SHIRE OF
Kent
worth the journey

WORKFORCE HOUSING STRATEGY

2026-2041

A 15 year strategy for managing Council's $15 million residential housing portfolio to ensure it continues to support workforce attraction, retention and organisational sustainability while minimising lifecycle costs and aligning with future workforce requirements.

Workforce housing is not simply an asset management issue—it is essential infrastructure that enables the Shire of Kent to attract, retain and support the workforce required to deliver services to its community.

Right Homes

Right Locations

Strong Workforce

Financially Sustainable

Ready for the Future

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Document control

This Strategy provides a long-term framework for managing the residential housing portfolio to support workforce attraction and retention, while ensuring financial sustainability and alignment with Council's Integrated Planning and Reporting Framework.

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Draft 0.1	June 2026	Christie Smith	Initial draft
Draft 0.2	July 2026	Christie Smith	Financial model incorporated
Version 1.0	July 2026	Council	
Version 1.1	August 2026		

1. Executive Summary

The Shire of Kent Workforce Housing Strategy 2026–2041 establishes a long-term framework for the management of a residential housing portfolio to support workforce attraction, recruitment and retention while ensuring the portfolio remains financially sustainable and aligned with Council's Integrated Planning and Reporting Framework.

Council recognises that the provision of housing for the broader community is not a core local government function. However, in a small rural community where private rental accommodation is extremely limited, the availability of suitable employee housing has become a critical operational requirement. The ability to provide quality workforce housing significantly enhances Council's ability to attract and retain suitably qualified employees, particularly for specialist, technical and management positions that are increasingly difficult to recruit across regional Western Australia.

As of July 2026, Council owns 31 residential properties, with two additional dwellings currently under construction, creating a total portfolio of 33 residential properties. The portfolio has an estimated replacement value of approximately $15.5 million and represents one of the Shire's most significant strategic assets. Approximately 79% of the portfolio is assessed as being in Good or Excellent condition, reflecting the ongoing commitment to planned maintenance, renewal and investment.

The Strategy confirms that Council currently maintains sufficient housing stock to meet existing workforce requirements. However, housing demand is increasingly concentrated in Nyabing, where the administration office, primary works depot and the majority of employment opportunities are located. Future workforce planning indicates that additional investment in Nyabing will be required to support organisational growth, succession planning and future recruitment activities.

By 2041, the Shire of Kent will maintain a modern, financially sustainable housing portfolio that provides the right homes, in the right locations, to attract, recruit and retain the workforce required to deliver essential services. Through planned investment, timely renewal and evidence-based decision-making, the portfolio will remain a strategic organisational asset that supports workforce sustainability and future growth.

Strategic Direction

To achieve this vision, the Strategy recommends that Council:

- Prioritise housing allocation to employees to support workforce attraction and retention.
- Maintain a strategic housing buffer to provide flexibility for recruitment, succession planning and organisational growth.
- Prioritise future housing investment within Nyabing, where workforce demand is greatest.
- Progress the planned renewal and replacement of ageing housing assets in accordance with lifecycle asset management principles.
- Review opportunities to rationalise non-strategic housing assets where this improves long-term financial sustainability and supports reinvestment into workforce housing.
- Optimise by leasing surplus housing to community members only where operational workforce requirements permit.
- Review and update the Strategy every four years to ensure ongoing alignment with the Strategic Workforce Plan, Asset Management Plan and Long-Term Financial Plan.

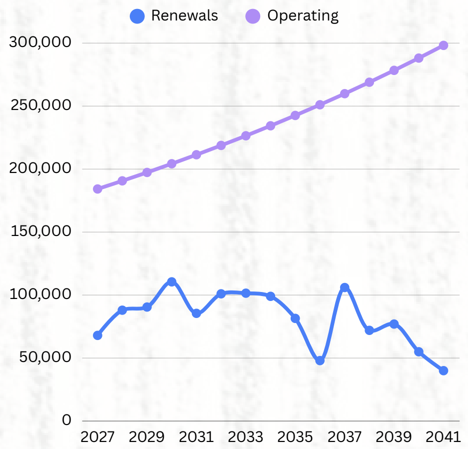
Current HOUSING PORTFOLIO

At a Glance

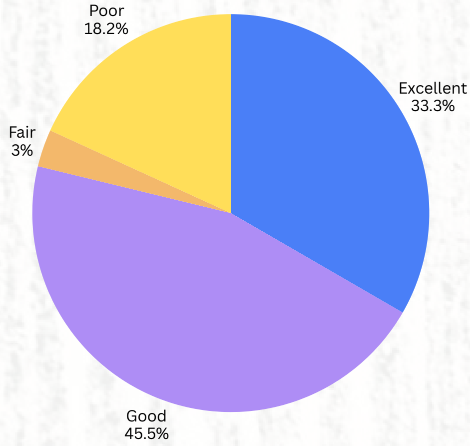
Properties	Value	Condition	Renewals
33 Residential properties	**$15.5m** Replacement value	**79%** Good or excellent asset condition	**$1.2m** 15 year renewal program

Nyabing	Pingrup	Planned	Disposals
23 Current housing stock	**10** Current housing stock	**4** New houses	**3** Strategic disposals

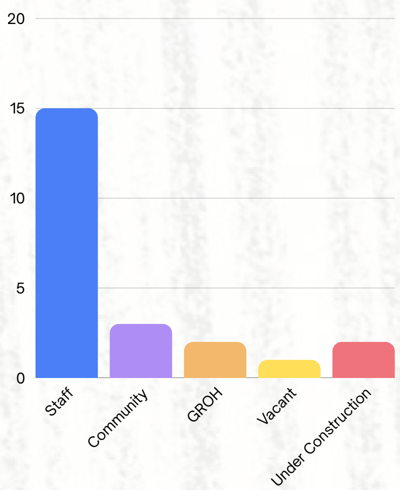
15 year Operating / Renewal Expenditure



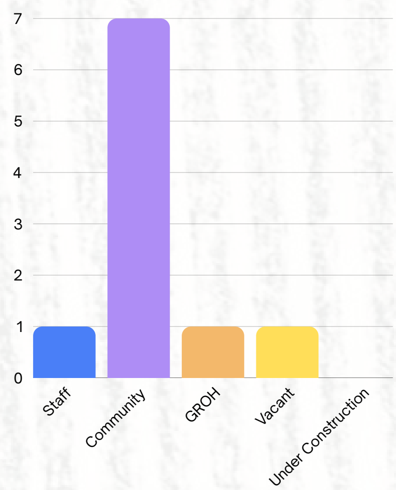
Asset Condition



Tenancy Status - Nyabing



Tenancy Status - Pingrup



VISION FOR 2041

A Sustainable Housing Portfolio Supporting a Thriving Workforce

By 2041, the Shire of Kent will maintain a modern, financially sustainable and strategically managed housing portfolio that enables the organisation to attract, recruit and retain the workforce required to deliver essential local government services to the community.

The housing portfolio will be recognised as a strategic organisational asset that supports workforce sustainability, responds to changing service delivery needs and provides flexibility to accommodate future growth.

Rather than simply owning residential properties, the Shire will actively manage its housing portfolio through planned investment, timely renewal and evidence-based decision making to ensure the right homes are available in the right locations at the right time.

OUR VISION FOR 2041

FIT-FOR-PURPOSE HOUSING

Employees have access to safe, modern and well-maintained accommodation that meets the needs of individuals, couples and families.

HOUSING WHERE IT IS NEEDED

The majority of workforce housing is located where operational demand is greatest, ensuring employees can live close to their place of work while supporting efficient service delivery.

SUPPORTING WORKFORCE ATTRACTION AND RETENTION

The availability of quality housing continues to provide the Shire with a competitive advantage in attracting and retaining skilled employees in a challenging regional labour market.

PROACTIVE ASSET MANAGEMENT

Housing assets are maintained through planned maintenance, lifecycle renewal and timely replacement, reducing long-term costs and extending the useful life of strategically important properties.

FINANCIAL SUSTAINABILITY

Housing investment is supported by long-term financial planning, with renewal and replacement programs aligned to the Long-Term Financial Plan, Asset Management Plan and Strategic Workforce Plan.

ADAPTABLE FOR THE FUTURE

The housing portfolio remains flexible and responsive to changing workforce requirements, emerging opportunities and future organisational growth.

OUR JOURNEY TO 2041

TODAY (2026) — Strong foundations in place

→ **MAINTAIN & RENEW EXISTING HOUSING** — Planned maintenance and timely renewals

→ **REPLACE AGEING HOUSING** — Invest in modern, efficient homes

→ **INVEST WHERE WORKFORCE DEMAND EXISTS** — Focus investment in Nyabing to meet future demand

→ **SUPPORT RECRUITMENT & RETENTION** — Quality housing attracts and retains a skilled workforce

→ **SUSTAINABLE WORKFORCE HOUSING (2041)** — A strong, adaptable portfolio for the future

OUR VISION IN ACTION

MODERN HOMES + **SKILLED WORKFORCE** + **FINANCIAL SUSTAINABILITY** + **STRONG RURAL COMMUNITIES** = **SHIRE OF KENT 2041**

Supporting our people. Strengthening our community. Building a sustainable future.

4. Background

The Shire of Kent is a small rural local government located in the Great Southern region of Western Australia, approximately 320 kilometres south-east of Perth. Covering an area of approximately 5,634 square kilometres, the Shire provides a broad range of local government services, including road construction and maintenance, parks and gardens, waste management, governance, finance, planning, building services and community infrastructure.

As of 2026, the Shire employs 25 full-time equivalent staff across administration, governance, finance and infrastructure services. Like many rural local governments, the Shire faces ongoing challenges attracting and retaining suitably qualified employees due to a limited local labour pool, regional skills shortages and a lack of available private rental accommodation.

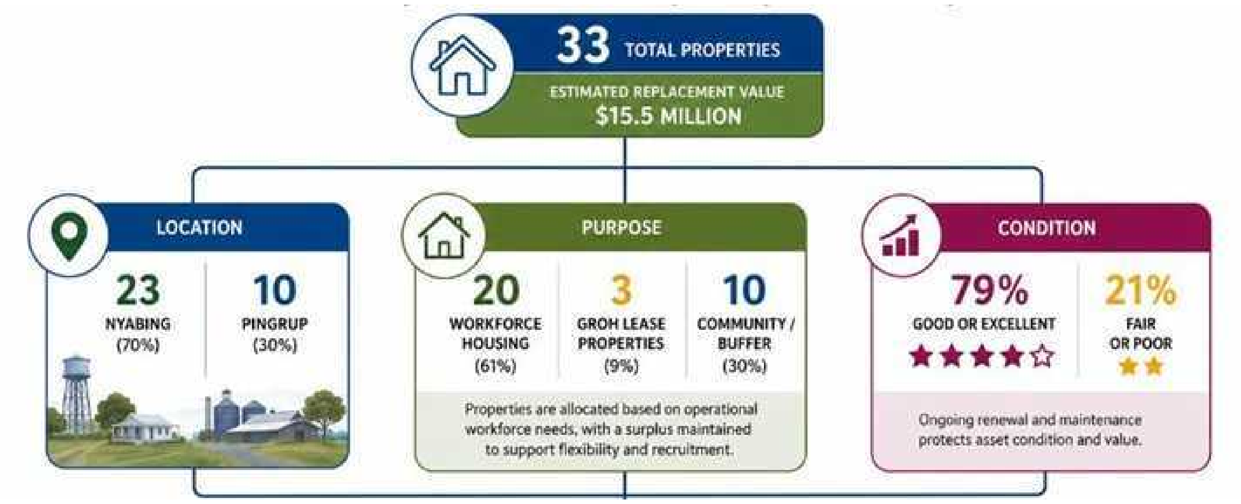
Access to suitable housing is a critical factor in attracting and retaining employees. By providing workforce housing, the Shire removes a significant barrier to recruitment and strengthens its ability to attract skilled employees to regional Western Australia. Unlike metropolitan councils, the Shire must actively provide workforce housing to remain competitive in a constrained regional labour market.

The primary purpose of the Shire's housing portfolio is therefore to support workforce capability and organisational sustainability. Leasing surplus housing to community members is a secondary benefit and occurs only where properties are not required to meet operational workforce needs.

This Strategy provides a long-term framework for managing the Shire's housing portfolio and supports Council's Integrated Planning and Reporting Framework by aligning workforce planning, asset management and long-term financial planning.

5. Current Housing Portfolio

Council owns and manages a substantial residential housing portfolio developed over many years to support workforce requirements. The housing portfolio represents a significant strategic asset of the organisation and provides accommodation options for employees, Government Regional Officer Housing (GROH) tenants and, where surplus to operational requirements, community members.



Council currently leases three dwellings to the Department of Communities under long-term GROH arrangements. These properties support accommodation requirements for teachers and other government employees working within the district. The current lease is due to expire in 2033 with an option to renew for a further 12 months.

Where properties are surplus to workforce requirements, Council leases dwellings to community members on commercial fixed term tenancy arrangements.

Benefit	Outcome
Occupancy	Prevents deterioration
Housing Supply	Supports community
Revenue	Offsets costs
Flexibility	Retained for workforce

Community leasing is a secondary benefit and only occurs where properties are surplus to workforce requirements.

The portfolio contains a diverse mix of dwelling types suitable for single employees, couples, families and executive staff.

Recent workforce trends indicate increasing demand for smaller dwellings suitable for single-person occupancy. This trend should be considered in future housing development and renewal programs to ensure housing stock remains aligned with workforce demographics.

The housing portfolio contains properties of varying ages, construction types and condition ratings.

A detailed condition assessment of each dwelling is maintained separately through asset management systems and housing register. Detailed condition information is maintained within the accompanying Housing Asset Financial Model (appendix 1).

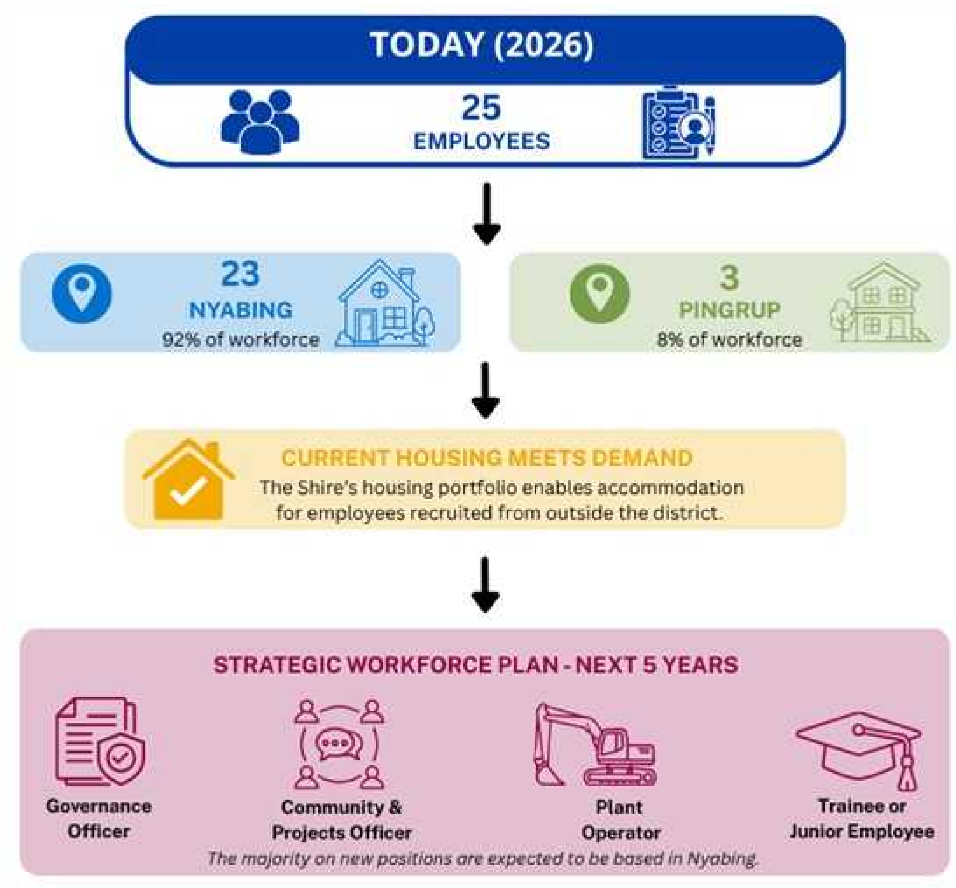
Analysis of the current housing portfolio identifies several key observations:

1. The housing portfolio is a significant strategic asset that directly supports workforce operational needs.
2. Workforce housing demand is concentrated in Nyabing, whereas a proportion of the housing portfolio is located in Pingrup.
3. The Shire currently maintains sufficient housing stock overall; however, the location and distribution of housing does not perfectly align with current and projected workforce demand.
4. The housing portfolio provides a competitive advantage compared to many rural local governments that have limited or no access to employee housing.
5. Future housing investment should focus on aligning housing supply with workforce demand, improving asset efficiency and reducing long-term maintenance liabilities.

6. Workforce Demand Forecast

The Shire currently employs 25 full-time equivalent staff across administration, governance, finance, infrastructure, construction and maintenance functions.

Like many rural local governments, the Shire competes in a challenging labour market characterised by skills shortages, an ageing workforce and limited private rental accommodation. Workforce housing has therefore become a critical recruitment and retention tool.



The current housing portfolio enables the Shire to accommodate employees recruited from outside the district, supporting ongoing workforce attraction and organisational resilience.

Although the current housing portfolio meets existing workforce requirements, future organisational growth, succession planning and employee turnover are expected to increase demand for workforce housing in Nyabing.

Strategic Housing Risks

The availability of suitable workforce housing is fundamental to the Shire's ability to attract, recruit and retain employees. The following workforce housing risks have been identified through this Strategy.

Risk	Why it Matters	Strategic Response
Recruitment	Limited housing may reduce the number of suitable applicants.	Maintain a strategic housing buffer and continue investment in workforce housing.
Retention	Lack of suitable accommodation may increase staff turnover.	Maintain modern, fit-for-purpose housing through planned renewal.
Location	Workforce demand is concentrated in Nyabing while a significant proportion of housing is located in Pingrup.	Prioritise future investment and replacement housing in Nyabing.
Succession Planning	Future replacement staff may require Shire housing.	Retain flexibility within the portfolio to respond to workforce change.

The analysis indicates that workforce housing requirements should be planned on the basis of:

- Existing workforce accommodation requirements.
- Future workforce growth positions.
- A contingency allowance to support recruitment activities.
- Potential replacement of employees currently residing in private accommodation.

The primary challenge is not the number of dwellings owned, but ensuring the right homes are available in the right location at the right time.

Future investment should therefore focus on progressively aligning housing supply with workforce demand, particularly in Nyabing, while maintaining a financially sustainable housing portfolio.

7. Future Housing Requirements

Future housing requirements will continue to be driven by workforce demand, succession planning and organisational growth.

Most future positions are expected to remain based in Nyabing, increasing demand for workforce housing as new employees relocate to the district.

Geographic Priorities

Nyabing

Future housing investment should be prioritised in Nyabing to better align with the location of administration, management and operational services.

A mix of dwelling types will be provided to suit:

- Single employees and couples.
- Families relocating to the district.
- Senior staff and specialist positions.

Pingrup

Pingrup will continue to provide workforce housing to support local operations. Housing should be retained where it supports operational requirements, with surplus properties reviewed periodically for their ongoing strategic value. Community leasing may continue where housing is surplus to workforce needs.

Strategic Housing Buffer

Maintaining a small strategic housing buffer will provide flexibility to:

- Support recruitment and succession planning
- Facilitate staff movements
- Accommodate future workforce growth
- Respond to unforeseen operational requirements.

Although vacant housing generates holding costs, the risk of being unable to recruit suitable staff due to a lack of accommodation is significantly greater.

Future Direction

Over the next 15 years the housing portfolio will:

- Remain focused on workforce requirements
- Prioritise investment in Nyabing
- Provide a diverse range of dwelling types
- Reduce long-term maintenance liabilities through planned renewal.
- Maintain sufficient capacity to support workforce growth and succession planning.

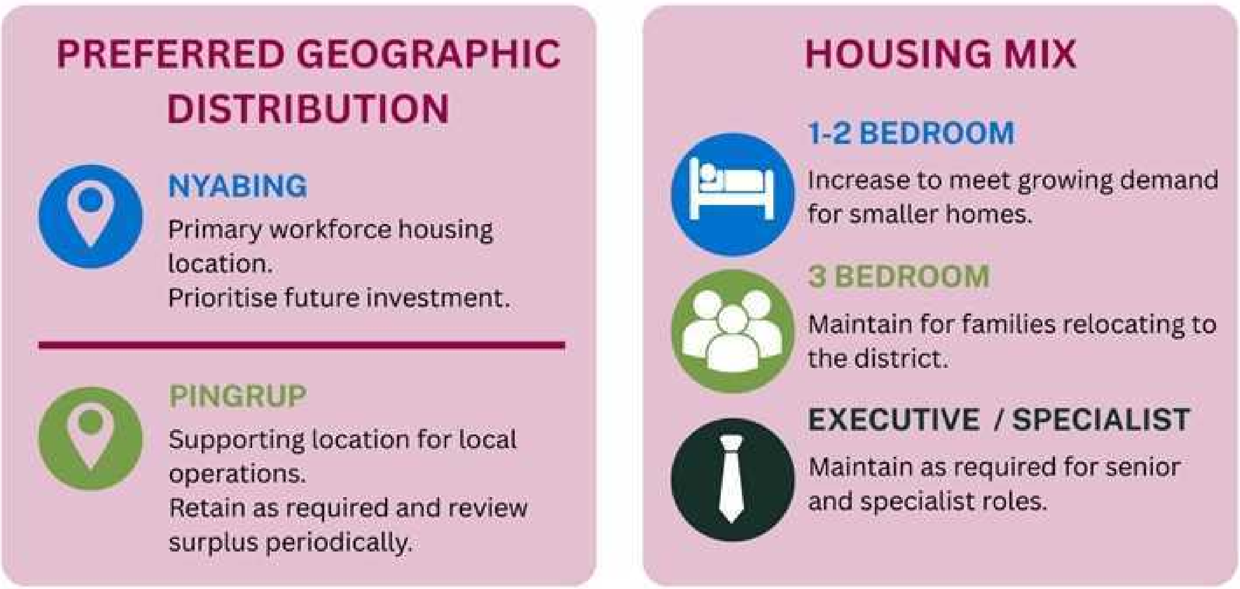
These principles will guide future investment decisions and underpin the renewal and financial strategies presented in the following sections.

8. Preferred Portfolio Structure

The preferred portfolio has been developed by balancing workforce demand, asset condition, geographic distribution and long-term financial sustainability. It provides a strategic framework for managing the portfolio over the next 15 years.

To guide future investment and decision-making, the housing portfolio has been grouped into the following strategic categories.

Nyabing will remain the Shire's primary workforce housing location, with future investment focused where workforce demand is greatest. Recent workforce trends indicate increasing demand for smaller, low-maintenance dwellings suitable for single-person occupancy and couples.



Council should monitor workforce demand and assess opportunities to increase housing capacity where justified.

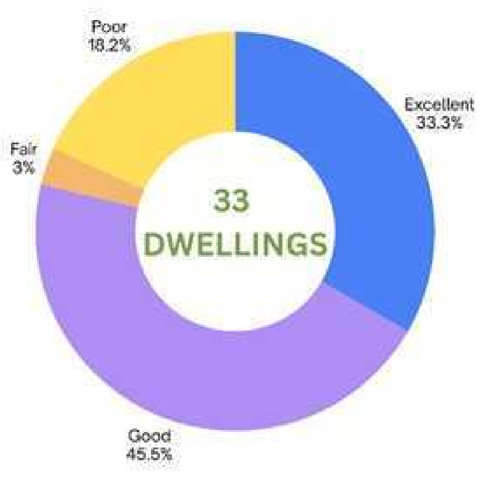
Priority should be given to:

- Developing additional workforce housing in Nyabing where demand exists.
- Replacing ageing housing stock with more efficient dwellings.
- Reinvesting proceeds from any future asset disposals into workforce housing projects.
- Aligning future housing development with workforce planning outcomes.

The preferred portfolio focuses on maintaining the right homes, in the right locations, for the right workforce. Future investment should prioritise improving the quality, location and workforce suitability of the portfolio rather than increasing the total number of dwellings.

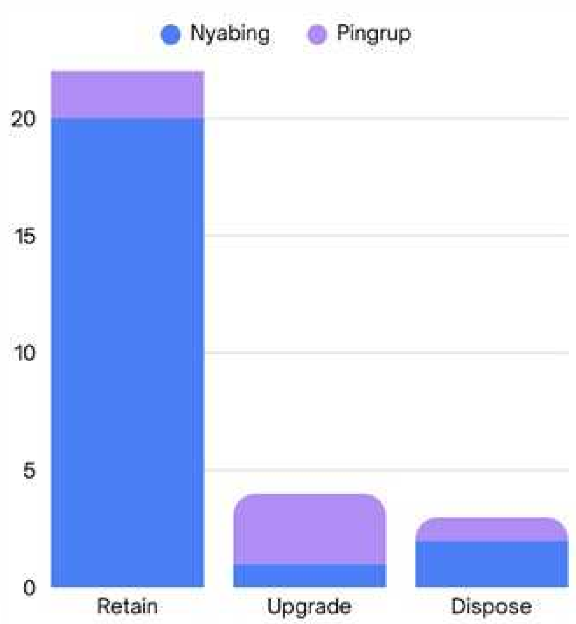
9. Housing Asset Condition and Risk Assessment

The residential housing portfolio has an estimated replacement value of approximately $15.5 million and is a critical asset in supporting workforce attraction, retention and organisational sustainability.



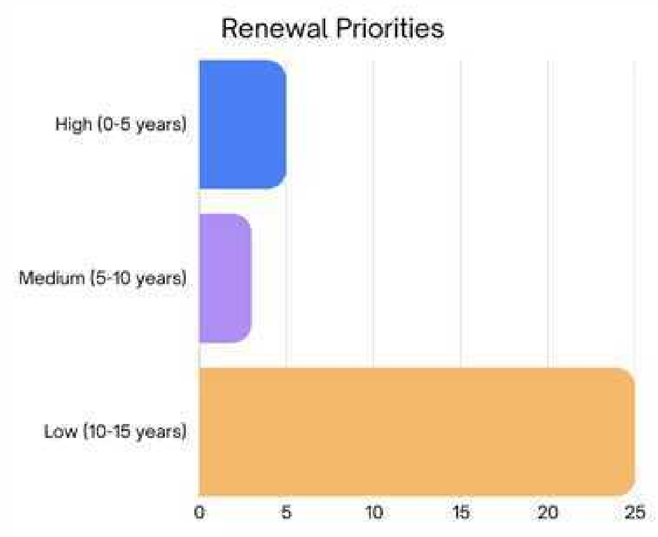
Approximately 79% of the portfolio is in Good or Excellent condition, providing a strong foundation for future workforce housing.

This reflects ongoing and future investment in maintaining and renewing its housing assets and provides a strong foundation for future workforce housing requirements.



In addition to physical condition, each dwelling was assessed against future workforce requirements and allocated a strategic rating.

The majority of dwellings have been identified for long-term retention or ongoing investment. Only a small number of properties have been identified as potential disposal candidates, reflecting the ongoing importance of housing as a workforce strategic operational asset.



To assist future financial planning and capital programming, each dwelling was assigned a renewal priority. High priority properties will be assessed to determine the most cost-effective outcome.

KEY RISKS

- Increasing maintenance costs associated with ageing dwellings
- Future workforce growth creating additional demand for housing in Nyabing.
- Potential mismatch between workforce demand and housing location.
- Replacement of employees currently residing in private accommodation.
- Deferred renewal expenditure resulting in accelerated asset depreciation.

KEY FINDINGS

The housing portfolio is generally in sound condition and well positioned to support workforce

The key challenge over the next 15 years is not maintaining sufficient housing numbers, but ensuring housing assets remain aligned with workforce demand and that capital investment is directed towards strategically important properties.

RETAIN	UPGRADE	REVIEW
Retain and maintain strategic workforce housing.	Upgrade key properties where required.	Review the long-term role of properties identified for potential disposal.

10. Financial and Renewal Strategy

This Strategy adopts a planned asset management approach that balances maintenance, renewal and replacement to ensure the portfolio remains financially sustainable and continues to support workforce requirements.

The management of the housing portfolio will be guided by the following strategic financial principles:

Principle	Strategic Intent
👷 Workforce First	The primary purpose of the portfolio is workforce housing.
🏠 Maintain Assets	Preserve housing through planned maintenance.
🔄 Lifecycle Planning	Base renewal and replacement decisions on whole-of-life costs.
📍 Strategic Investment	Prioritise investment in strategically important properties.
💰 Reinvest Capital	Reinvest disposal proceeds into workforce housing where practical.
📈 Integrated Planning	Align investment with the Workforce Plan, AMP and LTFP.

Council will continue to undertake planned and reactive maintenance to preserve the condition and functionality of housing assets. Renewal expenditure should focus on extending the useful life of strategically important properties where renewal represents a more cost-effective outcome than replacement. Where a dwelling reaches the end of its economic life or renewal costs become excessive, replacement should be considered.

Strategy	Objective	Typical Activities
Maintenance	Preserve condition	Routine repairs, compliance, reactive maintenance
Renewal	Extend useful life	Kitchens, bathrooms, pain, flooring, air conditioning
Replacement	Replace end-of-life assets	Demolition, reconstruction, new dwellings

> *Council will maximise the useful life of housing assets through planned maintenance and timely renewal.*
>
> *Replacement will occur only where renewal is no longer economically justified or replacement provides a better long-term workforce outcome.*

Future housing investment may be funded through a combination of:

Funding Source	Intended Use
Annual Budget	Routine maintenance
Land and Building Reserve	Planned renewal
Property sales	Replacement housing
Borrowings	Major capital projects
Grants	New workforce housing

Disposal opportunities have been identified where they may improve portfolio efficiency and reduce future maintenance liabilities. Any decision to dispose of a property will remain subject to Council approval and contemporary workforce requirements.

The preferred approach is:

Property	Strategic Rationale
26 Aspendale Street, Nyabing	Potential disposal to support replacement of ageing housing stock and reinvestment into workforce housing in Nyabing.
28 Aspendale Street, Nyabing	Potential disposal to support replacement of ageing housing stock and reinvestment into workforce housing in Nyabing.
12 Reid Street, Pingrup	Potential disposal due to limited long-term strategic value and to avoid future renewal expenditure where the asset is not required to support workforce objectives.

The housing portfolio should maintain a rolling 15-year housing capital program which identifies:

Program	Review Frequency
Capital Renewal Program	Annual
Housing Financial Model	Annual
Long-Term Financial Plan	Annual
Workforce Housing Strategy	Every 4 years
Strategic Workforce Plan	Every 4 years

By implementing this Strategy, Council will:

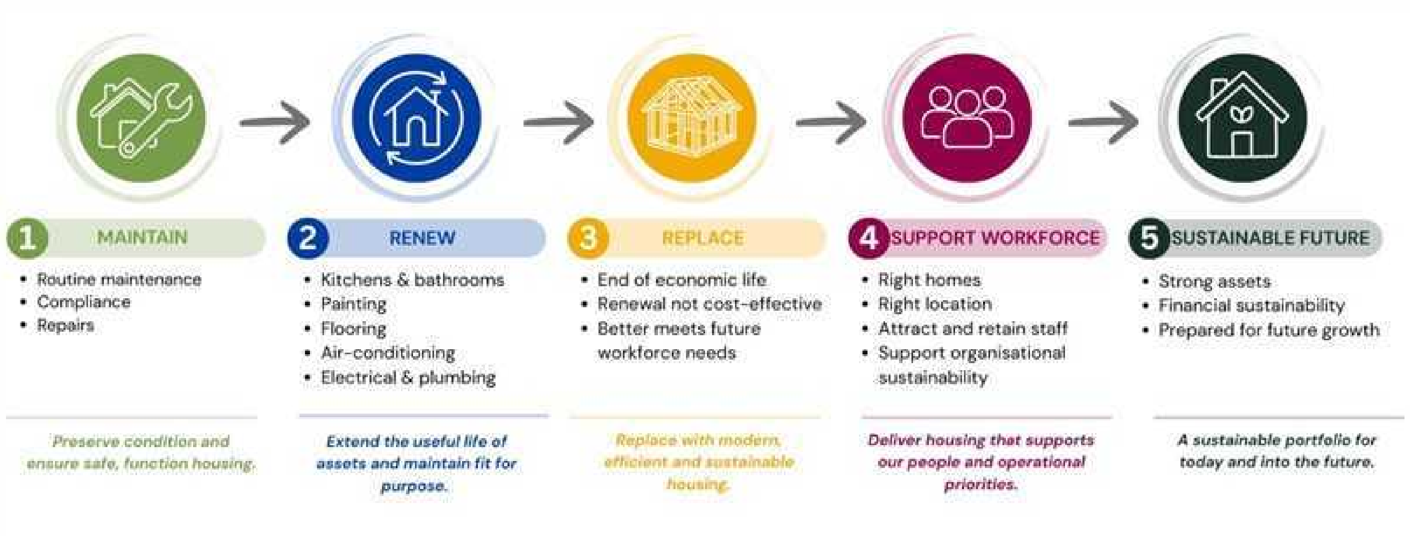
✓ Protect a $15.5 million housing portfolio.

✓ Reduce reactive maintenance.

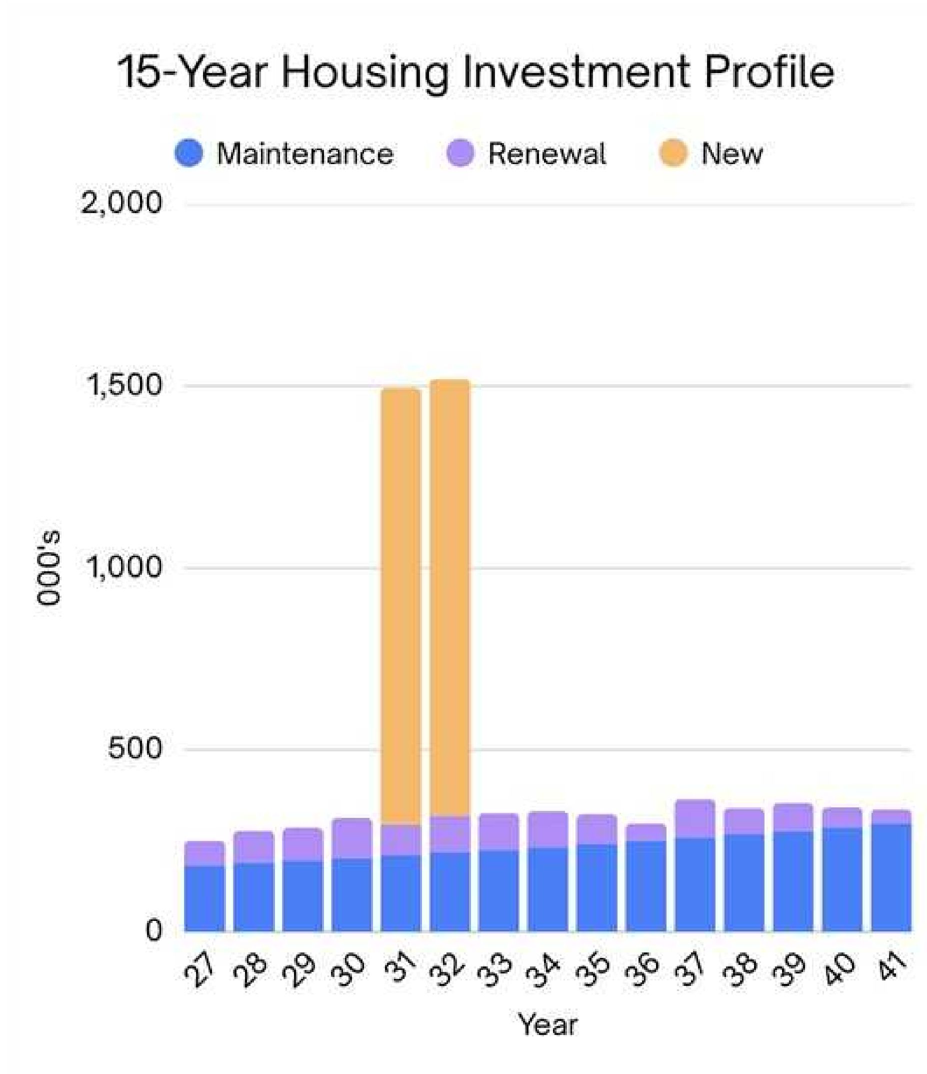
✓ Prioritise investment where workforce demand is greatest.

✓ Improve long-term financial sustainability.

✓ Support future workforce attraction and retention.



Our goal is to maximise the value and useful life of our housing assets through planned investment, ensuring we provide quality workforce housing now and into the future.



11. Implementation Plan

Action	Timeframe	Responsibility	Funding
Complete annual housing review	Annual	CEO	Operating Budget
Update condition assessments	Every 3 years	Infrastructure	Operating Budget
Complete renewal program	Ongoing	Infrastructure	Capital Budget
Construct replacement housing	2031–2032	Council	Loan/Reserve
Dispose of surplus assets	As required	Council	Capital Receipts
Review strategy	Every 4 years	CEO	Internal

Monitoring

Annual review

Reporting

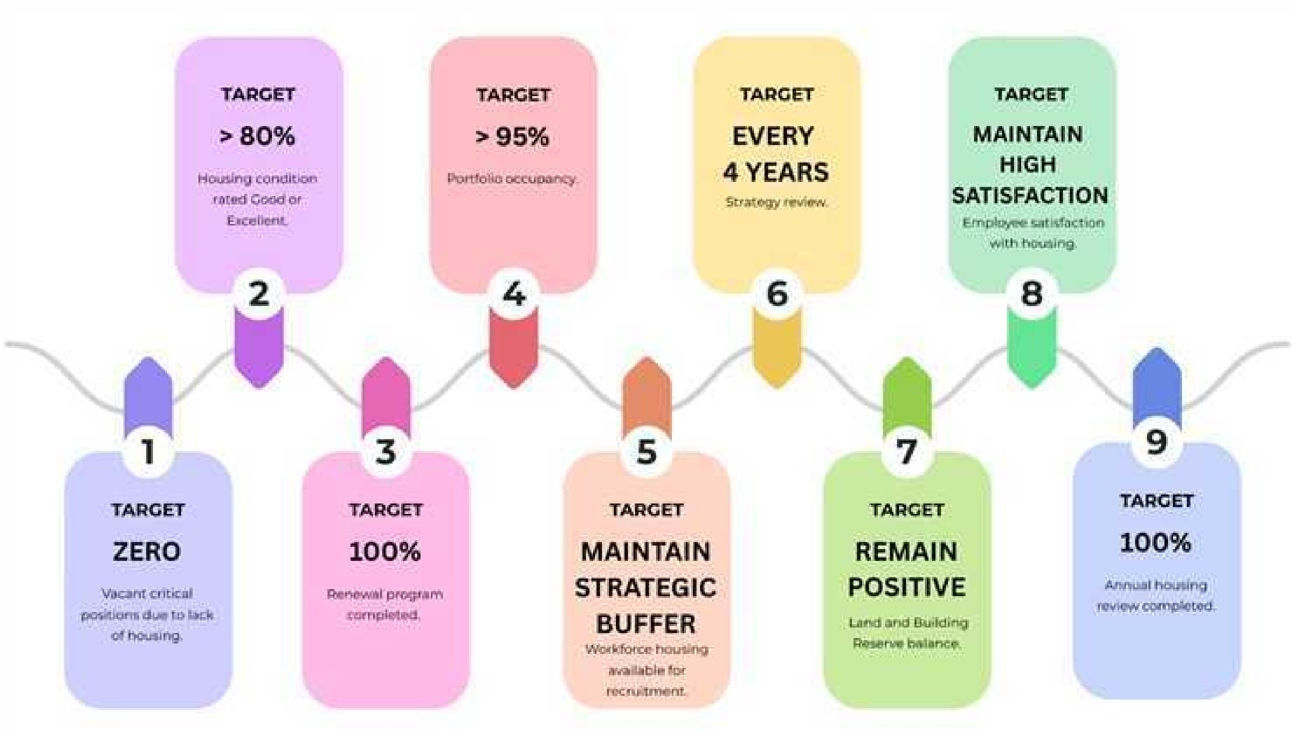
Report to Council each year

Review

Full review every four years

12. Measures of Success

These measures will help Council track progress and ensure the housing portfolio continues to support our workforce and community.



13. Recommendations

RECOMMENDATION 1

Maintain a Workforce-Focused Housing Portfolio

Maintain a workforce housing portfolio capable of meeting existing and projected workforce requirements.

RECOMMENDATION 2

Prioritise Investment in Nyabing

Prioritise housing investment within Nyabing where workforce demand is greatest.

RECOMMENDATION 3

Implement Planned Asset Renewal

Undertake planned renewal of housing assets in accordance with lifecycle replacement schedules.

RECOMMENDATION 4

Rationalise Non-Strategic Housing Assets

Dispose of surplus housing where it no longer supports workforce objectives and where disposal improves long-term financial sustainability.

RECOMMENDATION 5

Optimise the Use of Surplus Housing Assets

Optimise by leasing surplus housing to community members where operational workforce requirements permit, ensuring the portfolio remains fully utilised while preserving flexibility to respond to future workforce demand.

RECOMMENDATION 6

Maintain an Integrated and Adaptive Strategy

Review the Strategy every four years to ensure alignment with the Strategic Workforce Plan, Long Term Financial Plan and Asset Management Plan.

Conclusion

The Shire of Kent's residential housing portfolio is one of its most significant strategic assets and a critical enabler of workforce sustainability.

This Strategy demonstrates that the existing portfolio is generally well aligned to current operational requirements and provides a strong foundation for future workforce needs. Over the next 15 years, the focus will not be on increasing housing numbers, but on ensuring the portfolio contains the right homes, in the right locations, supported by planned renewal and sound financial management.

By implementing this Strategy, Council will strengthen its ability to attract and retain skilled employees, protect a $15.5 million asset portfolio, and continue delivering quality local government services to the Kent community.

ASSET #	PROPERTY ADDRESS	TOWN	CONSTRUCTION YEAR	REMAINING USEFUL LIFE	BEDROOMS	CURRENT TENANCY STATUS	CURRENT ANNUAL RENT	CONDITION RATING	STRATEGIC RATING	RENEWAL PRIORITY	REPLACEMENT VALUE as at 1 July 2025
505	1/1 Coates Close	NYABING	2005	70	3	Community	(11,700)	Good	Retain	Low	402,500
505	2/1 Coates Close	NYABING	2005	70	3	Staff	(5,980)	Good	Retain	Low	402,500
555	2A Coates Close	NYABING	1995	50	2	Staff	(4,680)	Good	Retain	Low	311,250
555	2B Coates Close	NYABING	1995	50	2	Staff	(4,680)	Good	Retain	Low	311,250
2324	3 Coates Close	NYABING	2019	75	3	Staff	0	Excellent	Retain	Low	669,000
2323	4 Coates Close	NYABING	2019	75	3	Staff	(8,060)	Excellent	Retain	Low	700,750
2246	5A Coates Close	NYABING	2014	62	3	Vacant	(5,980)	Good	Retain	Low	577,625
2247	5B Coates Close	NYABING	2014	64	4	Staff	(6,760)	Good	Retain	Low	627,000
2322	6 Coates Close	NYABING	2019	75	4	Staff	0	Excellent	Retain	Low	863,125
2352	16A Bourke Street	NYABING	2021	69	2	GROH	(41,451)	Excellent	Retain	Low	470,000
2353	16B Bourke Street	NYABING	2021	69	2	GROH	(41,451)	Excellent	Retain	Low	453,750
595	2/159 Hobley Street	NYABING	2005	54	3	Community	(11,700)	Poor	Upgrade	High	483,500
595	1/159 George Street	NYABING	2005	54	3	Staff	(5,980)	Good	Retain	Low	396,000
420	21A George Street	NYABING	1998	65	1	Staff	(3,640)	Good	Retain	Low	256,250
420	21B George Street	NYABING	1998	65	1	Community	(8,580)	Good	Retain	Low	256,250
420	21C George Street	NYABING	1998	65	1	Staff	(3,640)	Good	Retain	Low	256,250
430	13 Aspendale Street	NYABING	1990	61	3	Staff	(6,240)	Good	Retain	Low	480,000
500	26 Aspendale Street	NYABING	1973	55	3	Staff	(6,240)	Poor	Dispose	High	520,000
510	28 Aspendale Street	NYABING	1973	41	3	Staff	(6,240)	Poor	Dispose	High	583,125
2387	23A George Street	NYABING	2023	76	3	Staff	(11,960)	Excellent	Retain	Low	550,000
2388	23B George Street	NYABING	2023	76	3	Staff	(11,960)	Excellent	Retain	Low	550,000
**	15A Aspendale Street	NYABING	2026	-	2	Vacant	-	Excellent	Retain	Low	548,566
**	15B Aspendale Street	NYABING	2026	-	2	Vacant	-	Excellent	Retain	Low	548,566
610	8 Reid Street	PINGRUP	1994	42	2	Community	(9,360)	Poor	Upgrade	High	314,375
635	10 Reid Street	PINGRUP	1994	35	2	Community	(9,360)	Fair	Retain	Medium	314,375
585	12 Reid Street	PINGRUP	2003	42	4	Community	(3,640)	Good	Dispose	Medium	586,125
2351	6 Paterson Street	PINGRUP	2021	69	4	GROH	(62,712)	Excellent	Retain	Low	765,500
637	1/3 Gaby Street	PINGRUP	2000	44	1	Community	(8,580)	Poor	Upgrade	Medium	251,250
637	2/3 Gaby Street	PINGRUP	2000	44	1	Vacant	(3,640)	Poor	Upgrade	High	251,250
637	3/3 Gaby Street	PINGRUP	2000	44	1	Community	(8,580)	Good	Retain	Low	251,250
638	1/7 Gaby Street	PINGRUP	2005	56	3	Community	(11,960)	Good	Retain	Low	342,041
638	2/7 Gaby Street	PINGRUP	2005	56	3	Community	(11,960)	Good	Retain	Low	342,041
2351	9 Gaby Street	PINGRUP	2019	75	4	Staff	(8,060)	Excellent	Retain	Low	859,500

** Under Construction

PROPERTY	TOWN	RENEWAL DESCRIPTION	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
1/1 Coates Close	NYABING	Kitchen				10,000											
1/1 Coates Close	NYABING	Air conditioning						7,000									
1/1 Coates Close	NYABING	Internal Paint				10,000											
1/1 Coates Close	NYABING	External Paint	3,000														
1/1 Coates Close	NYABING	Window treatments			3,500												
1/1 Coates Close	NYABING	Floor coverings											10,000				
2/1 Coates Close	NYABING	Kitchen				10,000											
2/1 Coates Close	NYABING	Air conditioning						7,000									
2/1 Coates Close	NYABING	Internal Paint						10,000									
2/1 Coates Close	NYABING	External Paint	3,000														
2/1 Coates Close	NYABING	Window treatments			3,500												
2/1 Coates Close	NYABING	Floor coverings	10,000														
2A Coates Close	NYABING	Bathroom											15,000				
2A Coates Close	NYABING	Air conditioning		7,000													
2A Coates Close	NYABING	Internal Paint							7,000								
2A Coates Close	NYABING	External Paint		3,500													
2A Coates Close	NYABING	Window treatments										3,000					
2A Coates Close	NYABING	Floor coverings					5,000										
2B Coates Close	NYABING	Bathroom													15,000		
2B Coates Close	NYABING	Air conditioning													7,000		
2B Coates Close	NYABING	Internal Paint												7,000			
2B Coates Close	NYABING	External Paint		3,500													
2B Coates Close	NYABING	Window treatments						3,000									
2B Coates Close	NYABING	Floor coverings										5,000					
3 Coates Close	NYABING	Paint, floor coverings, window treatments						30,000									
4 Coates Close	NYABING	Paint, floor coverings, window treatments						30,000									
5A Coates Close	NYABING	Bathroom															25,000
5A Coates Close	NYABING	Kitchen															15,000
5A Coates Close	NYABING	Internal Paint				15,000											
5A Coates Close	NYABING	External Paint	3,000														
5A Coates Close	NYABING	Window treatments											5,500				
5A Coates Close	NYABING	Floor coverings			10,000												
5B Coates Close	NYABING	Bathroom														25,000	
5B Coates Close	NYABING	Kitchen														15,000	
5B Coates Close	NYABING	Internal Paint				15,000											
5B Coates Close	NYABING	External Paint	3,000														
5B Coates Close	NYABING	Window treatments											5,500				
5B Coates Close	NYABING	Floor coverings			10,000												
6 Coates Close	NYABING	Paint, floor coverings, window treatments					40,000										
16A Bourke Street	NYABING	Paint, floor coverings, window treatments							20,000								
16A Bourke Street	NYABING	Air conditioning											15,000				
16B Bourke Street	NYABING	Paint, floor coverings, window treatments								20,000							
16B Bourke Street	NYABING	Air conditioning											15,000				
2/159 Hobley Street	NYABING	Kitchen			10,000												
2/159 Hobley Street	NYABING	Air conditioning						7,000									
2/159 Hobley Street	NYABING	Internal Paint / patching		20,000													
2/159 Hobley Street	NYABING	External Paint	3,000														
2/159 Hobley Street	NYABING	Window treatments					3,500										
2/159 Hobley Street	NYABING	Floor coverings			10,000												
1/159 George Street	NYABING	Kitchen			10,000												
1/159 George Street	NYABING	Air conditioning						7,000									
1/159 George Street	NYABING	Internal Paint				10,000											
1/159 George Street	NYABING	External Paint	3,000														
1/159 George Street	NYABING	Window treatments											3,500				
1/159 George Street	NYABING	Floor coverings							10,000								

PROPERTY	TOWN	RENEWAL DESCRIPTION	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
21A George Street	NYABING	Bathroom renewal													15,000		
21A George Street	NYABING	Air conditioning								5,000							
21A George Street	NYABING	Internal Paint					6,000										
21A George Street	NYABING	External Paint									1,500						
21A George Street	NYABING	Window treatments											2,000				
21A George Street	NYABING	Floor coverings											2,500				
21B George Street	NYABING	Air conditioning								5,000							
21B George Street	NYABING	Internal Paint				6,000											
21B George Street	NYABING	External Paint									1,500						
21B George Street	NYABING	Window treatments											2,000				
21B George Street	NYABING	Floor coverings			2,500												
21C George Street	NYABING	Bathroom renewal														15,000	
21C George Street	NYABING	Air conditioning								5,000							
21C George Street	NYABING	Internal Paint				6,000											
21C George Street	NYABING	External Paint									1,500						
21C George Street	NYABING	Window treatments									2,000						
21C George Street	NYABING	Floor coverings				2,500											
13 Aspendale Street	NYABING	Kitchen renewal									25,000						
13 Aspendale Street	NYABING	Air conditioning								10,000							
13 Aspendale Street	NYABING	Internal Paint					10,000										
13 Aspendale Street	NYABING	External Paint					10,000										
13 Aspendale Street	NYABING	Window treatments										8,000					
13 Aspendale Street	NYABING	Floor coverings											10,000				
26 Aspendale Street	NYABING																
28 Aspendale Street	NYABING																
23A George Street	NYABING	Paint, floor coverings, window treatments												25,000			
23B George Street	NYABING	Paint, floor coverings, window treatments												25,000			
15A Aspendale Street	NYABING	Paint, floor coverings, window treatments													20,000		
15B Aspendale Street	NYABING	Paint, floor coverings, window treatments													20,000		
8 Reid Street	PINGRUP	Kitchen									10,000						
8 Reid Street	PINGRUP	Air conditioning											7,000				
8 Reid Street	PINGRUP	Internal Paint		7,000													
8 Reid Street	PINGRUP	External Paint		3,500													
8 Reid Street	PINGRUP	Window treatments			3,000												
8 Reid Street	PINGRUP	Floor coverings		5,000													
10 Reid Street	PINGRUP	Bathroom												15,000			
10 Reid Street	PINGRUP	Kitchen									10,000						
10 Reid Street	PINGRUP	Air conditioning											7,000				
10 Reid Street	PINGRUP	Internal Paint		7,000													
10 Reid Street	PINGRUP	External Paint		3,500													
10 Reid Street	PINGRUP	Window treatments		3,000													
10 Reid Street	PINGRUP	Floor coverings		5,000													
12 Reid Street	PINGRUP																
6 Paterson Street	PINGRUP	Paint, floor coverings, window treatments								40,000							
1/3 Gaby Street	PINGRUP	Bathroom										20,000					
1/3 Gaby Street	PINGRUP	Kitchen										10,000					
1/3 Gaby Street	PINGRUP	Internal Paint											6,000				
1/3 Gaby Street	PINGRUP	External Paint					1,500										
1/3 Gaby Street	PINGRUP	Window treatments										2,000					
1/3 Gaby Street	PINGRUP	Floor coverings							2,500								
1/3 Gaby Street	PINGRUP	Air conditioning			7,000												
2/3 Gaby Street	PINGRUP	Full internal refurbishment (inc paint, flooring, window treatments)	40,000														
2/3 Gaby Street	PINGRUP	External Paint					1,500										
2/3 Gaby Street	PINGRUP	Air conditioning			7,000												

PROPERTY	TOWN	RENEWAL DESCRIPTION	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041
3/3 Gaby Street	PINGRUP	Bathroom									20,000						
3/3 Gaby Street	PINGRUP	Kitchen									10,000						
3/3 Gaby Street	PINGRUP	Internal Paint				6,000											
3/3 Gaby Street	PINGRUP	External Paint					1,500										
3/3 Gaby Street	PINGRUP	Window treatments							2,000								
3/3 Gaby Street	PINGRUP	Floor coverings					2,500										
3/3 Gaby Street	PINGRUP	Air conditioning			7,000												
1/7 Gaby Street	PINGRUP	Kitchen cabinetry				10,000											
1/7 Gaby Street	PINGRUP	Internal Paint							10,000								
1/7 Gaby Street	PINGRUP	External Paint					2,000										
1/7 Gaby Street	PINGRUP	Window treatments			3,500												
1/7 Gaby Street	PINGRUP	Floor coverings							10,000								
1/7 Gaby Street	PINGRUP	Air conditioning								7,000							
2/7 Gaby Street	PINGRUP	Kitchen cabinetry				10,000											
2/7 Gaby Street	PINGRUP	Air conditioning								7,000							
2/7 Gaby Street	PINGRUP	Internal Paint		10,000													
2/7 Gaby Street	PINGRUP	External Paint					2,000										
2/7 Gaby Street	PINGRUP	Window treatments			3,500												
2/7 Gaby Street	PINGRUP	Floor coverings		10,000													
9 Gaby Street	PINGRUP	Paint, floor coverings, window treatments							40,000								
			68,000	**88,000**	**90,500**	**110,500**	**85,500**	**101,000**	**101,500**	**99,000**	**81,500**	**48,000**	**106,000**	**72,000**	**77,000**	**55,000**	**40,000**

			ESTIMATED			
PROPERTY ADDRESS	**TOWN**	**DISPOSAL YEAR**	**MARKET VALUE**	**SELLING COSTS**	**NET SALE PROCEEDS**	**REASON FOR DISPOSAL**
26 Aspendale Street	NYABING	2031	(300,000)	5,000	(295,000)	High maintenance
28 Aspendale Street	NYABING	2031	(300,000)	5,000	(295,000)	High maintenance
12 Reid Street	PINGRUP	2029	(350,000)	5,000	(345,000)	Surplus, not strategically required
		TOTAL	**(950,000)**	**15,000**	**(935,000)**	

TOWN	HOUSING TYPE	CONSTRUCTION YEAR	ESTIMATED CONSTRUCTION COST	REASON FOR NEW BUILD
NYABING	3 X 2	2031	600,000	Replace 26 Aspendale Street
NYABING	2 X 2	2031	600,000	Replace 28 Aspendale Street
NYABING	3 X 2	2032	600,000	Future workforce demand
NYABING	2 X 2	2032	600,000	Future workforce demand
		TOTAL	**2,400,000**	

APPENDIX 1 Housing Asset and Financial Model 2026 - 2041

Year Ended 30 June	Renewal / Upgrades	Maintenance/ Operating Costs	Loan Repayments	Rental Income	New Housing	Disposal Income	Loan Proceeds	Reserve Income	Net Cashflow
2027	68,000	184,230	74,874	(344,774)					**(17,670)**
2028	88,000	190,678	76,402	(344,774)					**10,306**
2029	90,500	197,352	77,961	(344,774)		(350,000)			**(328,961)**
2030	110,500	204,259	79,551	(344,774)					**49,536**
2031	85,500	211,408	81,174	(344,774)	1,200,000	(600,000)	(750,000)	(250,000)	**(366,692)**
2032	101,000	218,807	96,902	(344,774)	1,200,000		(750,000)	(250,000)	**271,935**
2033	101,500	226,466	116,493	(344,774)					**99,685**
2034	99,000	234,392	123,641	(368,694)					**88,339**
2035	81,500	242,596	131,228	(368,694)					**86,630**
2036	48,000	251,087	139,281	(368,694)					**69,674**
2037	106,000	259,875	147,828	(368,694)					**145,009**
2038	72,000	268,970	156,899	(368,694)					**129,175**
2039	77,000	278,384	166,527	(368,694)					**153,217**
2040	55,000	288,128	176,746	(368,694)					**151,180**
2041	40,000	298,212	187,591	(368,694)					**157,109**

15 Year Cashflow Summary