund and Housing Support Program*.

The **State Government**, via its *Social Housing Investment Fund* and its *Call for Submissions* process has established a long-term commitment and processes for providing capital and other supports to continue to grow social and affordable housing supply. Other State Government funding supports such as the North West Aboriginal Housing Fund and the Infrastructure Development Fund are also available to provide funding support for regional housing projects.

There are also emerging opportunities from the State Government and **local government**, such as recently offered by the City of Karratha, that could provide access to land for development of affordable housing, subject to suitable proposals, capability and funding.

Following sustained government support and sector development over time, there is now an established availability of financing options for affordable housing across the country, including the Pilbara. This includes:

Housing Australia can provide low-cost finance to Community Housing Providers to support affordable housing projects and improve the sustainability of the Community Housing sector.

The **Northern Australia Infrastructure Facility** (NAIF) has demonstrated a commitment to supporting affordable housing in regional areas and would be able to provide low-cost finance for projects across the Pilbara.

The **banking sector** has established processes in place to provide finance to the Community Housing sector and have an increasing awareness of how the sector operates. Given the levels of government support for affordable housing, there is a strong willingness of the banks to lend for affordable housing projects.

In addition, the financing models and funding support provided via the availability payments under the HAFF have facilitated viable models to enable **institutional investment** into affordable housing in Western Australia. This includes potential opportunities for **philanthropic and social impact investment**.

While no major structural barriers exist to the availability of funding and finance for affordable housing in the Pilbara, the Region's ability to access the available funding and financing is less developed.

There is a track record of organisations across the region identifying and accessing suitable funding opportunities for housing projects. However, the investments have been moderate in scale.

In 2020, Foundation Housing partnered with Bloodwood Tree to obtain funding for the Hedland Aboriginal Home Ownership Program under the North West Aboriginal Housing Fund. More recently Murujuga Aboriginal Corporation and Robe River Kuruma Aboriginal Corporation were provided funding under the North West Aboriginal Housing Fund for staff housing solutions.

This has delivered valuable investment for the Region however the approach to obtaining funding has tended to be targeted and opportunistic rather than consistent and coordinated. The project proposals submitted have tended to align with the individual organisational priorities rather than being part of a broader engagement to activate proposals targeting regional priorities.

In addition, it is noted that some of the application requirements for some of the available funding sources are comprehensive and may have eligibility requirements that groups within the Pilbara see as a barrier to access. For example, the State Government's Community Housing Call for Submission process is limited to Community Housing Providers, or those that will be registered prior to funding being granted. This has been a barrier for the Aboriginal Organisations, however, they are able to access funding under the North West Aboriginal Housing Fund. The proposed ACHO will overcome this barrier.

Government funding opportunities are often provided with limited time to prepare detailed funding applications and project proposals. If project proposals are not currently being contemplated, it can be difficult to develop project ideas and pull together sufficient detail to enable a comprehensive well thought out housing project proposals to be submitted within a short timeframe. This is more challenging in the Pilbara with limited broader housing construction and development capacity to inform project design and costings. With limited embedded capacity across the Pilbara to prepare affordable housing project proposals, the Region is likely to either fail to put forward project funding proposals or to submit underdeveloped proposals -resulting in the Region missing out on available funding opportunities.

To help arrest this issue, it would be beneficial if the sector collaborated to cultivate a pipeline of potential social and affordable housing project opportunities aligned to regional priorities. While the project proposal pipeline does not initially need to be detailed and costly to establish, ongoing engagement of opportunities across the Region will help ready the sector to submit funding proposals when funding is available. This would also provide an agenda for engaging with Governments and other stakeholders and will enhance the potential for proposals to attract funding or delivery support

Beyond Foundation Housing, there is limited current capacity in the Pilbara to structure and participate in projects that access available affordable housing financing arrangements. It is likely that the ACHO will have a level of capacity to service project debt for investment in affordable housing, however, any finance made available may need to be raised initially against their member organisational balance sheets rather than be associated with the ACHO's initial housing activities. That is, due to low housing revenue they will require cross funding arrangements from the member entities to host and service the debt.

To ensure the regional projects have the greatest potential to attract private sector and government supported financing, it will be critical that the Region's Housing Providers optimise revenue available to support housing projects. Maximising revenue will ensure the financial sustainability of the Providers and Projects enhancing their prospects for attracting financiers. To maximise revenue, the Region's Housing Providers will need to actively pursue all available capital grants, maximise rental income through collection of any allowable rental concessions, subsidies or incentive payments such as Commonwealth Rent Assistance, employer subsidies or HAFF Availability Payments, and access any operational support funding that could be provided.

Enhancing revenue opportunities may require advocacy to address Regionally specific issues or challenges.

For example, there is an acceptance that high rental costs are impacting the ability of community services staff to afford housing in the Region. The State Government acknowledges the impact housing costs are having on not for profits in attracting and retaining staff. Government has provided at least one contract to a not for profit where funding for housing costs was included. The opportunity exists to engage Government on the need for a housing cost contribution to be incorporated into Program and Service funding contracts with the community services sector across the Pilbara. The payments would reflect the true costs of service delivery and would be used to offset individual staff housing costs. These payments would enhance and underpin revenue for affordable housing projects. Currently, a payment of between \$100 and \$150 per week per FTE would bring out of pocket rental payments into alignment with the Perth rental market. If combined with an affordable housing rent (74.9% of market rent), rents would be affordable for staff on the SCHADS[32] award. Noting the likely increasing cost of rents in the Pilbara, it may be useful for this to be tied to specific parameters such as the difference between Perth and Pilbara rents or the Regional Price Index.

In addition, the financial modelling undertaken indicates that social housing operated by Community Housing Providers can deliver an operating surplus in most regions in the southern half of the State, generally between \$1,500-\$3,500 per annum. However, in the Pilbara social housing will operate at a significant loss – up to \$5,000 per annum. As a consequence, an operating subsidy would be required to sustainably deliver social housing in the Pilbara – this is not currently provided by the State Government anywhere in WA. However, if it was provided for targeted cohorts and in certain circumstances it would help underpin the sustainability of social and affordable housing delivery in the Region. For example, the provision of an operating subsidy for the provision of long-term social housing for women and children exiting the Karratha Women’s Refuge would improve efficiency of the Region’s family violence services enabling more women and children to be supported – reducing homelessness, service costs and the number of women and children at risk.

The provision of targeted operational support funding would encourage and enable the delivery of social housing by Community Housing Providers in high-cost locations. This would diversify housing services in these locations, take pressure off public housing resources and create the potential for regional participation in emerging capital funding programs (including HAFF).

To maximise the potential for the Region to access available funding and financing opportunities it is recommended that the Sector:

- **Support Pilbara Region specific housing sector capacity building** - Building on existing capabilities the local sector should be supported to access targeted capacity building and strategic guidance to position them to structure project proposals that are suitable to access available financing opportunities. This would include building understanding of how to leverage assets and cashflows, and how to attract, host and deliver housing projects involving private sector finance and investment.

[32] Social, Community, Home Care and Disability Services Industry Award

- **Cultivate a pipeline of locally focused Affordable Housing Proposals** - The Pilbara community sector should actively drive and encourage the development of a pipeline of social and affordable housing project proposals. This will provide an agenda for engaging with Governments and other stakeholders and will enhance the potential for proposals to attract funding or delivery support.
- **Optimise revenue available to support housing projects** - The Pilbara community sector should work collaboratively to optimise revenue available for affordable housing projects in the Pilbara. This will ensure that the financial sustainability of projects and housing portfolios are maximised and that projects are well positioned to attract financing support. This would cover accessing all available capital grants, maximising rental income through collection of rent concessions, subsidies or incentive payments and accessing any operational support funding that could be provided. This should include:
 - **Advocating for a housing cost contribution to be included in service contracts** - Actively engage with Government on the need for a housing cost contribution to be incorporated into all Program and Service funding contracts with the community services sector across the Pilbara. The payments would improve affordability for community services staff and enhance the viability of affordable housing projects.
 - **Advocating for Operational Support Funding for Social Housing provision in high-cost locations / project cohorts** - Actively engage with Government on the potential provision of operational support funding to encourage the provision of Social Housing by community housing providers in high-cost locations. This would diversify housing services in these locations, take pressure off public housing resources and create the potential for regional participation in emerging capital funding programs (including HAFF).

Enabler 2: Policy Intent and Community Will

Establishing a sustainable supply of affordable housing investment in the Pilbara will require ongoing commitment and support at policy, political and community levels. In assessing the Pilbara's capacity to satisfy this requirement, consideration has been given to four key preconditions required to effect change:

- Community and policy awareness of the issues
- Commitment of decision makers to support change
- Community support to take action
- Ability of the Region to marshal community resources for impact.

Policy Intent and Community Will	
Key Capacities and Capabilities	Regional Maturity Rating
Policy and Community awareness and willingness to engage with the issue is present in the Region	Developed
Policy and Community Decision makers have a desire to address barriers and support solutions	Emerging
Community intent and willingness to take action is present in the Region	Emerging
The knowledge, skills and expertise to marshal community commitment and support are present in the Region	Emerging
Enabler 2: Maturity Rating	Emerging

Table 10 - Enabler 2 Maturity Rating Assessment

Political and industry leaders and key community members have an awareness of the housing supply issues faced by Pilbara communities and recognise the impacts a lack of available affordable housing is having on local residents and service providers. Those external to the Region, acknowledge and recognise the issue but may not have a full appreciation of the extent of the issues and severity of the consequences. For example, metropolitan based policy makers recognise that recruiting staff when housing is not readily available can be difficult and time consuming for regional services providers. However, there is little awareness and acknowledgement of the lasting community and organisational impacts of an organisation being required to relinquish multiple contracts to deliver critical community services because they have insufficient staff to deliver the work.

There is a largely universal acceptance of the need for increased affordable housing in the Pilbara and policy makers are generally both supportive of investment and have a willingness to consider policy issues that pose barriers to housing supply.

There are high levels of State Government focus on social and affordable housing investment across Western Australia. This focus is welcomed and more will be required to address the long-standing shortfall in affordable housing supply across the State.

However, despite the notional support and awareness of the need for affordable housing solutions for the Pilbara, the degree of policy priority and commitment to developing solutions is less apparent – where limited intermittent actions are taken without larger scale broader system efforts. This is potentially caused by issue fatigue resulting from the now ingrained undersupply of residential housing in the Pilbara, the unique nature of the Pilbara housing market and the scale of the perceived challenge.

This absence of policy priority and potential issue fatigue may create a window of opportunity where policy and decision makers are open to solutions they can support, but are not actively designing and developing solutions themselves. This presents both challenges and opportunities for the Pilbara community sector, with the need to continue to maintain awareness of the issues while also developing and advocating for local community led solutions that can be supported by Government and private sector leaders.

There is an underlining commitment and goodwill from key community leaders across the Pilbara to attract investment into housing supply. Key supporters and local leaders should be actively engaged on the vision for an active affordable housing delivery network attracting sustained investment in affordable housing. This will require sustained coordinated efforts overtime and maintaining engagement with a longer-term vision will be critical to success.

Given there is limited existing community housing leadership presence in the Pilbara region, active leadership and advocacy for sector development and affordable housing investment will need to be driven from within the broader community services sector.

Engagement with community service leaders indicates a desire and willingness to commit support to the development of housing solutions via the community sector. A number of organisations identified a level of internal resource commitment to addressing housing issues for their staff and their clients, which they saw as a non-core function. Examples discussed include individual management of housing for staff, individual organisations developing and progressing business cases and funding proposals for housing for clients or staff.

Leaders recognise that much of their organisation's efforts on housing are somewhat disjointed and inconsistent given other priorities. This results in resources being spread very thinly and only able to effect minimal impact – largely limited to supporting their organisation's immediate issues. They saw value in harnessing collective intent for sector benefit including identifying the potential to commit existing resources and/or a willingness to contribute in-kind, potentially financial and leadership support to tackle this issue. At present there is limited capacity across the sector to harness and coordinate these efforts missing opportunities to benefit from policy support and broader community intent.

The Region would benefit from a concerted effort to enhance alignment and coordination of community services sector housing efforts to make the most of the favourable political support.

Key coordination actions could include:

- Guiding and informing regional affordable housing priorities
- Informing and supporting affordable housing capacity building activities
- Developing and maintaining an advocacy agenda to support affordable housing investment which would include at a minimum:
 - advocating for increased direct funding support for housing in the Pilbara
 - encouraging changes to contracting, policy and funding arrangements that would enhance the sustainability of affordable housing projects in the Pilbara
 - demonstrating the additional service and client outcome benefits of supporting access to affordable housing for key workers and clients.

In addition, where possible community service leaders should seek to capitalise on the conducive policy support to seek to influence policy change that contributes to broader investment in housing supply in the Pilbara.

Recognising that the community sector alone cannot lead and deliver sufficient affordable housing solutions to cater for all those in need of affordable housing in the Region, the sector should continue to advocate for an investment in public housing, crisis accommodation and remote community housing across the Pilbara. This will complement the efforts to attract additional affordable housing and will specifically target low income and disadvantaged households in the community.

To maximise the potential of the Region to capitalise on policy and community support to increase affordable housing supply it is recommended that the sector:

- **Maintain an Advocacy and Awareness Campaign for Affordable Housing action in the Pilbara** - The campaign should seek to:
 - Maintain awareness of the issues and impacts – with an emphasis on case study examples and the positive benefits of affordable housing investment to cut through on issue fatigue.
 - Maintain policy support for potential solutions and required policy changes.
 - Raise awareness of and gain support for additional investment, project proposals and actions underway
- **Cultivate local commitment for affordable housing investment and sector development** - The Pilbara community sector should cultivate local commitment and underlying support for affordable housing from across the Pilbara. The sector should create opportunities to harness commitment and support to underpin planned activities to facilitate affordable housing growth. This could be accessing local networks to fund project development activities, accessing specific skill or training opportunities and cultivating community/private sector support from project proposals.
- **Advocate for additional investment in Public Housing, Crisis Accommodation and Remote Community Housing across the Pilbara** - The Pilbara community sector, in partnership with peak organisations should advocate for additional investment in public housing, crisis accommodation and remote community housing to complement the efforts to attract additional affordable housing and target those on low incomes in the community.

Enabler 3: Housing Sector Capability and Capacity

Undertaking the required implementation actions and managing the housing supply created by a rolling program of affordable housing will require the Pilbara to have adequate levels of housing sector knowledge, expertise and resourcing. In assessing the Pilbara's capacity to meet these requirements, consideration has been given to four key capabilities:

- a. The ability to manage affordable housing
- b. The ability to plan and design affordable housing projects and programs
- c. The ability to develop proposals and secure funding for affordable housing
- d. The ability to successfully deliver affordable housing projects

Housing Sector Capability and Capacity	
Key Capacities and Capabilities	Regional Maturity Rating
The skills, expertise and experience to manage a portfolio of affordable housing are present in the Region	Emerging
The skills, expertise and experience to plan and design affordable housing concepts and projects are present in the Region	Emerging
The skills, expertise and experience to develop and win support for proposals for affordable housing supply are present in the Region	Emerging
The skills, expertise and experience to successfully develop and deliver (mixed funded) affordable housing projects are present in the Region	Underdeveloped
Enabler 3: Maturity Rating	Emerging

Table 11 - Enabler 3 - Maturity Rating Assessment

Foundation Housing delivers high quality housing services and robust asset management. Its operations are supported by comprehensive and well-established policies and procedures. It has a demonstrated history of developing mixed funding project proposals, accessing private sector and government supported funding and finance and delivery large scale affordable housing construction projects. These skills and capabilities are extremely valuable for the Pilbara and arguably have been underutilised. However, Foundation Housing's level of effort in the Pilbara is balanced with its activities elsewhere in the State.

Beyond Foundation Housing, housing sector capacity and capability are only emerging. There are pockets of housing sector skills and experience embedded in existing community service organisations, and they are growing in local Aboriginal Organisations. However, this is limited and at this stage, given the resources and skills are within organisations focused on other activities, collectively the skills and experience lack a degree of focus.

The emerging community of housing management capability within the Aboriginal Organisations, and via their planned ACHO, is growing from a desire to address the housing and wellbeing requirements of their membership (native title holders). Currently, these groups own minimal housing stock and have recruited a small number of key positions with housing sector knowledge and skill. The skills and expertise of these groups will grow overtime with access to additional government supported skill development investment and growth in own sourced and government supported housing stock. A number of these groups have demonstrated the capability to access targeted grant funding opportunities aligned to their organisational requirements and the aspirations of their communities. Given their broader industry support networks, they are likely to be able to bring additional external capability to the development and design of proposals and will be able to access alternative financing and funding structures to complement their affordable housing activities.

Increasingly over time, they will, particularly through the proposed ACHO, offer valuable local housing sector capability and capacity. However, it will take time to develop, and they are likely to require support to develop the capacity to understand how to (i) manage affordable housing portfolios in a high-cost location and (ii) leverage assets and cashflows and apply private sector finance and investment to affordable housing projects.

In existing community service organisations, staff with some housing skills and capabilities are embedded within organisations where the core focus is support services not housing and as such, they have other day-to-day priorities. Housing management capacity is limited to supporting client outcomes and maintaining the functionality and integrity of assets, rather than comprehensive property, tenancy and asset management expertise and practices that are provided through registered Community Housing Providers.

These resources can only be applied broadly and sparingly and are therefore only able to effect minimal impact – largely limited to supporting their organisation's immediate issues. Project proposals are developed to respond to community service needs (i.e. more housing for clients receiving the service) or organisation priorities rather than increasing overall affordable housing. In this way, projects are ad hoc, highly targeted and are dependent on the skill of individual community service leaders or organisations.

It is noted that a number of organisations manage housing (including mining companies) for not-for-profit service staff in response to the ongoing housing challenges and as part of their environmental, sustainability and governance commitments. While these organisations have developed internal or external management arrangements to facilitate these outcomes, it is likely they would prefer not to deliver this non-core business function. This would appear to represent a drain on internal resourcing – potentially offering opportunities for the sector to offer these organisations a management solution. By aggregating the management of housing stock, there may be the potential to extract additional value for the sector by helping to create a base load critical mass to support sector capacity building and enabling surplus revenues to contribute to support growth in the affordable housing supply.

The existing and emerging housing sector capability and capacity that exists across the Region provides a solid foundation for future sector growth. This should be enhanced through targeted Pilbara focused skill development aligned to the development of an emerging affordable housing sector. Critically, this should focus on building the capability to manage affordable housing tenancies and properties in a high-cost location, how to leverage assets and cashflows, and how to attract, host and deliver housing projects involving private sector finance and investment. It is noted that as part of the 2025 election campaign, the State Government has committed \$6 million in funding to support Community Housing Sector capacity building – more detail on the roll out of this initiative is anticipated later in 2025. This will potentially offer the Pilbara community sector the opportunity to be prepared to apply for this funding to support local capacity building initiatives.

Given the scale of affordable housing need and the diversity of housing options required across the Pilbara, the sector should focus on growing the capability of its housing providers to develop a pipeline of project opportunities that respond to the regional housing needs across the housing continuum and in various locations. This would include the ability to work collaboratively to identify and develop project opportunities, preparing development and funding proposals, and funding and delivering projects.

To ensure the Region has the required level of capability and capacity to develop, attract and deliver a sustained pipeline of affordable housing investment, it is recommended that the sector:

- **Advocate for targeted Pilbara Region housing sector capacity building** - This should build on existing sector foundations with a particular emphasis not only on housing and tenancy management capabilities, but also the ability to identify project opportunities, develop proposals and delivery projects.
- **Focus on the development of a multi provider environment** - The Pilbara community sector should work in concert to develop a multi-provider environment where a mix of providers (including Foundation Housing, Aboriginal Community Housing Organisations and others) are able to confidently develop, deliver and manage affordable housing projects across the Region. Multiple providers able will allow multiple streams of activity and investment to occur over a cycle thereby resulting in a rolling supply of affordable housing projects.

- **Pool available housing assets and people resources to create critical mass of affordable housing effort** - This would see the Region seek to pool existing housing assets currently made available for affordable housing, and people resources and capabilities aligned with affordable housing to create a critical mass of assets, activity and effort that can then be built upon. Harnessing existing resources and untapped potential that already exists across the Region can create momentum and leverage existing efforts to attract additional Government and private sector support.

Enabler 4: Vehicles for Delivery and Management

Given the nature of the Region's affordable housing challenges, maximising the impact from an ongoing program of affordable housing projects will require capable organisations (vehicles) with sufficient organisational willingness and capacity to respond to community priorities and needs across the Pilbara. In assessing the Pilbara's capacity to satisfy this requirement, consideration has been given to the number and capacity of entities (vehicles) operating in the Pilbara to deliver against four key sector considerations:

- a. Ability to respond to scale and volume of regional need
- b. Alignment and focus to respond to the breadth of regional need
- c. Level of commitment and prioritisation of Pilbara Regional need
- d. Flexibility and responsiveness to Regional Priorities

Vehicles for Delivery and Management	
Key Capacities and Capabilities	Regional Maturity Rating
The Region has access to sufficient entities with the skills, expertise and resources to respond to the scale and volume of the Region's Affordable Housing Priorities	Underdeveloped
The Region has access to entities with the strategic alignment and service focus to respond to the breadth of the Region's Affordable Housing Priorities	Underdeveloped
The Region has access to entities with organisational commitment to prioritise effort and focus on addressing the Region's Affordable Housing Priorities	Underdeveloped
The Region has access to entities the flexibility and responsiveness to adapt to evolutions in the Region's Affordable Housing Priorities	Underdeveloped
Enabler 4: Maturity Rating	Underdeveloped

Table 12 - Enabler 4 - Maturity Rating Assessment

At present the Pilbara has very limited capacity within the housing sector entities operating in the Region to attract, host and deliver housing investment that meets the Regional Housing Priorities. In order to facilitate the level of investment required to make a meaningful impact on affordable housing demand, significant growth in capacity will be required.

Currently, there is no entity that prioritises and exclusively focuses on developing proposals for attracting funding, delivering housing projects and operating social and affordable housing in the Pilbara.

Foundation Housing has a strong strategic alignment with the delivery of affordable housing across the Pilbara, but it is Perth based and balances its efforts across the metropolitan area, the Kimberley and the Pilbara. It has a demonstrated history of delivering innovative affordable housing options and has the capability to work with service providers across the Pilbara to design and deliver a variety of housing options. With its local and statewide footprint, Foundation Housing brings the required capabilities to contribute to the development and delivery of a sustainable pipeline of affordable housing investment.

However, given the level of its growth activities in the metropolitan area, it is unlikely to have sufficient organisational bandwidth and surplus financial capacity to significantly contribute to a long-term pipeline of affordable housing projects in the Pilbara to the degree required. It should be encouraged to play a leading role in growing affordable housing stock in the Region, however it alone will have insufficient capacity to deliver the required level of investment.

Foundation Housing and the Aboriginal Organisations (currently and via the proposed ACHO) have existing and emerging capabilities to deliver and manage affordable housing projects in the Pilbara. Unfortunately, individually and collectively, it is unlikely that they will have sufficient capacity to drive, host and deliver the scale and diversity of affordable housing projects (mix of target housing cohorts and geographic coverage) needed to facilitate the required pipeline of projects and investment to deliver a meaningful increase in affordable housing in the Region ie. circa 300 plus dwellings over the next 10 years.

The proposed ACHO will provide an additional entity to host, deliver and manage affordable housing projects. It is understood that the ACHO is being designed to be collaborative and inclusive and to consolidate housing assets, staff capability, and supporting infrastructure across the region.

It is noted that this proposal is progressing quickly and with priority and a strong commitment from the founding members. However, at present its affordable housing development capacity and capabilities are underdeveloped and while it will have access to external support through broader organisational networks, the entity will initially have limited capacity to attract, host and deliver at scale affordable housing investment projects.

The continued support of Foundation Housing and development of the ACHO is critical to maintaining and growing the affordable housing delivery capacity of the Pilbara. Continuing to invest in building the operational and financial capacity of these organisations will be crucial to enabling them to unlock additional growth in affordable housing for the Region. However, as the direction of these organisations will be driven and determined by priorities beyond those of the broader Pilbara community, they may not have sufficient means and willingness to grow their capacity within the Pilbara Region to the level required to adequately respond to the scale and diversity of affordable housing need. This may leave the region exposed to gaps in delivery capacity, creating underservicing and unmet demand cohorts.

It is encouraging that the founding members are committed to the ACHO being open to potential membership from other Aboriginal Community Controlled Organisations and to establishing partnerships with values-aligned partners and investors. This may facilitate broader regional

impacts from geographic and target cohort perspectives. However, given the potential need to prioritise the needs and aspirations of their founding member communities, the scale of the Pilbara housing challenge and the vast geographic coverage of the region, it is unlikely that it alone will offer sufficient capacity to cater for the full affordable housing investment priorities of the Region.

Notwithstanding this, the ACHO should be prioritised for support and encouraged to take a lead role in growing affordable housing stock in the region – as a key initiative to addressing the current capacity and investment shortfall.

But, as this may not be sufficient to adequately address current challenges, additional complementary activity may be required.

As without sufficient regionally focused affordable housing development vehicle(s) to (i) attract, host and deliver housing investment, (ii) to attract, host and develop housing sector capability, capacity and expertise, and (iii) to coordinate, harness and capitalise on available policy and community support, there will continue to be potential for the Pilbara to miss out on the benefits of a sustained pipeline of affordable housing investment.

In the first instance, it will be beneficial to support the development of the ACHO. However, if this initiative is insufficient to cater for the breadth of Regional affordable housing priorities, given the strong support from the community sector to develop a long-term solution to the ongoing housing crisis affecting staff and clients, there may be value in the community services sector working together to sponsor the creation of a Pilbara focused affordable housing vehicle that would seek Community Housing registration.

Based on the financial analysis undertaken it would be possible to establish a sustainable affordable housing provider in the Pilbara. Leveraging the commitment and efforts of local community leaders, this would be a community led Pilbara based solution that would exclusively focus on attracting funding and developing affordable housing solutions for the Pilbara Region.

As a local community led solution, the Pilbara Affordable Housing Entity is likely to garner strong support from leaders and decisionmakers in the Pilbara and would arguably be seen as the Pilbara looking to address its own challenges by Government. A Pilbara Affordable Housing Entity would provide a coordination point for community efforts and could seek to aggregate effort and resources, including funding and housing stock, to create a base to leverage additional investment and support from Governments and the resources sector.

Initially, a Pilbara Affordable Housing Entity could look to establish a portfolio of affordable housing for workers within the community sector. Longer term it would be positioned to target service and supply gaps in the housing sector providing a whole of region housing solution.

It offers the potential for providing a viable model for working with Governments (Federal, State and Local) and the private sector (resources and philanthropic) to support the development of sustainable and growth focused Pilbara housing entity and affordable housing sector. The

financial modelling indicates that with a portfolio of 100 affordable housing rentals would be generating surpluses that could be used to sustainably support growth and development activities. Once established and generating sustainable revenues it could start to work with service providers to target critical Regional Housing priorities including supported housing programs and social housing.

In this way, a Pilbara Affordable Housing Entity would complement the efforts of Foundation Housing and the ACHO to provide a more comprehensive affordable housing sector for the Pilbara.

To ensure the Region has sufficient entities (vehicles) with the capacity to deliver and facilitate the required scale and diversity of affordable housing supply it is recommended that the local community sector:

- **Support current efforts to establish an Aboriginal-led Community Housing Organisation in the Pilbara** - The Pilbara community sector should actively support current efforts by Gumala Aboriginal Corporation and Yindjibarndi Nation Ltd to establish a Pilbara focused Aboriginal-led Community Housing Organisation. The Sector should seek to work collaboratively with the new ACHO to identify opportunities to attract mutually beneficial affordable housing investment into the region.
- **Encourage Regional Housing Providers to prioritise their effort on Pilbara Regional Housing Priorities** - The Pilbara community sector should actively encourage housing providers active in the Pilbara (Foundation Housing and the ACHO and potentially others) to invest effort and resources in growing their capacity (and capability) to attract investment in affordable housing in the Pilbara. Foundation Housing should be encouraged to prioritise its efforts to collaborate with the sector to develop affordable housing project proposals and to deploy some of its available capital to affordable housing projects in the Pilbara. The ACHO should be encouraged and supported wherever possible to take a broad view of their role in affordable housing supply in the Region. Ideally, they should be encouraged to have a longer-term view that their housing activities and project proposals should respond to the affordable housing needs of all who live in the Pilbara.
- **Consider sponsoring the establishment of a Pilbara Affordable Housing Entity** - In the event, that the ACHO is insufficient to cater for the breadth of regional affordable housing priorities. The Pilbara community sector should consider sponsoring or hosting the creation of a Pilbara-based affordable housing entity. The entity would seek Community Housing Registration and would exclusively focus on developing affordable housing solutions and responses that address Regional Housing Priorities. The entity should in the first instance focus on developing and delivering affordable housing for community service workers and other essential or key worker groups. Longer term, it would be positioned to target service and supply gaps in the housing sector providing a whole of region housing solution.

A Pilbara Affordable Housing Entity

Should this opportunity be explored, potential key recommended initial actions would be to:

- **Establish Local Leadership for the Pilbara Affordable Housing Entity Project** - The Pilbara community sector should establish a coalition of the willing to guide and govern the project to establish a Pilbara Affordable Housing Entity.
- **Identify a Host Organisation** - To minimise the requirement for initial establishment costs such as corporate overheads and operating costs, it would be useful to identify a host organisation that could provide a base for the establishment of the Pilbara Affordable Housing Entity. The Host would simply act as a base and assist with critical infrastructure until key establishment milestones have been met.
- **Secure Project Funding for key initial works** - Funding will need to be secured to undertake the necessary works required to establish the legal framework, corporate identity and base activities of the Pilbara Affordable Housing Entity. This could include obtaining Community Housing registration. Potential funding sources include philanthropic organisations and/or the resources sector.
- **Capture sector support** - The opportunity exists to work with community service organisations to capture financial or in-kind contributions to support the establishment of the Pilbara Affordable Housing Entity and for the development of project proposals.
- **Identify potential stock for management** - Opportunities to aggregate or take on management of staff housing stock currently managed by community service organisations should be explored. This would provide a solid organisational foundation and would provide a basis for engagement with Governments and private sector partners.

Organisational Evolution

To give a sense of what is possible, the following table outlines the potential development horizon for a Pilbara Affordable Housing Entity.

Base Case Pilbara Housing Entity – South West Comparator			
	Horizon 1 – Foundation	Horizon 2 - Develop	Horizon 3 – Diversify
Objectives	<p>Establish solid foundations and build key capacities</p> <ul style="list-style-type: none"> Establish a corporate entity and identity Develop a base housing portfolio in partnership with Government and the mining and resources sector Establish an initial 3–5-year funding model Establish key personnel with skills to engage and understand community housing sector, Pilbara context Develop key sector and regional relationships (within and external to region) Develop Organisational Strategy and Business Establishment Plan <p>Capacity to Manage Affordable Housing</p> <p>Achieve Community Housing Registration</p>	<p>Pursue development proposals for new affordable housing</p> <p>Pursue additional housing management opportunities</p> <p>Expand and enhance capabilities</p> <ul style="list-style-type: none"> Project development and delivery capacity Construction and development contract management Project Funding and Financing Structuring Project Planning and Delivery Housing Program and Service Design Enhance and update financial model Reassess and Reset Strategy and Business Plans 	<p>Diversify to pursue project proposals that target local priorities including social and supported housing</p> <p>Diversify skills to align with expanded services</p>
Focus	Affordable Housing for Key Workers	Affordable Housing for Key Workers	Affordable Housing and Targeted Supported and Social Housing Projects
Key Capacities Established	<p>Capacity to Manage Affordable Housing</p> <ul style="list-style-type: none"> Tenancy Management and Engagement Property and Asset Management <p>Capacity to develop Proposals for Affordable Housing Supply</p> <ul style="list-style-type: none"> Community Partnerships and Stakeholder Engagement Opportunity identification Proposal Design and Development 	<p>Development and Delivery Capacity</p> <ul style="list-style-type: none"> Project Funding and Financing Structuring Project Delivery and Construction Management Investor and Financier Engagement Project Debt and Leveraging Capability <p>Project Design and Planning Capacity</p> <ul style="list-style-type: none"> Project specification and outcome design Project Scoping and Planning Procurement Planning Client Service Design 	<p>Diversification of skills to be determined based on organisational development to date, expanded service offering, emerging gaps and specific project delivery requirements.</p>

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Appendix 1: Funding and Finance Environment

Commonwealth Funding and Finance

Federally, the Commonwealth Government has established Housing Australia to provide funding and financing support to attract institutional investment (i.e. via the major superannuation funds) in affordable housing and to sustainably grow the affordable housing sector. Housing Australia operates a range of initiatives including:

The Affordable Housing Bond Aggregator – A sustainable ongoing Program that provides access to low-cost long-term finance for affordable housing projects. Finance can be used for new projects, refinancing existing debt and financing asset refurbishment and renewal projects.

Housing Australia Future Fund (HAFF) – A \$10 billion fund to provide financial support for affordable housing projects. Under the first two funding rounds of HAFF, Housing Australia will be providing financial support to Social and Affordable Housing projects via:

- Grants to contribute to the capital cost of developing new social and affordable housing dwellings;
- Concessional loans (interest free and repayment free loans for a period of up to 25 years) to help meet the development costs of new social and affordable housing dwellings;
- Commitment to providing annual Availability Payments on eligible properties for up to 25 years. Availability payments help close the gap between the commercial cost of developing, supplying and maintaining social and affordable housing and the rent Community Housing Providers receive from tenants.

Housing Australia recently announced the successful projects under Round 1. This will support the delivery of 13,811^[33] dwellings across 183 projects. 2,781 projects have been supported in Western Australia however none will be in the north west of State. Round 2 was recently offered for project proposals in partnership with State and Territory Governments, proposals have now closed. Round 2 will provide for 5,000 dwellings nationwide and projects have been nominated in partnership with State and Territory Governments.

The establishment of the HAFF with its availability payments was designed to facilitate institutional investment into social and affordable housing. Evidence from the initial projects supported in Round 1, indicates that the model has replicated some of the strengths of Public Private Partnership models previously delivered by Community Housing Providers and supported by State Governments in other jurisdictions, such as the Victoria Government Social Housing Growth Fund.

These structures, including the use of joint venture Special Purpose Vehicles between investors and Community Housing Providers, and the financial arrangements of HAFF are providing a market acceptable framework for institutional investment into social and affordable housing. This is enabling large-scale institutional investors, including the major Superannuation funds and social impact investors, to support the development of the sector while achieving market-based investment returns.

^[33] *Housing Australia, Housing Australia Future Fund Facility and National Housing Accord Facility -Funding Round One update, 2025 (Housing Australia, 2025)*

National Housing Infrastructure Facility Critical Infrastructure – A Grant and Concessional Loan Facility to assist with infrastructure costs to enable affordable housing projects to proceed. Funds can be used to meet infrastructure, servicing and site remediation costs on projects that deliver additional affordable housing.

Northern Australia Infrastructure Facility (NAIF) - is a Commonwealth Government financier which provides concessional loans for the development of infrastructure projects in northern Australia and the Australian Indian Ocean Territories. NAIF's investment mandate recognises housing as critical infrastructure to support the development of communities across northern Australia and is able to provide concessional finance for affordable housing projects.

Indigenous Business Australia (IBA) – is a Commonwealth Government agency that provides home loans, business financing and business support to Aboriginal people, Aboriginal Community Controlled Organisations, Aboriginal Corporations and Aboriginal owned businesses across Australia. IBA is able to provide concessional lending and other support for affordable housing projects.

Department of Infrastructure, Transport, Regional Development, Communications and the Arts' – has provided capital grant funding for investment in regional housing projects via the Growing Regions Fund and the Housing Support Program.

State Government

The State Government has committed more than \$4.5 billion total funding to support housing and homelessness including funding for social and affordable housing projects through the Department of Communities, DevelopmentWA and the Department of Planning, Lands and Heritage. This includes \$1.6 billion in funding via a **Social and Affordable Housing Investment Fund**.

While a significant proportion of the funds have been directed to increasing public housing stock numbers, the State Government has signaled strong support for using these funds to support the growth and delivery of social housing via the Community Housing sector.

The Department has announced a Call for Submissions for Community Housing Providers seeking joint investment project proposals from the Community Housing Sector for the construction of new affordable housing. Providers are able to identify the level of project contribution and requirements they need from the State Government to deliver additional affordable housing. The State Government will consider the specific funding contributions required to support project delivery. While the full funding commitment of funds allocated to Community Housing Projects is not defined, it did include an allocation of \$50 million to specifically target regional community housing projects.

The State Government has also committed to providing support to projects under Round 1 and Round 2 of the Housing Australia Future Fund. This includes:

- Support for 2,761 dwellings under Round 1 of HAFF, 2,572 to be delivered in metropolitan Perth and 189 to be delivered in the South West and Great Southern Regions.
- Targeted State supported projects submitted to Housing Australia under Round 2 of the HAFF.

- Support for DevelopmentWA's recently released Expression of Interest for Affordable Build to Rent Projects under Round 1 of the HAFF invited Community Housing Providers to bid for ownership and management of 13 projects consisting of 973 apartments across the metropolitan area.

For supported projects, the State will be providing a State contribution via land or capital grants. The details on the quantum of State Government contributions towards Round 1 projects are not known. However, it is clear that the State Government is providing strong backing to the Projects approved under Round 1 and to the supported project proposals for Round 2.

North West Aboriginal Housing Fund

The State Government has established the \$200 million North-West Aboriginal Housing Fund to invest in diverse projects in the Pilbara and Kimberley to increase housing choices and support services for Aboriginal families as a means of improving education and employment outcomes; increasing aspiration and independence; supporting functional households and communities; and enabling wealth creation.

The Fund provides opportunities for Aboriginal Community Controlled Organisations to work with the State Government to develop projects that will support Aboriginal people into long term stable housing.

For example, the Government recently announced \$10.44 million in grants to six Aboriginal Community Controlled Organisations (ACCOs) in the Pilbara and Kimberley regions to build, refurbish or purchase homes for use as affordable rentals for their employees. In the Pilbara, funding was provided to Murujuga Aboriginal Corporation and Robe River Kuruma Aboriginal Corporation.

Local Government

Regionally, Local Governments are increasingly acknowledging the critical role affordable housing plays in maintaining the social fabric and economic sustainability of regional communities. In response, some regional local governments are looking to support the development of affordable housing in their communities through making land available and supporting funding proposals to State and Federal government grant programs.

For example, during 2024 the City of Karratha launched a Housing Development Expression of Interest where it invited proposals for the development of City owned land. The Expression of Interest required proponents to identify their proposed development outcomes demonstrating how the project would deliver targeted (specific housing cohorts), key worker and/or affordable housing for the benefit of the Pilbara community.

Appendix 2: Pilbara Affordable Housing Investment Engagement Plan

This Engagement Plan is designed to support the Pilbara community sector and peak bodies to actively engage with key stakeholders and decision makers as they seek to progress actions to attract sustainable investment in affordable housing in the Pilbara.

Engagement activities have been split into Global Engagement Activities, which will focus on engagement on strategic regionally focused actions, and Specific or Targeted Actions which will focus on engagement relating to narrower or sector specific actions. The Sector is encouraged to maintain focus and commitment by developing a timeline of proposed activities.

	Global Engagement Activities	Specific or Targeted Actions
Community Sector	1. Engage with the Pilbara community sector to develop an awareness and commitment to the Proposed recommendations of the Plan.	1. Engage with the Pilbara community sector to encourage exploration of the willingness to establish a Pilbara based Affordable Housing Entity to coordinate and prioritise effort on Affordable Housing projects in the Pilbara.
	2. Engage with Pilbara community sector to establish a Pilbara Region Affordable Housing advocacy agenda including: <ul style="list-style-type: none"> Increased investment in public, affordable and crisis accommodation across the Pilbara Housing contribution in community service contracts Operational support funding for targeted social housing projects 	2. Engage with the Pilbara community sector to identify and progress opportunities to pool existing housing assets and people resources (housing skills and expertise) to create a critical mass of housing activity and capability.
	3. Engage with Regional Housing Providers to encourage increased focus on Pilbara regional housing priorities (Foundation Housing, ACHO)	3. Engage with the Pilbara community sector to prepare a specific proposal for organisational capacity building funding to support the development of a Pilbara based Affordable Housing Entity.
	4. Engage with the Pilbara community sector and others to identify regional housing priorities and a pipeline of potential project opportunities	
	5. Engage with the Pilbara Community Services Sector and Regional Housing Providers to develop a request for Pilbara Regional Specific Housing Management Capacity Building.	
	6. Develop and maintain an awareness campaign regarding the Pilbara's affordable housing challenges and opportunities with a focus on promoting local solutions.	
Government	7. Engage with Government to acknowledge and support the value of creation of a multi-provider environment in the Pilbara	4. Engage with Government to pool management of housing stock currently used for affordable housing for key workers.
	8. Support Engage with Local Members to advocate for additional State Government investment, and to promote regional housing priorities and project opportunities	5. Engage with Local Governments to identify opportunities to access land or other supports for affordable housing project opportunities.
	9. Engage with Local Governments to advocate for State Government support for social and affordable housing investment in the Region.	6. Engage with Government to support the development of a Pilbara Affordable Housing Entity.
	10. Engage with Government on Pilbara Affordable Housing Advocacy Agenda	
Private Sector	11. Engage with the private sector partners including the Mining and Construction Sector, the CCI and others to advocate for and continue to support investment and development of Affordable Housing capacity in the Region.	7. Engage with Mining and Resources (e.g. Woodside, BHP) to pool management of housing currently used for affordable housing for key workers.
	12. Explore possibilities to collaborate with private sector or other partners to promote affordable housing project or investment opportunities.	8. Engage with the Mining and Resources sector to seek funding for the preparation of a business case and implementation plan for the establishment of a Pilbara based Affordable Housing Entity.
		9. Explore engagement with other potential partners to provide direct or in-kind support to the establishment of a Pilbara based Affordable Housing Entity.