SHIRE OF LAKE GRACE BUSINESS PLAN

PROPOSED MAJOR LAND TRANSACTION

31 LOT RESIDENTIAL LAND DEVELOPMENT

Lot 9002 Wattle Drive, Lake Grace
Lot 500 Wattle Drive, Lake Grace

Prepared pursuant to Section 3.59 of the *Local Government Act 1995* (WA)

DOCUMENT CONTROL

Item	Details
Document Title	Major Land Transaction Business Plan – 31 Lot Residential Land Development
Local Government	Shire of Lake Grace
Legislative Basis	Section 3.59, *Local Government Act 1995*
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1. EXECUTIVE SUMMARY

The Shire of Lake Grace proposes to undertake a major land transaction involving the development and subdivision of Shire-owned land to create an estimated 31 residential lots within the Lake Grace townsite.

The proposal comprises two development areas:

- **Lot 9002 Wattle Drive, Lake Grace**, proposed to provide approximately 21 residential lots; and
- **Lot 500 Wattle Drive, Lake Grace**, proposed to provide approximately 10 residential lots.

The proposed development is intended to increase the supply of serviced residential land within Lake Grace and respond to identified housing constraints affecting the attraction and retention of residents, key workers, families and employees within the district.

The proposed Lake Grace component forms part of the broader Wheatbelt Regional Housing Initiative developed through the Housing Support Program – Community Enabling Infrastructure Stream. The regional initiative was developed as a coordinated response to recognised housing supply constraints affecting participating Wheatbelt local governments, including Lake Grace.

The Housing Support Program project documentation identifies the Lake Grace component as delivering 31 serviced residential lots, with the capacity to facilitate approximately 51 dwellings, recognising that some lots may accommodate more than one dwelling subject to applicable planning and development requirements. At the time of the funding application, 10 dwelling commitments were identified in association with the Lake Grace component.

This enabled housing capacity should be distinguished from the number of individual residential lots created by the subdivision. The major land transaction itself relates to the creation and servicing of approximately 31 lots; the potential 51-dwelling yield represents the broader housing supply that may ultimately be enabled by those lots.

The existing project information identifies estimated residential demand to 2031 of between 35 and 62 dwellings. At the time of that assessment, only four vacant serviced residential lots and seven unserviced lots were identified.

The proposed transaction involves the delivery of infrastructure necessary to support residential subdivision, including, as applicable:

- civil design and project management;
- headworks and utility connections;
- site preparation and earthworks;
- internal roads;
- drainage;
- water and sewer servicing;
- electricity infrastructure;
- telecommunications infrastructure;
- subdivision approvals and clearances; and
- survey and land title registration requirements.

The current draft business plan identifies a total estimated project cost of **$3,602,367**, comprising:

- **$3,346,735** identified as Housing Support Program Community Enabling Infrastructure Stream funding; and
- **$255,632** identified as Department of Planning, Lands and Heritage funding.

These figures require final reconciliation against the approved project budget, funding agreements and detailed cost estimates before the Business Plan is adopted.

The four proposed modular or key worker dwellings identified in the existing project information are treated separately from the subdivision transaction unless Council determines otherwise. The existing draft identifies separate proposed funding involving loan funds, Shire funds and grant funding for that component.

The proposed land development is identified as being consistent with the Shire's strategic objective of supporting housing opportunities and economic development and has been identified as a priority within the Shire's long-term planning framework.

The Shire considers that the proposed development has the potential to provide significant long-term community and economic benefits. However, the transaction also involves financial, construction, market, planning, infrastructure, environmental and operational risks.

This Business Plan has therefore been prepared to provide Council and the community with a comprehensive assessment of the proposed major land transaction, including its financial implications, benefits, risks, strategic alignment, impact on local government services and the Shire's capacity to manage and perform the transaction.

Subject to Council endorsement, the Business Plan is proposed to be made available for public inspection and submissions in accordance with section 3.59 of the *Local Government Act 1995*.

2. Purpose of this Business Plan

2.1 Purpose

The purpose of this Business Plan is to provide a comprehensive and transparent assessment of the Shire of Lake Grace's proposed major land transaction.

The Business Plan is intended to:

1. describe the proposed transaction;
2. explain the strategic and community need for the development;
3. identify the land and infrastructure involved;
4. assess alternative options;
5. identify the estimated costs and funding arrangements;
6. assess the expected financial implications for the Shire;
7. identify the likely effects on Shire facilities and services;
8. identify the likely effects on other persons and service providers;
9. assess the Shire's capacity to manage and perform the transaction;
10. identify the principal risks and proposed mitigation measures;
11. outline the proposed implementation and governance arrangements; and

12. provide the community with sufficient information to make informed submissions regarding the proposal.

2.2 Scope of the Proposed Transaction

The proposed major land transaction relates to the development and subdivision of Shire-owned land to create approximately 31 residential lots.

The transaction is proposed to include the planning, design, servicing, civil works, subdivision and creation of individual residential titles.

The transaction does not automatically include the construction of residential dwellings on each lot.

The existing project documentation identifies four modular dwellings intended for key worker housing. As these dwellings have separate proposed funding arrangements, they should be treated as a separate but related project unless Council formally determines that they form part of the major land transaction.

2.3 Matters Outside the Scope of this Business Plan

Unless otherwise resolved by Council, the following matters are outside the immediate scope of this Business Plan:

- construction of private dwellings by purchasers;
- financing arrangements entered into by future land purchasers;
- future private building development;
- the separate financing and delivery arrangements for the proposed four key worker dwellings; and
- future decisions regarding the disposal of individual lots, which will be undertaken in accordance with the legislative requirements applicable at the time of disposal.

3. Legislative and Regulatory Framework

3.1 *Local Government Act 1995*

This Business Plan has been prepared for the purposes of section 3.59 of the *Local Government Act 1995*.

Section 3.59 establishes requirements for a local government proposing to undertake a major land transaction.

The Business Plan must provide an overall assessment of the transaction and address the matters required by the Act, including the expected effects of the transaction on:

- the provision of facilities and services by the local government;
- other persons providing facilities and services in the district;
- the financial position of the local government;
- matters included in the local government’s current plan;
- the local government’s ability to manage and perform the transaction; and
- other prescribed matters.

The Shire will undertake the statutory public notice and submission process required before making a final decision on whether to proceed with the transaction.

3.2 Major Land Transaction Threshold

The existing draft identifies the proposed transaction as a major land transaction on the basis that its estimated value exceeds the applicable threshold for a regional local government.

Prior to public advertising, the Shire should verify and document:

- the applicable threshold under the current consolidated regulations;
- the methodology used to calculate the value of the transaction;
- the relevant annual operating expenditure figure used for the calculation; and
- the basis on which the proposed transaction satisfies the definition of a major land transaction.

This verification should be included in the final advertised version of this Business Plan.

3.3 Other Relevant Legislation and Requirements

Depending on the final transaction structure, the following legislation and regulatory requirements may also apply:

- *Planning and Development Act 2005*;
- *Planning and Development (Local Planning Schemes) Regulations 2015*;
- *Local Government (Functions and General) Regulations 1996*;
- *Land Administration Act 1997*;
- *Transfer of Land Act 1893*;
- *Environmental Protection Act 1986*;
- *Biodiversity Conservation Act 2016*, where applicable;
- *Contaminated Sites Act 2003*, where applicable;
- procurement requirements under the *Local Government Act 1995* and associated regulations;
- grant funding agreements and associated funding conditions;
- Western Australian Planning Commission subdivision approval requirements; and
- requirements of relevant utility and infrastructure providers.

This Business Plan does not replace the need for the Shire to obtain any statutory approvals, clearances, consents or licences required for the development.

4. Background and Strategic Need

4.1 Housing Supply and Demand

The Shire has identified the availability of suitable residential housing and serviced residential land as a significant strategic constraint affecting population retention, workforce attraction, service delivery and economic development within Lake Grace.

The 4WDL Key Worker Housing Investigation and Cost Benefit Analysis examined current and projected housing requirements within the Shire of Lake Grace. The investigation identified an estimated current demand for approximately 20 additional dwellings, increasing under the higher-demand scenario to approximately 62 additional dwellings by 2031. A more conservative demand scenario identified a requirement for approximately 35 additional dwellings.

The identified demand extends across several housing sectors, including public-sector key workers, private-sector employees and housing suitable for older members of the community.

Shire of Lake Grace	Serviced Vacant Lots	Unserviced Vacant Lots	Scenario D – High Demand	Scenario E – Conservative Demand
Lake Grace	4	7	62 dwellings	35 dwellings

Historical dwelling construction within the Shire has been comparatively low. The housing investigation identified approximately 21 new dwellings between 2012 and 2021, representing an average of approximately 2.1 new dwellings per annum. The analysis indicated that approximately three to six additional dwellings per annum may be required over the coming decade to respond to forecast housing requirements.

At the time of the housing assessment, the Lake Grace townsite was identified as having approximately:

- four vacant serviced residential lots; and
- seven vacant unserviced residential lots.

The availability of development-ready residential land was therefore considered insufficient to meet identified medium- and longer-term housing demand. The limited supply of housing and serviced residential land has the potential to constrain population growth, workforce attraction and the ability of businesses, government agencies and community service providers to attract and retain employees.

The proposed major land transaction responds directly to this constraint by increasing the availability of serviced residential land within the Lake Grace townsite.

4.2 Workforce and Economic Drivers

Housing availability is closely linked to the Shire's capacity to attract and retain the workforce required to support local businesses, agriculture, government services and community facilities.

The 4WDL housing investigation identified approximately 352 businesses operating within the Shire of Lake Grace, including approximately 161 businesses employing staff. Survey and modelling undertaken as part of the investigation identified material unmet labour demand amongst local employers.

The analysis estimated an average workforce gap of approximately 1.3 employees amongst businesses reporting additional workforce requirements and derived an indicative aggregate workforce shortage of approximately 167 workers. This figure is a survey-based estimate and should not be interpreted as an official labour-force statistic; however, it demonstrates the scale of the workforce constraint identified through the housing investigation.

The investigation also identified a comparatively low unemployment environment at the time of the analysis. In these circumstances, population attraction and inward migration become particularly important mechanisms for employers seeking additional employees.

The availability of suitable housing is therefore not solely a residential or social issue. It is an enabling factor for local economic growth, continuity of essential services, attraction and retention of public-sector employees, agricultural and private-sector workforce recruitment, business expansion and longer-term population sustainability.

Increasing the availability of serviced residential land is intended to remove one of the principal structural constraints affecting the creation of additional housing within Lake Grace.

4.3 Strategic Housing Response

The proposed development is intended to provide additional serviced residential land and create opportunities for:

- key workers;
- employees relocating to the district;
- families;
- existing residents seeking to build a new home;
- businesses seeking to attract employees; and
- other persons seeking to establish permanent residence in Lake Grace.

The development of residential land is intended to support broader economic development by reducing one of the barriers associated with workforce attraction and retention.

4.4 Consequences of Not Proceeding

If the Shire does not proceed with the proposed development, potential consequences may include:

- continued limited availability of serviced residential land;
- ongoing housing constraints;
- reduced capacity to attract key workers and employees;
- delayed population growth;
- reduced opportunity for residential development;
- underutilisation of Shire-owned land; and
- potential loss or reallocation of external funding, subject to the terms and conditions of relevant funding agreements.

4.5 Regional Housing Market Failure

The proposed development is being undertaken within the context of recognised housing market constraints affecting regional Wheatbelt communities.

The Housing Support Program application identified a structural market failure affecting housing development in the Wheatbelt arising from a combination of relatively high residential land development costs, high dwelling construction costs, geographical remoteness, limited economies of scale, construction workforce constraints and comparatively low established property values.

These conditions can result in circumstances where the combined cost of land development and dwelling construction approaches or exceeds the completed market value of the property, reducing the commercial incentive for private-sector residential development.

The regional Housing Support Program project documentation identified indicative development costs of approximately $140,000 per residential lot in regional areas compared with approximately $80,000 per lot in metropolitan Perth. These figures are regional estimates rather than Lake Grace-specific project costs and are included to illustrate the broader development-cost challenge affecting regional housing delivery.

The regional analysis also identified that between 1991 and 2021 approximately 35% of residential subdivision approvals in the Wheatbelt progressed to developed titled lots.

These conditions can reduce the commercial incentive for private developers to undertake residential subdivision in smaller regional communities notwithstanding an identified need for additional housing.

External government investment in enabling infrastructure provides the Shire with an opportunity to address this constraint by reducing the infrastructure cost barrier associated with bringing additional serviced residential land to market.

5. Description of the Land

5.1 Development Site One – Lot 9002 on Deposited Plan 75988

Legal Description: Lot 9002 on Deposited Plan 75988, Certificate of Title Volume 2830 Folio 698

Registered Proprietor: Shire of Lake Grace

Land Area: 8.3126ha

Certificate of Title: 2830/698

Current Zoning: R20

Current Use: Residential

Proposed Development: Approximately 21 residential lots.

The existing project information identifies the proposed development as involving headworks, utilities, roads and associated subdivision infrastructure.

5.2 Development Site Two – Lot 500 on Deposited Plan 47225

Legal Description: Lot 500 Wattle Drive, Lake Grace

Registered Proprietor: Shire of Lake Grace

Land Area: 1.46ha

Certificate of Title: 2800/380

Current Zoning: R30

Density Coding: R30, as identified in the existing draft.

Proposed Development: Approximately 10 residential lots.

5.3 Site Due Diligence

Before the transaction proceeds to final implementation, the Shire should confirm and document:

- title ownership;
- encumbrances;
- easements;
- restrictive covenants;
- access arrangements;
- servicing capacity;
- environmental constraints;
- contamination status;
- Aboriginal cultural heritage considerations;
- drainage and flooding constraints;
- bushfire risk, where applicable;
- utility infrastructure requirements; and
- planning and subdivision conditions.

6. Description of the Proposed Major Land Transaction

The Shire proposes to undertake the planning, design, servicing and subdivision of the two identified development sites to create approximately 31 residential lots.

The proposed 31 lots constitute the enabling land infrastructure component of the project. Housing Support Program planning undertaken for the broader regional initiative identified that the Lake Grace subdivision could ultimately provide capacity for approximately 51 dwellings, subject to applicable planning requirements, individual development decisions and market demand.

At the Housing Support Program application stage, approximately 10 dwelling commitments were associated with the Lake Grace component. These commitments provide evidence of an identified pathway between the delivery of serviced residential land and subsequent dwelling construction. They should not, however, be interpreted as guaranteed future development outcomes or as part of the financial return from the major land transaction unless separately approved and contracted.

Project Measure	Lake Grace Outcome
Residential lots proposed to be serviced	31
Potential dwelling capacity enabled	Approximately 51
Dwellings identified as committed at HSP application stage	10
Current housing requirement identified	Approximately 20

Project Measure	Lake Grace Outcome
Projected demand to 2031	Approximately 35–62

The proposed transaction includes:

1. project planning and management;
2. engineering and civil design;
3. survey and subdivision design;
4. utility planning and connection works;
5. site preparation;
6. earthworks;
7. roads and associated infrastructure;
8. drainage infrastructure;
9. water infrastructure;
10. sewer infrastructure;
11. electricity infrastructure;
12. telecommunications infrastructure;
13. subdivision approval and clearance processes;
14. land survey and title creation; and
15. preparation of individual residential lots for future sale or other approved disposal.

The final scope will be subject to:

- approved engineering designs;
- subdivision conditions;
- utility provider requirements;
- grant funding conditions;
- procurement outcomes; and
- Council approvals.

7. Options Considered

Option 1 – Do Nothing

Under this option, the Shire would retain the land in its existing form and undertake no residential subdivision.

Advantages

- no construction risk;
- no development management requirements;
- no additional infrastructure assets.

Disadvantages

- does not increase the supply of serviced residential land;
- does not address the identified housing constraint;

- may result in loss of available external funding;
- Shire-owned land remains undeveloped;
- limited contribution to workforce attraction.

Option 2 – Develop One Site Only

The Shire could stage the development and initially proceed with only one of the two proposed sites.

Advantages

- reduced immediate construction exposure;
- potentially simpler project management;
- staged response to market demand.

Disadvantages

- reduced housing supply;
- potential loss of economies of scale;
- possible conflict with grant funding objectives;
- delay in achieving the full strategic benefit.

Option 3 – Dispose of the Land in an Undeveloped State

The Shire could seek to dispose of the land to a private developer.

Advantages

- reduced direct development responsibility;
- transfer of some development risk to the private sector.

Disadvantages

- reduced Shire control over development timing and housing outcomes;
- no certainty that a purchaser would undertake development within the timeframe required to respond to identified housing demand;
- undeveloped land may achieve a lower value than serviced residential land;
- regional housing analysis identifies structural market constraints within smaller Wheatbelt housing markets, where high subdivision and construction costs can substantially reduce the commercial return achievable from completed properties;
- historic subdivision conversion rates across the Wheatbelt indicate that planning approval does not necessarily result in developed and titled residential lots;
- private-sector appetite for speculative residential subdivision may therefore be limited without public-sector enabling investment; and
- disposal in an undeveloped state may not achieve the objectives or conditions associated with government funding provided for enabling infrastructure.

Option 4 – Joint Venture or Development Partnership

The Shire could partner with a private developer or another government agency.

Advantages

- shared expertise;
- potential risk sharing;
- access to private-sector capability.

Disadvantages

- more complex governance;
- potential reduction in Shire control;
- contractual and legal complexity;
- potential sharing of development returns.

Option 5 – Shire-Led Residential Development

Under this option, the Shire proceeds with the proposed development and subdivision of both sites.

Advantages

- directly addresses identified residential land constraints;
- enables the Shire to control delivery;
- aligns with identified strategic objectives;
- utilises external funding opportunities;
- creates additional residential land;
- potentially generates future rate revenue.

Disadvantages

- requires significant project management;
- exposes the Shire to construction and delivery risks;
- creates future infrastructure maintenance obligations;
- requires effective financial and risk management.

Preferred Option

Following consideration of the available options, the preferred approach is Option 5 – Shire-Led Residential Development.

This option most directly addresses the identified shortage of serviced residential land and enables the Shire to utilise external government infrastructure funding to overcome development-cost barriers that have constrained residential development within the region.

The preferred option provides the Shire with greater control over the timing, servicing standard and release of residential land and is consistent with the strategic objective of increasing housing supply to support workforce attraction, essential service delivery, business growth and population sustainability.

The preferred option also provides capacity for approximately 31 serviced residential lots to enable a broader potential housing yield of approximately 51 dwellings, subject to subsequent planning, development and market decisions.

This conclusion remains subject to confirmation of project funding, final project costs, statutory compliance, grant conditions, project governance requirements and Council's consideration of submissions received through the section 3.59 public consultation process.

8. Strategic and Integrated Planning Alignment

8.1 Local Strategic Alignment

The existing draft identifies the proposal as supporting Shire's Strategic Community Plan, Aspire 2033.

Relevant objectives include:

Economic Objective – A prosperous economy supporting diversification of industry

Outcome 2 – A diverse and prosperous economy

Including strategies to:

- support local business and promote further investment in the district; and
- investigate and support housing market opportunities.

The proposal also supports the Shire's social objective relating to an engaged, supportive and inclusive community and the maintenance and enhancement of services and infrastructure that meet community needs.

The existing draft also identifies residential land development as a priority within the Long Term Financial Plan.

The final Business Plan should confirm alignment with the Shire's current:

- Strategic Community Plan;
- Corporate Business Plan;
- Long Term Financial Plan;
- Asset Management Plans;
- Workforce Plan;
- Local Planning Strategy;
- Local Planning Scheme; and
- any relevant housing, economic development or land development strategies.

The proposal also supports the Shire's broader integrated planning objectives by addressing an infrastructure constraint affecting housing availability, population retention, workforce availability and economic development.

The project should be reflected, as appropriate, through the Shire's Corporate Business Plan, Long Term Financial Plan and Asset Management Planning to ensure that project expenditure, future asset ownership and whole-of-life infrastructure costs are incorporated into the Shire's integrated planning framework.

8.2 Regional Strategic Alignment

The Lake Grace development forms part of a broader Wheatbelt regional housing initiative developed collaboratively by ten Wheatbelt local governments in response to common housing constraints affecting regional communities.

The Housing Support Program application identified the broader regional project as involving approximately 218 serviced residential lots with capacity to accommodate approximately 409 dwellings across participating local governments.

At the application stage, participating local governments, government agencies, businesses and housing providers had identified commitments associated with approximately 181 dwellings over the subsequent five-year period.

Participation in the regional initiative enables common housing constraints, including development costs, servicing barriers, construction capacity and key-worker accommodation, to be addressed through a coordinated regional framework while each participating local government remains responsible for delivery and governance of its own project component.

8.3 State and Commonwealth Strategic Alignment

The proposed transaction supports broader State and Commonwealth housing objectives by enabling additional development-ready residential land in a regional community.

The Housing Support Program application identified alignment with the Western Australian State Planning Strategy 2050 and broader State housing objectives relating to increasing housing supply, making appropriately located land available for residential development, unlocking land, supporting regional housing supply, improving accommodation availability for key workers and supporting sustainable regional economic and population growth.

The proposal is also consistent with the objectives of the Commonwealth Housing Support Program – Community Enabling Infrastructure Stream, which provides funding for enabling infrastructure required to support additional housing supply.

9. Project Scope and Delivery Model

9.1 Proposed Delivery Model

The Shire proposes to act as the project sponsor and landowner.

Delivery is proposed through a combination of:

- internal project oversight;
- external professional services;
- competitive procurement of civil works and other required services; and
- engagement with relevant government agencies and utility providers.

9.1.1 Regional Program Governance

The Lake Grace development forms part of a joint Housing Support Program application involving ten Wheatbelt local governments, with the Shire of Victoria Plains acting as lead applicant for the regional funding application.

The regional governance model provides for each participating local government to retain responsibility for delivery of its respective project component through its ordinary statutory, financial and project governance arrangements.

The Housing Support Program project framework provides for the Chief Executive Officer of each participating local government to oversee delivery of the relevant sub-project, with accountability to the respective Council.

The broader regional project also provides for coordination between participating local governments and the Wheatbelt Development Commission, enabling project progress, emerging risks, milestones and regional matters to be considered through a coordinated framework.

Notwithstanding the regional funding and coordination arrangements, the Shire of Lake Grace remains responsible for its statutory obligations, procurement, project management, financial controls, asset management and compliance relating to the Lake Grace major land transaction.

9.2 Project Components

The principal components are expected to include:

Component	Requirement
Planning	Subdivision and planning approvals
Design	Civil, engineering and servicing design
Survey	Surveying and title creation
Civil Works	Roads, drainage and site works
Water	Water infrastructure and connections
Sewer	Sewer servicing and connections
Electricity	Power infrastructure
Telecommunications	Telecommunications infrastructure
Project Management	Internal and/or external project management
Legal	Contracts, titles and land transactions
Marketing	Future lot marketing and sale arrangements

10. Financial Business Case

10.1 Estimated Project Costs

The existing draft identifies the following preliminary project costs:

Development Site One – Lot 9002

Cost Item	Estimated Cost
Headworks and Connections	$605,703
Site Works and Internal Services	$800,000
Contingency	$520,110
Subtotal	**$1,925,813**

Development Site Two – Lot 500 Wattle Drive

Cost Item	Estimated Cost
Headworks and Connections	$637,170
Site Works and Internal Services	$400,000
Contingency	$383,752
Subtotal	**$1,420,922**

Basis of Preliminary Cost Estimates

The preliminary project estimates prepared in support of the Housing Support Program incorporated allowances intended to recognise the additional costs and uncertainties associated with regional project delivery.

The estimating methodology included allowances for:

- 20% regional weighting associated with regional construction and project delivery;
- 12% cost contingency for construction and project cost uncertainty; and
- 5% design and professional fees associated with planning, engineering, design and project delivery.

These allowances provide a preliminary risk provision within the project estimates. Actual project expenditure will remain subject to final design, utility requirements, procurement outcomes, market conditions and the eligible expenditure requirements applying to external funding.

Consolidated Project

The existing draft identifies:

Item	Amount
Primary Project Funding	$3,346,735
Additional Funding	$255,632
Total Estimated Project Cost	**$3,602,367**

10.2 Proposed Funding

The existing draft identifies:

Funding Source	Amount
Housing Support Program – Community Enabling Infrastructure Stream	$3,346,735
Department of Planning, Lands and Heritage	$255,632
Total	**$3,602,367**

The Housing Support Program funding has been granted but is yet to be executed subject to the terms, conditions, eligible expenditure requirements, milestones, reporting obligations and completion requirements contained within the applicable funding agreement.

The Shire will maintain appropriate grant governance arrangements throughout project delivery, including monitoring eligible expenditure, project milestones, variations, reporting deadlines and acquittal requirements.

Any material variation to project scope, expenditure or delivery timing that may affect funding eligibility will be referred to the relevant funding body for approval where required and reported to Council where the variation exceeds the Chief Executive Officer's delegated authority.

10.3 Shire Financial Contribution

The existing draft states that there will be no direct cost to the Shire for the subdivision component.

However, the final Business Plan must identify all Shire contributions, including:

- value of land contributed;
- internal staff resources;
- project management costs;
- legal and governance costs;
- costs not covered by grants;
- future infrastructure maintenance;
- asset renewal obligations; and
- any funding shortfall risk.

The statement that there is “no cost to the Shire” should only be retained if supported by a complete whole-of-life financial analysis.

10.4 Funding Agreement and Project Delivery Timeframe

The original Housing Support Program – Community Enabling Infrastructure application contemplated project completion by 30 June 2026.

The current Lake Grace project implementation program extends beyond the original application timeframe. Accordingly, prior to final adoption of this Business Plan, the Shire will confirm that the revised project timetable is consistent with the current funding agreement and any subsequently approved variation or extension.

Where an approved extension or funding variation has been granted, the final Business Plan will identify the relevant approval and revised project completion date.

The risk of failing to meet funding milestones or approved project completion dates will be managed through formal project monitoring, grant compliance reporting and early engagement with the funding body where any material delay is identified.

11. Financial Assumptions and Sensitivity Analysis

The final Business Plan should include a detailed sensitivity analysis based on verified financial data.

At a minimum, the following scenarios should be assessed.

Scenario A – Base Case

- works completed within budget;
- grant funding received as planned;
- subdivision approvals obtained within anticipated timeframes;
- lots made available within the project schedule.

Scenario B – Moderate Downside

- construction costs increase by 10–15%;
- project delivery delayed by up to 12 months;
- grant funding timing delayed;
- slower than anticipated land sales.

Scenario C – Significant Downside

- project costs increase by more than 20%;
- significant infrastructure variations required;
- planning or utility delays occur;
- market demand is below forecast.

For each scenario, the Shire should identify:

- additional funding requirement;
- impact on reserves;
- impact on borrowings;
- impact on the Long Term Financial Plan;
- project cash flow implications;
- required management response.

12. Expected Effects on the Shire's Facilities and Services

The proposed development may result in increased demand for Shire facilities and services.

Service or Asset	Expected Impact	Management Response
Roads	Additional infrastructure and future maintenance	Include in Asset Management Planning
Drainage	Additional drainage assets	Lifecycle and maintenance assessment
Waste Collection	Increased residential collection	Existing contractor capacity to be confirmed
Landfill	Potential increase in waste volumes	Monitor future capacity
Recreation	Additional population demand	Monitor utilisation and future needs

Service or Asset	Expected Impact	Management Response
Library	Potential incremental increase	Expected to be managed within existing capacity initially
Ranger Services	Potential incremental increase	Monitor operational impact
Environmental Health	Potential increase in activity	Managed through normal operations
Planning and Building	Increased development activity	Resource requirements to be monitored
Administration	Additional rates and property administration	Incorporated into operational planning

The existing draft estimates approximately $22,000 per annum in additional drainage and verge maintenance costs. This estimate assumes when all lots are developed.

13. Expected Effects on Other Service Providers and Persons

The proposed development may affect:

- Water Corporation;
- Western Power;
- telecommunications providers;
- contractors and suppliers;
- local builders;
- real estate professionals;
- existing landowners;
- potential private developers;
- education and health service providers;
- local businesses.

Potential positive effects include increased demand for local goods and services, construction activity and a larger resident population.

Potential impacts requiring management include infrastructure capacity, utility connection requirements and the potential effect of additional residential land supply on the local housing and property market.

The Shire will continue to engage with relevant service providers throughout the planning and delivery phases.

Engagement undertaken in developing the Housing Support Program project recognised the importance of utility and construction-sector capacity to successful project delivery.

Western Power and Water Corporation are significant stakeholders because servicing capacity, design requirements, headworks, construction programming and connection timeframes can materially affect subdivision delivery.

The broader regional project also considered subsequent dwelling construction capacity and identified housing-provider interest in undertaking additional housing construction following completion of enabling infrastructure.

This provides supporting evidence that the housing supply constraint is not limited solely to dwelling construction. The availability of serviced and development-ready land is itself a material constraint.

The project may therefore have positive effects on local and regional builders, civil contractors, suppliers and professional service providers through increased development activity, while requiring effective coordination with those providers to ensure adequate capacity and timely delivery.

14. Community, Economic and Housing Benefits

The expected benefits of the proposal include:

Housing

- increased supply of serviced residential land;
- increased housing choice;
- improved capacity to accommodate incoming workers and families;
- support for key worker attraction and retention.

Economic

- construction expenditure within the regional economy;
- opportunities for local and regional contractors;
- increased local expenditure;
- support for business workforce requirements.

The existing draft identifies the project as providing a direct external funding injection of approximately $3.6 million and potential opportunities for civil contractors, suppliers and professional service providers.

Long-Term Municipal Benefits

The existing draft estimates future annual rate revenue of approximately $45,000 once the lots are developed and rateable.

Indicative Broader Economic Benefit

Economic modelling undertaken in support of the regional housing initiative attributed an indicative economic benefit of approximately $45.9 million to the Lake Grace component based on the broader housing supply enabled by the proposed land development.

This amount represents an indicative economic-impact estimate associated with enabled housing and related economic activity. It does not represent revenue, profit, cash flow or a direct financial return to the Shire.

Potential broader economic benefits may arise through additional construction activity, employment, improved workforce attraction, increased resident expenditure within the local economy, improved capacity to retain public and private services, population growth and expansion of the Shire's future rateable property base.

The economic modelling supports the strategic rationale for the project but does not remove the requirement for prudent financial, project and risk management by the Shire.

15. Environmental, Planning and Statutory Considerations

Prior to construction, Shire will ensure that all relevant statutory and regulatory requirements are addressed.

This may include:

- subdivision approval;
- planning approvals;
- environmental assessment;
- vegetation and clearing requirements;
- drainage approvals;
- utility approvals;
- cultural heritage due diligence;
- contaminated site assessment;
- bushfire planning, where required;
- engineering approvals; and
- land title registration.

15.1 Approvals Status

The project has progressed through a number of planning and technical approval processes. Prior to construction and expenditure against each project component, the Shire will confirm that all approvals relevant to that component have been obtained and remain current.

The following approvals schedule will be maintained as part of project governance:

Approval/Requirement	Lot 9002	Lot 500	Status/Reference
WAPC subdivision approval	TBA	TBA	TBA
Planning approval, where required	TBA	TBA	TBA
Engineering design approval	TBA	TBA	TBA
Water servicing approval	TBA	TBA	TBA
Western Power requirements	TBA	TBA	TBA
Sewer servicing	TBA	TBA	TBA
Telecommunications	TBA	TBA	TBA
Environmental/clearing approval	TBA	TBA	TBA

Approval/Requirement	Lot 9002	Lot 500	Status/Reference
Aboriginal cultural heritage due diligence	Pending	Pending	Pending
Subdivision clearances	Pending	Pending	Post-construction
Creation of new titles	Pending	Pending	Post-clearance

Final subdivision clearance and creation of individual titles will occur following completion of the applicable subdivision conditions and registration processes.

16. Financial and Asset Management Implications

The development will create new assets that will ultimately require maintenance and renewal.

These assets may include:

- roads;
- drainage;
- footpaths;
- street lighting;
- verges;
- public infrastructure;
- other civil infrastructure.

Prior to completion of the project, the Shire should:

1. identify all assets to be transferred to Shire ownership;
2. establish replacement values;
3. determine useful lives;
4. calculate annual depreciation;
5. determine ongoing maintenance costs;
6. incorporate assets into the Asset Register;
7. update relevant Asset Management Plans; and
8. update the Long Term Financial Plan where required.

17. Capacity of the Shire to Manage and Perform the Transaction

The Shire will require appropriate governance, technical expertise and project management capability.

Internal Capability

The project will require involvement from:

- Council;
- Chief Executive Officer;

- Manager Infrastructure Services;
- finance staff;
- governance staff;
- planning and development staff;
- asset management personnel.

External Capability

External specialist services may include:

- civil engineers;
- surveyors;
- project managers;
- planning consultants;
- legal advisers;
- environmental consultants;
- valuation specialists;
- marketing and land sales agents.

The precise project management structure should be determined before construction commences.

17.1 Demonstrated Delivery Capability

The Shire's delivery capability is supported by a combination of internal executive oversight, specialist technical consultants, external contractors and participation in the broader Wheatbelt regional housing initiative.

The project governance approach provides for the Chief Executive Officer to retain executive accountability, supported by relevant infrastructure, finance, governance and asset management personnel.

Specialist disciplines including civil engineering, surveying, planning, legal advice, utility design and project management will be procured or engaged where those capabilities are not available internally.

Participation in the regional Housing Support Program initiative also provides an additional coordination mechanism through engagement with participating Wheatbelt local governments and the Wheatbelt Development Commission.

The Shire considers this combination of internal governance, specialist expertise, procurement capability and regional coordination sufficient to manage the transaction, provided that project reporting, risk management, financial controls and grant compliance arrangements are maintained throughout delivery.

18. Project Governance and Reporting

The following governance structure is recommended.

Council

Responsible for:

- statutory decisions;
- approval of the Business Plan;
- consideration of public submissions;
- approval of material changes;
- oversight of strategic and financial performance.

Chief Executive Officer

Responsible for:

- overall executive accountability;
- implementation of Council decisions;
- management of funding agreements;
- reporting to Council.

Project Sponsor

Proposed: Chief Executive Officer or delegated Executive Officer.

Responsible for:

- strategic oversight;
- escalation of major issues;
- project governance.

Project Manager

Responsible for:

- day-to-day delivery;
- consultant coordination;
- contractor management;
- budget monitoring;
- milestone reporting;
- risk management.

Reporting

Project reports should be provided to Council at appropriate intervals and should include:

- expenditure against budget;
- funding status;
- project milestones;
- risk status;
- variations;
- emerging issues;
- forecast completion.

19. Risk Assessment and Risk Management

A detailed project risk register should be maintained throughout the transaction.

The following preliminary risks have been identified.

Risk	Likelihood	Consequence	Mitigation	Risk Owner
Construction cost escalation	Medium	High	Detailed design, competitive procurement, contingency and variation controls	Project Manager
Construction delays	Medium	High	Detailed program, contract controls and active project management	Project Manager
Grant funding conditions not met	Low/Medium	High	Grant compliance register and regular reporting	CEO
Utility infrastructure delays	Medium	High	Early engagement with service providers	Project Manager
Subdivision approval delays	Medium	Medium/High	Early planning and agency engagement	Project Manager
Low land demand	Medium	Medium	Market assessment and staged release strategy	CEO
Lots sell below expectations	Medium	Medium/High	Independent valuation and sales strategy	CEO
Additional infrastructure requirements	Medium	High	Detailed design and due diligence	MIS
Environmental constraints	Low/Medium	High	Environmental assessment and due diligence	Project Manager
Future asset maintenance costs exceed estimates	Medium	Medium	Whole-of-life costing and asset planning	MIS
Contractor insolvency or failure	Low/Medium	High	Financial assessment and	CEO

Risk	Likelihood	Consequence	Mitigation	Risk Owner
			contractual protections	
Community opposition	Low/Medium	Medium	Transparent consultation and engagement	CEO
Project scope creep	Medium	Medium	Formal change-control process	Project Sponsor
Funding milestone or completion date not achieved	Medium	High	Formal grant compliance monitoring, milestone reporting and early engagement with funding body	CEO
Expenditure determined to be ineligible under funding agreement	Low/Medium	High	Pre-expenditure eligibility verification, financial coding and acquittal controls	CEO / Finance
Grant funding claw back	Low	High	Compliance register, evidence retention, reporting and formal approval of variations	CEO
Contractor or utility capacity constraints	Medium	High	Early programming, procurement planning and engagement	Project Manager
Construction workforce/material availability	Medium	Medium/High	Early procurement, realistic programming and alternative delivery options	Project Manager
Civil works do not meet required standard	Low/Medium	High	Engineering supervision, inspections, testing and contractual defects provisions	MIS / Project Manager

Risk	Likelihood	Consequence	Mitigation	Risk Owner
WHS incident during construction	Low/Medium	High/Extreme	Contractor WHS assessment, contractual requirements and site-management controls	Contractor / Project Manager
Loss of key project personnel	Medium	Medium	Project documentation, consultant support and handover arrangements	CEO
Regional project coordination failure	Low/Medium	Medium	Defined responsibilities, coordination meetings and escalation process	CEO
Delivery timetable inconsistent with funding agreement	Medium	High	Confirm approved extension/variation and monitor revised milestones	CEO

The existing draft identified construction delays, cost overruns, financial risk and low take-up of land as key risks. These have been retained and expanded in the proposed framework.

20. Implementation Plan and Key Milestones

The final dates will be determined following confirmation of funding agreements, approvals and procurement arrangements.

Milestone	Indicative Timing
Council considers Business Plan	23 September 2026
Public notice period commences	24 September 2026
Public submissions close	4 November 2026
Council considers submissions	9 November 2026
Final Council decision	10 November 2026
Detailed design completed	Done
Subdivision approvals finalised	Done
Procurement completed	TBC
Construction commences	TBC

Milestone	Indicative Timing
Civil works completed	31 December 2026
Subdivision clearances obtained	28 February 2027
Titles issued	30 March 2027
Marketing and release of lots	TBC

21. Community Consultation and Public Submission Process

The Shire recognises that the proposed transaction involves significant public assets and community interests.

Subject to Council endorsement for advertising, the Shire will undertake the required public notice process and invite written submissions for the statutory minimum period.

The Business Plan will be made available for public inspection in accordance with applicable legislative requirements.

The consultation process will include, as appropriate:

- statewide public notice;
- publication through the Shire's website;
- public notice locations;
- Shire communication channels;
- direct notification of relevant stakeholders where appropriate.

Making a Submission

Written submissions should be addressed to:

Chief Executive Officer
Shire of Lake Grace
PO Box 50
Lake Grace WA 6353

Email: **shire@lakegrace.wa.gov.au**

Submissions must be received by the advertised closing date.

Following the close of the public submission period, all submissions received will be considered and reported to Council before Council determines whether to proceed with the proposed transaction.

22. Overall Assessment

The proposed major land transaction represents a strategic response to an evidenced shortage of serviced residential land and housing within Lake Grace.

Housing investigations undertaken in support of the project identified an estimated current requirement for approximately 20 additional dwellings, with forecast requirements of approximately 35 to 62 dwellings to 2031, depending upon the demand scenario applied. The same investigations identified limited availability of existing serviced residential land and material workforce constraints affecting local employers and service providers.

The transaction proposes to create 31 serviced residential lots, with potential capacity to enable approximately 51 dwellings, subject to subsequent planning requirements, development decisions and market demand.

The available evidence indicates that the housing constraint is influenced not only by demand but also by structural regional development barriers, including comparatively high servicing and construction costs, limited economies of scale and circumstances in which completed development costs may approach or exceed market values.

External government investment in enabling infrastructure provides an opportunity for the Shire to address these barriers while increasing the supply of development-ready residential land.

The proposed transaction aligns with the Shire's strategic objectives relating to housing, workforce attraction, economic development and community sustainability and forms part of a coordinated regional response to housing constraints across the Wheatbelt.

The project is proposed to be substantially funded through external government funding. However, this does not eliminate all financial and operational exposure for the Shire.

The Shire will remain responsible for managing:

- project delivery;
- grant compliance;
- procurement;
- construction risk;
- future asset ownership;
- ongoing maintenance;
- market risk associated with future land release;
- governance and statutory compliance.

The transaction is considered capable of delivering substantial strategic benefits provided that:

1. project costs are fully reconciled;
2. all funding arrangements are confirmed;
3. statutory and planning approvals are obtained;
4. whole-of-life asset costs are incorporated into financial planning;
5. appropriate project governance is established;
6. key risks are actively managed;
7. public submissions are properly considered; and
8. Council is satisfied that proceeding remains in the best interests of the Shire and its community.

23. CONCLUSION

The proposed 31-lot residential land development represents a strategic response to the documented shortage of housing and serviced residential land within Lake Grace. Housing investigations undertaken in support of the project have identified current and projected housing demand, limited availability of development-ready residential land and workforce constraints affecting local businesses and essential service providers.

The development will create approximately 31 serviced residential lots with the potential to enable a broader housing yield of approximately 51 dwellings, subject to applicable planning requirements, subsequent development decisions and market demand. In doing so, the project seeks to address regional development constraints that have limited the commercial delivery of new residential land and housing.

External government investment in enabling infrastructure provides the Shire with an opportunity to increase residential land supply while reducing the immediate infrastructure funding burden associated with the development. The transaction will, however, create ongoing responsibilities for the Shire in relation to project delivery, grant compliance, financial management, statutory approvals, risk management and the future maintenance and renewal of infrastructure assets.

Having regard to the strategic, financial, economic, community and risk considerations examined in this Business Plan, the proposed transaction provides a mechanism to increase housing capacity, support workforce attraction and retention, facilitate economic development and contribute to the longer-term sustainability of the Lake Grace community.

The matters identified in this Business Plan, together with any submissions received through the statutory public consultation process, will inform Council's determination as to whether the proposed major land transaction should proceed.

24. APPENDICES

Appendix 1 – Location Plans

- **Lot 9002 Griffin Street, Lake Grace on Deposited Plan 75988**

2830/698

Title Details | Plan Details

General Details | Associated Documents | Ownership History

Certificate of Title	2830/698
Title Type	Certificate of title under the Transfer of Land Act
Parcel Identifier	Lot 9002 On Deposited Plan 75988
Address Details	No Street Address Information Available
Dealing Status	Complete
Purchasers Caveat	N/A
Other Interests	N/A
Document Type	App for New Title Subject to Svy
Document Number	M521761
Date of Execution	06/01/2014
Consideration	Refer Document
Proprietor(s)	SHIRE OF LAKE GRACE

Click to Launch Map Viewer Plus

- **Lot 500 Wattle Drive, Lake Grace on Deposited Plan 47225**

2800/380

Title Details | Plan Details

General Details | Associated Documents | Ownership History

Certificate of Title	2800/380
Title Type	Certificate of title under the Transfer of Land Act
Parcel Identifier	Lot 500 On Deposited Plan 47225
Address Details	No Street Address Information Available
Dealing Status	Complete
Purchasers Caveat	N/A
Other Interests	N/A
Document Type	App for New Title Subject to Svy
Document Number	M053335
Date of Execution	31/08/2012
Consideration	Refer Document
Proprietor(s)	SHIRE OF LAKE GRACE

Click to Launch Map Viewer Plus

Appendix 2 – Certificates of Title

- **Lot 9002 Griffin Street, Lake Grace on Deposited Plan 75988**

325T
Perth Batch
M521761

WESTERN AUSTRALIA

REGISTER NUMBER	
9002/DP75988	
DUPLICATE EDITION	DATE DUPLICATE ISSUED
1	5/2/2014

DUPLICATE CERTIFICATE OF TITLE
UNDER THE TRANSFER OF LAND ACT 1893

VOLUME 2830 FOLIO 698

The person described in the first schedule is the registered proprietor of an estate in fee simple in the land described below subject to the reservations, conditions and depth limit contained in the original grant (if a grant issued) and to the limitations, interests, encumbrances and notifications shown in the second schedule.

REGISTRAR OF TITLES

LAND DESCRIPTION:

LOT 9002 ON DEPOSITED PLAN 75988

REGISTERED PROPRIETOR:
(FIRST SCHEDULE)

SHIRE OF LAKE GRACE OF POST OFFICE BOX 50, LAKE GRACE
(AF M521761) REGISTERED 15 JANUARY 2014

LIMITATIONS, INTERESTS, ENCUMBRANCES AND NOTIFICATIONS:
(SECOND SCHEDULE)

Warning: A current search of the certificate of title held in electronic form should be obtained before dealing on this land.
Lot as described in the land description may be a lot or location.

---END OF DUPLICATE CERTIFICATE OF TITLE---

STATEMENTS:

The statements set out below are not intended to be nor should they be relied on as substitutes for inspection of the land and the relevant documents or for local government, legal, surveying or other professional advice.

SKETCH OF LAND:	DP75988.
PREVIOUS TITLE:	2800-381.
PROPERTY STREET ADDRESS:	NO STREET ADDRESS INFORMATION AVAILABLE.
LOCAL GOVERNMENT AREA:	SHIRE OF LAKE GRACE.

- **Lot 500 Wattle Drive, Lake Grace on Deposited Plan 47225**

346K
Perth Batch
M053335

WESTERN AUSTRALIA

REGISTER NUMBER	
500/DP47225	
DUPLICATE EDITION	DATE DUPLICATE ISSUED
1	24/10/2012

DUPLICATE CERTIFICATE OF TITLE

UNDER THE TRANSFER OF LAND ACT 1893

VOLUME 2800 FOLIO 380

The person described in the first schedule is the registered proprietor of an estate in fee simple in the land described below subject to the reservations, conditions and depth limit contained in the original grant (if a grant issued) and to the limitations, interests, encumbrances and notifications shown in the second schedule.

REGISTRAR OF TITLES

LAND DESCRIPTION:

LOT 500 ON DEPOSITED PLAN 47225

REGISTERED PROPRIETOR:
(FIRST SCHEDULE)

SHIRE OF LAKE GRACE OF POST OFFICE BOX 50, LAKE GRACE
(AF M053335) REGISTERED 20 SEPTEMBER 2012

LIMITATIONS, INTERESTS, ENCUMBRANCES AND NOTIFICATIONS:
(SECOND SCHEDULE)

1. EASEMENT BURDEN CREATED UNDER SECTION 136C T.L.A. FOR RIGHT OF CARRIAGEWAY PURPOSES - SEE DEPOSITED PLAN 69071

Warning: A current search of the certificate of title held in electronic form should be obtained before dealing on this land.
Lot as described in the land description may be a lot or location.

--END OF DUPLICATE CERTIFICATE OF TITLE--

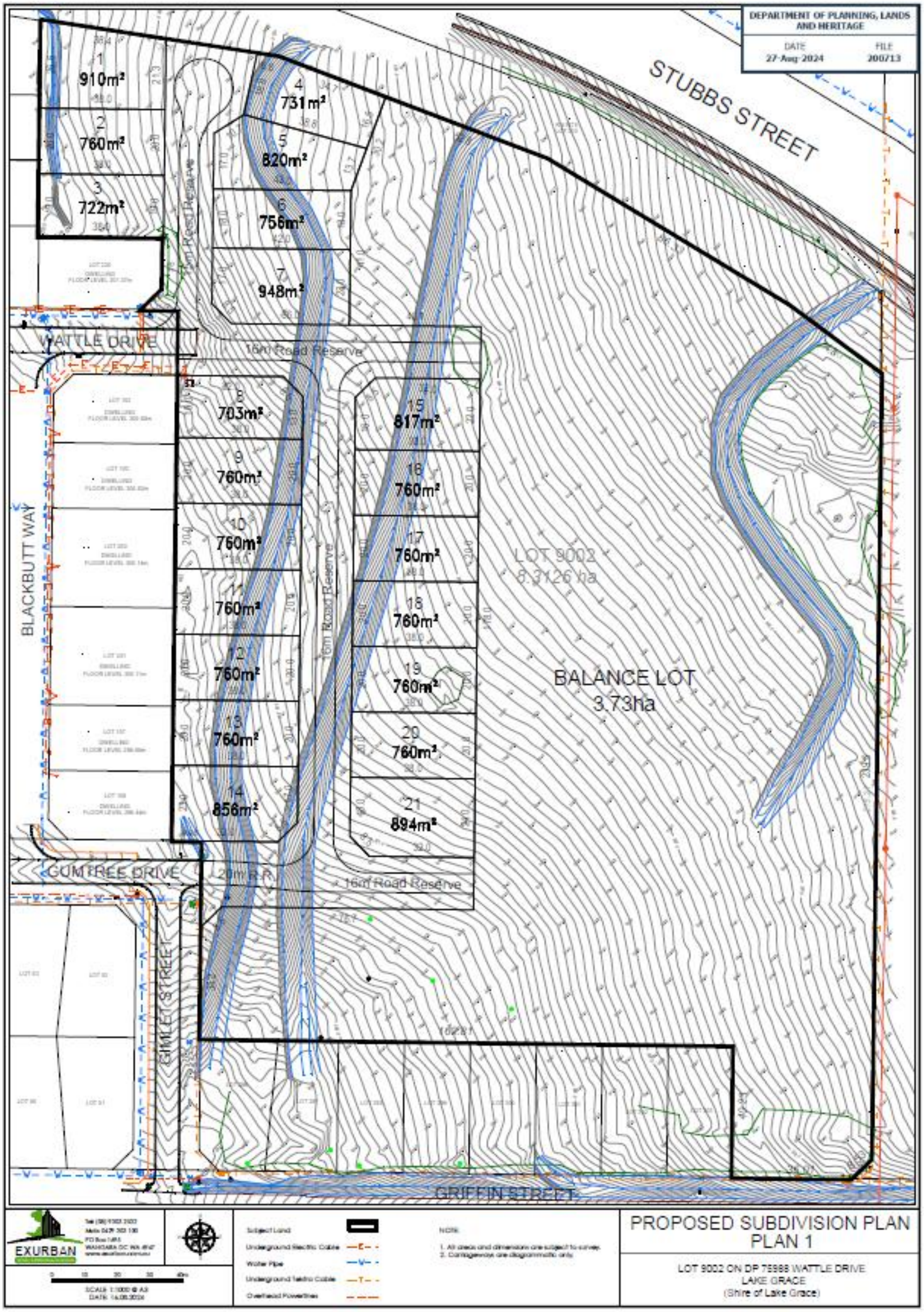
STATEMENTS:

The statements set out below are not intended to be nor should they be relied on as substitutes for inspection of the land and the relevant documents or for local government, legal, surveying or other professional advice.

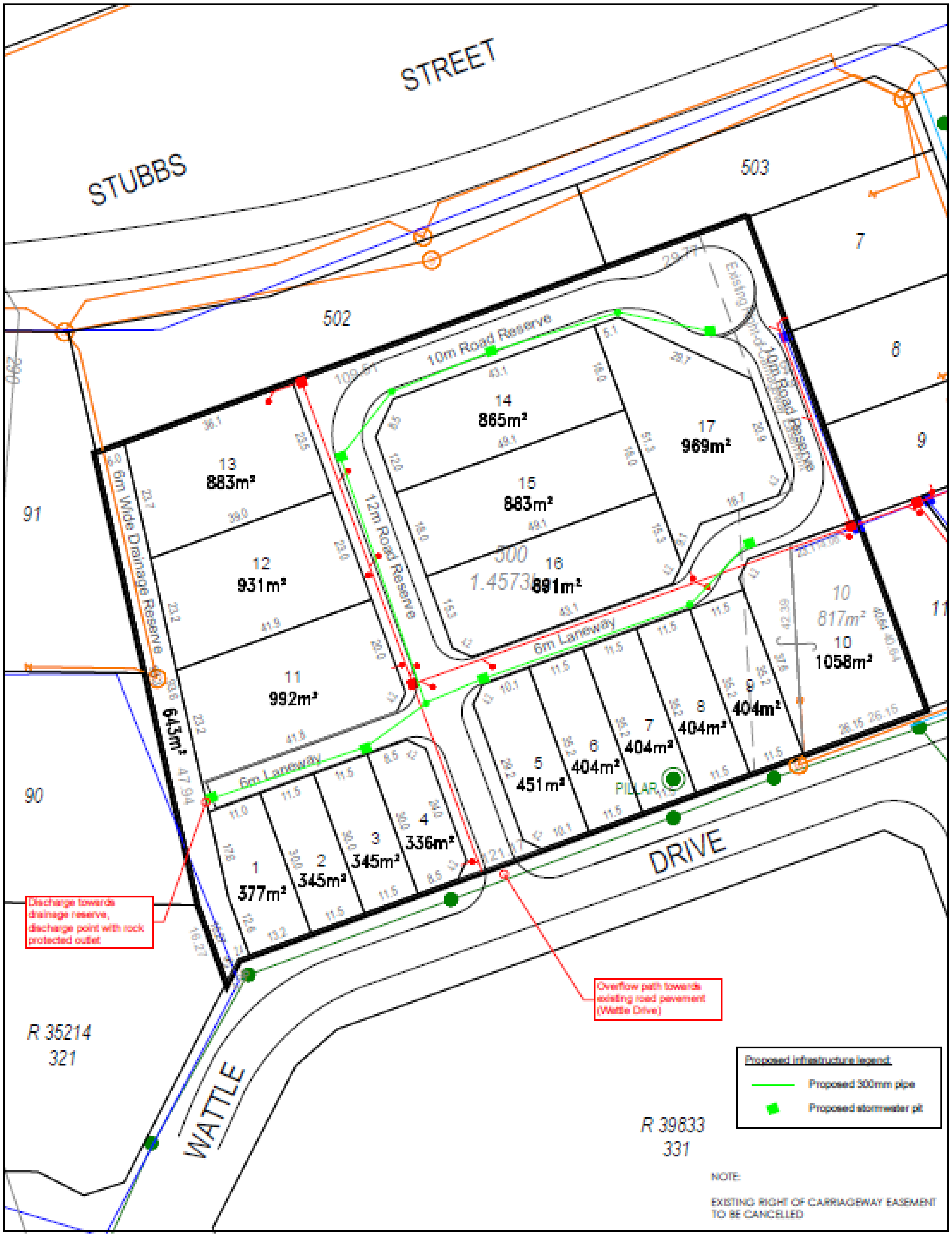
SKETCH OF LAND: DP47225 [SHEET 1,2].
PREVIOUS TITLE: 2123-309.
PROPERTY STREET ADDRESS: LOT 500 WATTLE DR, LAKE GRACE.
LOCAL GOVERNMENT AREA: SHIRE OF LAKE GRACE.

Appendix 3 – Concept Subdivision Plans

- **Lot 9002 Griffin Street, Lake Grace on Deposited Plan 75988**



- **Lot 500 Wattle Drive, Lake Grace on Deposited Plan 47225**



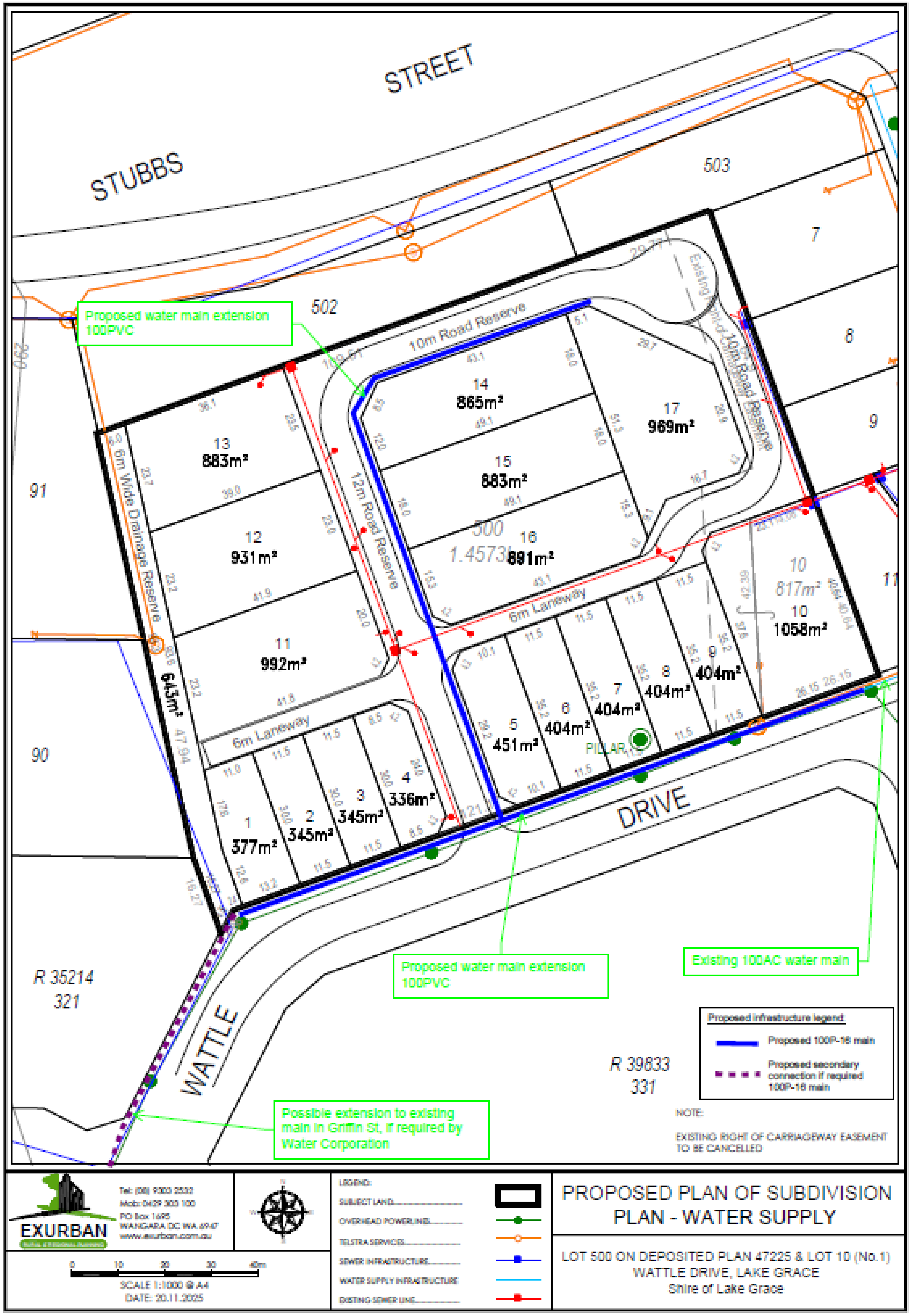
EXURBAN
Tel: (08) 9303 2532
Mob: 0429 303 100
PO Box 1695
WANGARA DC WA 6947
www.exurban.com.au

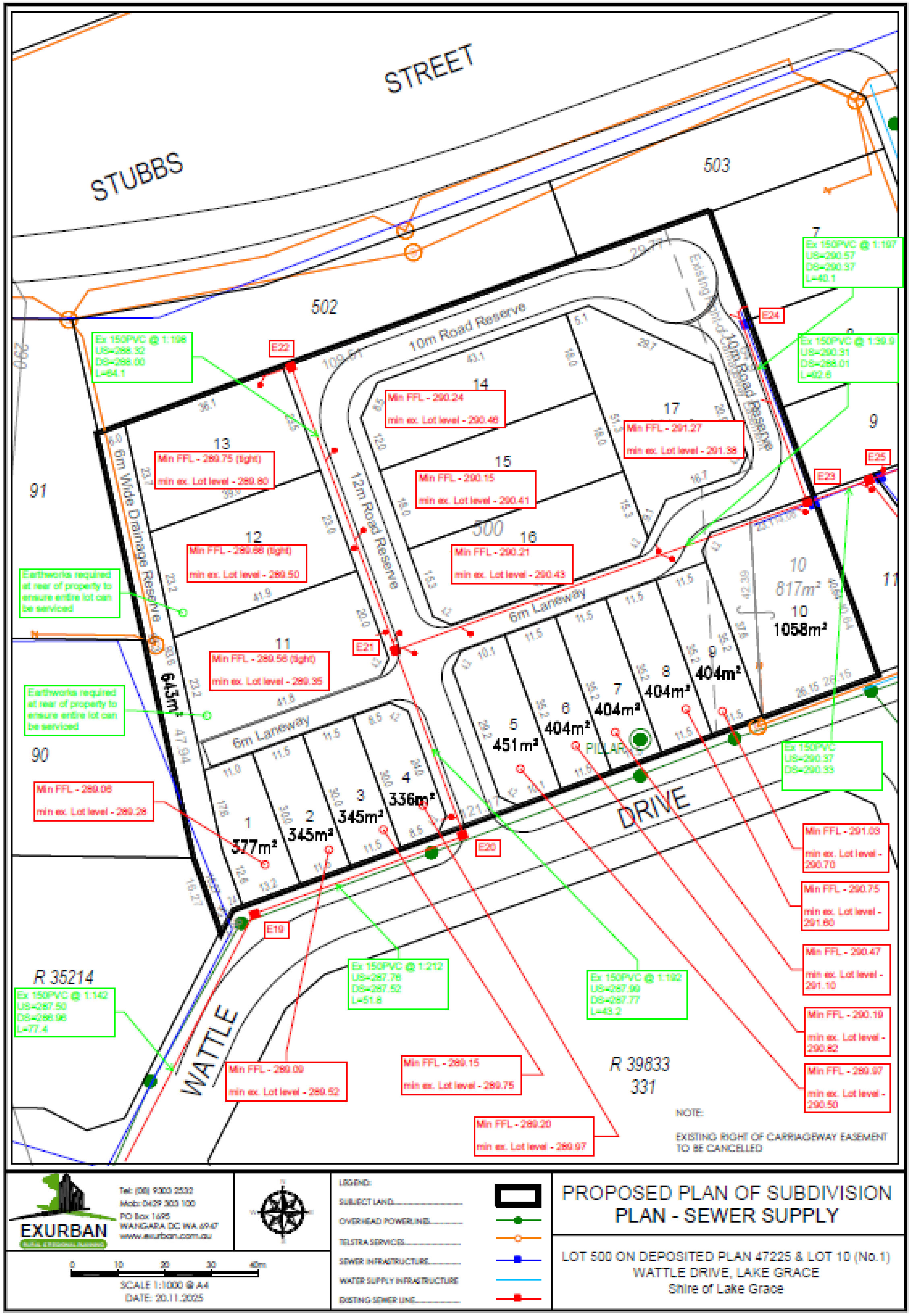
LEGEND:
- SUBJECT LAND
- OVERHEAD POWERLINES
- TELSTRA SERVICES
- SEWER INFRASTRUCTURE
- WATER SUPPLY INFRASTRUCTURE
- EXISTING SEWER LINE

0 10 20 30 40m
SCALE 1:1000 @ A4
DATE: 20.11.2025

PROPOSED PLAN OF SUBDIVISION
PLAN - STORMWATER

LOT 500 ON DEPOSITED PLAN 47225 & LOT 10 (No.1)
WATTLE DRIVE, LAKE GRACE
Shire of Lake Grace


STUBBS
STREET
WATTLE
DRIVE
Proposed water main extension
100PVC
Proposed water main extension
100PVC
Existing 100AC water main
Possible extension to existing
main in Griffin St, if required by
Water Corporation
10m Road Reserve
12m Road Reserve
6m Wide Drainage Reserve
6m Laneway
6m Laneway
PILLAR
502
503
91
90
R 35214
321
R 39833
331
1
377m²
2
345m²
3
345m²
4
336m²
5
451m²
6
404m²
7
404m²
8
404m²
9
404m²
10
1058m²
11
992m²
12
931m²
13
883m²
14
865m²
15
883m²
16
891m²
17
969m²
643m²
Proposed infrastructure legend
Proposed 100P-16 main
Proposed secondary connection if required 100P-16 main
NOTE:
EXISTING RIGHT OF CARRIAGEWAY EASEMENT TO BE CANCELLED
Tel: (08) 9303 2532
Mob: 0429 303 100
PO Box 1695
WANGARA DC WA 6947
www.exurban.com.au
EXURBAN
LEGEND:
SUBJECT LAND
OVERHEAD POWERLINES
TELSTRA SERVICES
SEWER INFRASTRUCTURE
WATER SUPPLY INFRASTRUCTURE
EXISTING SEWER LINE
SCALE 1:1000 @ A4
DATE: 20.11.2025
PROPOSED PLAN OF SUBDIVISION
PLAN - WATER SUPPLY
LOT 500 ON DEPOSITED PLAN 47225 & LOT 10 (No.1)
WATTLE DRIVE, LAKE GRACE
Shire of Lake Grace


STUBBS STREET
WATTLE DRIVE
6m Wide Drainage Reserve
12m Road Reserve
10m Road Reserve
6m Laneway
6m Laneway
Existing 10m Road Reserve
502
503
91
90
R 35214
R 39833
331
500
PILLAR
13
12
11
14
15
16
17
1
377m²
2
345m²
3
345m²
4
336m²
5
451m²
6
404m²
7
404m²
8
404m²
9
404m²
10
1058m²
10
817m²
643m²
Min FFL - 289.75 (tight)
min ex. Lot level - 289.80
Min FFL - 289.68 (tight)
min ex. Lot level - 289.50
Min FFL - 289.56 (tight)
min ex. Lot level - 289.35
Min FFL - 290.24
min ex. Lot level - 290.46
Min FFL - 290.15
min ex. Lot level - 290.41
Min FFL - 290.21
min ex. Lot level - 290.43
Min FFL - 291.27
min ex. Lot level - 291.38
Min FFL - 289.06
min ex. Lot level - 289.28
Min FFL - 289.09
min ex. Lot level - 289.52
Min FFL - 289.15
min ex. Lot level - 289.75
Min FFL - 289.20
min ex. Lot level - 289.97
Min FFL - 291.03
min ex. Lot level - 290.70
Min FFL - 290.75
min ex. Lot level - 291.60
Min FFL - 290.47
min ex. Lot level - 291.10
Min FFL - 290.19
min ex. Lot level - 290.82
Min FFL - 289.97
min ex. Lot level - 290.50
Earthworks required at rear of property to ensure entire lot can be serviced
Earthworks required at rear of property to ensure entire lot can be serviced
Ex 150PVC @ 1:198
US=288.32
DS=288.00
L=64.1
Ex 150PVC @ 1:197
US=290.57
DS=290.37
L=40.1
Ex 150PVC @ 1:39.9
US=290.31
DS=288.01
L=92.6
Ex 150PVC
US=290.37
DS=290.33
Ex 150PVC @ 1:142
US=287.50
DS=286.96
L=77.4
Ex 150PVC @ 1:212
US=287.76
DS=287.52
L=51.8
Ex 150PVC @ 1:192
US=287.99
DS=287.77
L=43.2
E19
E20
E21
E22
E23
E24
E25
NOTE:
EXISTING RIGHT OF CARRIAGEWAY EASEMENT TO BE CANCELLED
EXURBAN
Tel: (08) 9303 2532
Mob: 0429 303 100
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WANGARA DC WA 6947
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OVERHEAD POWERLINES
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SEWER INFRASTRUCTURE
WATER SUPPLY INFRASTRUCTURE
EXISTING SEWER LINE
0 10 20 30 40m
SCALE 1:1000 @ A4
DATE: 20.11.2025
PROPOSED PLAN OF SUBDIVISION
PLAN - SEWER SUPPLY
LOT 500 ON DEPOSITED PLAN 47225 & LOT 10 (No.1)
WATTLE DRIVE, LAKE GRACE
Shire of Lake Grace

Appendix 4 – Detailed Project Cost Plan

TBA

Appendix 5 – Funding Confirmation

Funding still to be confirmed in writing and will be attached with conditions here.

Appendix 6 – Financial Modelling

Financial modelling will be inserted here for the following once all funding and other costs are confirmed:

- project cash flow;
- sensitivity analysis;
- lot sales assumptions;
- future rating projections;
- ongoing operating costs;
- asset renewal implications.

Appendix 7 – Risk Matrix and Acceptance Framework

RISK MATRIX

Consequence		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
Almost Certain	5	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

RISK ACCEPTANCE

Risk Rank	Description	Criteria	Responsibility
LOW (1-4)	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
MEDIUM (5-9)	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Executive Manager
HIGH (10-16)	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Senior Management Team
EXTREME (17-25)	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO & Council

Appendix 8 – Strategic Planning Extracts

- Aspire 2033 Strategic Community Plan;
- Corporate Business Plan;
- Long Term Financial Plan;
- Relevant housing and economic development studies.

Appendix 9 – Supporting Housing Demand Information

Extracts from the 4WDL Key Worker Housing Investigation and Cost Benefit Analysis 2023.

The following extracts are reproduced from the 4WDL Key Worker Housing Investigation and Cost Benefit Analysis 2023 and provide supporting evidence for the housing demand and residential land supply information referenced in Section 4.1 of this Business Plan.

The extracts include information relevant to the Shire of Lake Grace concerning forecast housing demand, availability of serviced and unserviced residential land and the identified requirement for additional residential land within the Lake Grace townsite.

The extracts should be read in the context of the complete 4WDL report, which remains available as a supporting project record.

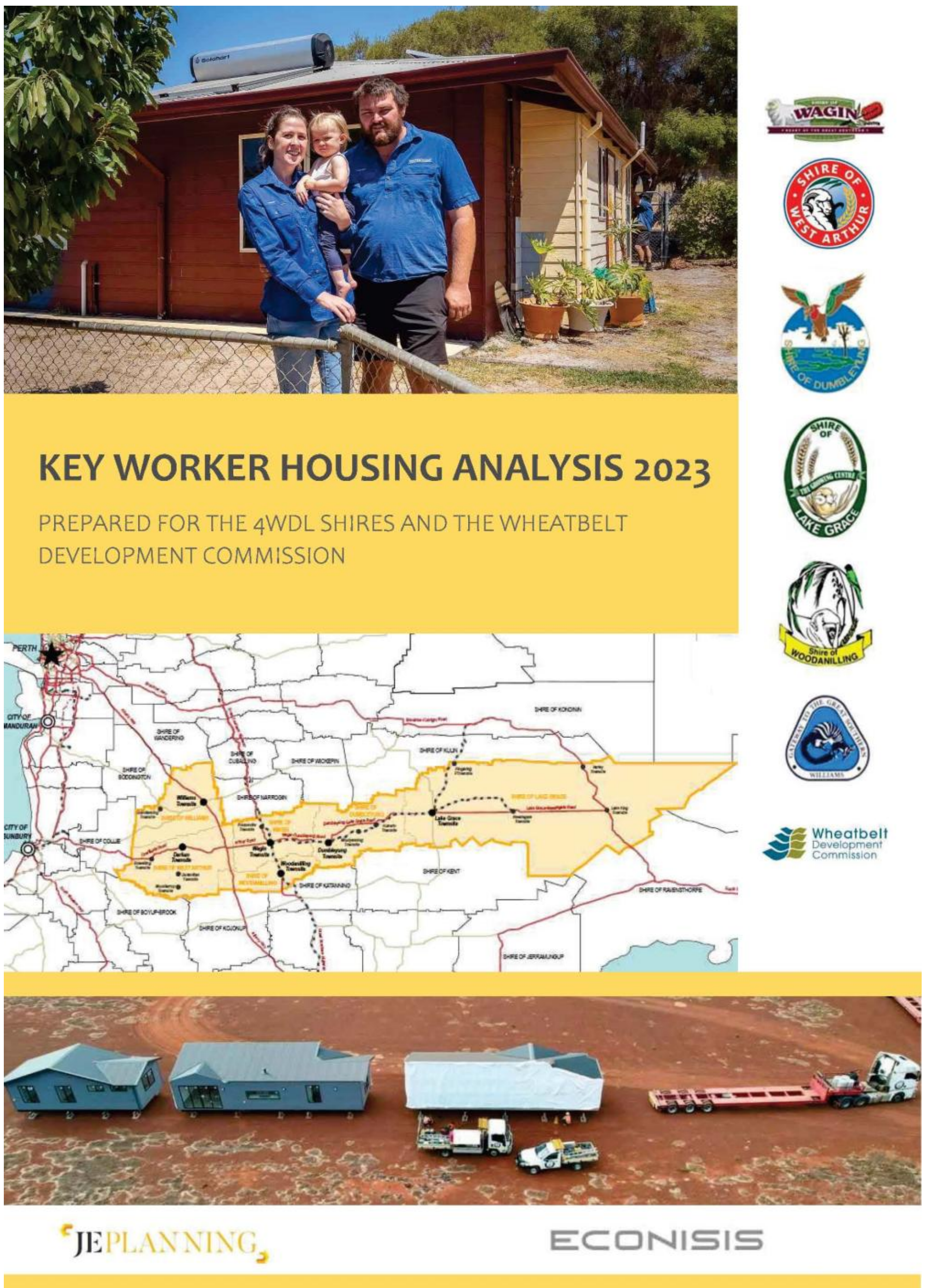

Table 23: DPLH Vacant Residential Lots Data

Local Government Area	Vacant Residential Lots
Dumbleyung	24
Lake Grace	14
Wagin	87
West Arthur	28
Williams	48
Woodanilling	35
Grand Total	236

Source: KWHA LGA Survey

Serviced Residential land provides greater potential for grouped dwelling development depending on the lot size and residential density. Table 24 below addresses the demand forecasted for additional key worker housing and the currently vacant and unserviced Residential lots within each local government in the 4WDL area.

Table 24: LGA vacant lots by LGA and DPLH and Forecast key worker housing demand

	Scenario D - High		Scenario E - Low		Vacant and Underutilised Land		
LGA	Total dwellings Aged and key worker	Total Key Worker housing	Total dwellings	Total Key Worker housing	Vacant Residential Lots DPLH	Serviced Residential Land LGA survey	Unserviced Residential Land
Shire of Wagin	90	61	66	42	87	6	0
Shire of Dumbleyung	41	33	32	28	24	31	0
Shire of West Arthur	41	31	23	18	28	35	9
Shire of Williams	54	48	34	26	48	36	43
Shire of Woodanilling	36	30	19	16	35	45	0
Shire of Lake Grace	62	53	35	30	14	4	7
4WDL statistics	324	256	209	160	236	157	59

Source: Stakeholder Outcomes Report and DPLH vacant lot data

A comparison of the data reveals an adequate supply of vacant serviced residential land to address short-term key worker housing needs (i.e. low estimate for key worker housing is 160 dwellings overall with 157 vacant serviced lots available). Figures also suggest that the capacity of vacant land may support the longer-term housing need; however, servicing, accessing and acquiring land requires further exploration.

Development Potential

The following discussion provides a guide to identifying potential grouped dwelling development sites based on densities. The Residential Densities in 4WDL towns range from R2 through to R30. The minimum lot area required for development of single or grouped dwellings is specified in the *Residential Planning Codes Volume 1:Table 1* summarised in Table 25 below.