

Major Land Transaction Business Plan

Proposed Acquisition of 24 (Lot 12) & 46 (Lot 11) Pure Steel Lane, Mundijong

Prepared in accordance with section 3.59 of the Local Government Act 1995 (WA) and the Local Government (Functions and General) Regulations 1996. This Business Plan has also been prepared having regard to relevant financial management, governance and valuation considerations under the Act.



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1. Executive Summary

This Business Plan has been prepared to satisfy the requirements of section 3.59 of the *Local Government Act 1995 (WA)* in relation to the proposed acquisition of land at 24 and 46 Pure Steel Lane, Mundijong (the Site).

The Shire proposes to acquire the Site to secure a strategically located parcel of industrial land to support the future delivery of core operational infrastructure, including a depot, animal management facility (pound) and waste management infrastructure.

The combined acquisition value is estimated at \$7.7 million. Future planning, design and staged development is expected to occur progressively over time and will be subject to separate Council consideration and approval through the budget and long-term financial planning processes.

Given the value and nature of the proposal, the acquisition constitutes a “major land transaction” under the Act, requiring preparation of this Business Plan, statewide public notice, and consideration of submissions prior to any final decision by Council.

The key elements of the proposal are:

- Acquisition of two adjoining lots to enable a single, integrated operational site
- Use of the Site to accommodate essential Shire services currently constrained by capacity, condition or location
- Progressive, staged development aligned to service demand, affordability and funding availability
- Relocation of operational activities to appropriately zoned industrial land, reducing impacts on residential areas
- Retention of flexibility for future site planning outcomes, subject to further business cases and approvals

The proposal responds to identified operational and strategic needs, including the replacement of end-of-life infrastructure and the provision of sufficient capacity to service future population growth. It also presents an opportunity to secure appropriately located industrial land that may not otherwise be available at comparable scale or value.

The acquisition is proposed to be loan funded, with repayments and associated impacts to be managed within the Shire’s Long Term Financial Plan. At this stage, the Business Plan confirms that the Shire has the capacity to undertake the acquisition, noting that future development stages will be subject to separate financial assessment, prioritisation and Council approval.

This Business Plan provides Council and the community with a transparent assessment of the proposal, including its financial implications, risks and expected impacts, to support informed decision-making in accordance with section 3.59 of the Act.

2. Background and Purpose

The Shire's operational facilities have become increasingly constrained due to a combination of site limitations, ageing infrastructure and the encroachment of surrounding residential development. These factors are impacting the efficiency of service delivery and limiting the Shire's capacity to respond to future growth.

Key operational functions, including depot services, animal management and waste-related activities, require access to appropriately zoned land of sufficient size and configuration. The Shire's existing sites are not well suited to accommodate expansion or reconfiguration to meet these needs over the long term.

In response to these challenges, the Shire has investigated options to secure land within industrial areas capable of supporting current and future operational requirements. This process has identified a potential opportunity to secure a suitably located parcel that can accommodate a range of operational uses over time.

Given the scale of the proposed acquisition, the transaction meets the definition of a "major land transaction" under section 3.59 of the *Local Government Act 1995*, requiring the preparation of a Business Plan and public consultation prior to Council making a decision.

The purpose of this Business Plan is to:

- Meet the statutory requirements of section 3.59 of the *Local Government Act 1995*
- Provide a transparent assessment of the proposed land acquisition, including financial implications, risks and strategic considerations
- Outline the rationale for securing additional operational land, while avoiding pre-determining specific development outcomes
- Inform the community and stakeholders of the proposal and provide an opportunity for submissions
- Support Council in making an informed decision based on a structured and evidence-based evaluation

This Business Plan relates to the proposed land acquisition only. Any future development of the site will be subject to further planning, detailed financial assessment, and separate Council consideration through the budget and long-term financial planning processes.

3. Description of the Proposed Major Land Transaction

3.1 Overview of the Transaction

The Shire is proposing to acquire land located at 24 (Lot 12) and 46 (Lot 11) Pure Steel Lane, Mundijong (the Site). The acquisition is proposed to support current and future operational service requirements, including depot, animal management and waste-related functions.

The transaction involves the purchase of two adjoining lots, enabling the consolidation of operational activities onto a single site over time.

The estimated acquisition value of the Site is \$7.7 million. Given the value of the transaction, the proposal meets the definition of a “major land transaction” under section 3.59 of the *Local Government Act 1995*.

3.2 Land details

		Property 1	Property 2
Address		24 (Lot 12) Pure Steel Lane, Mundijong	46 (Lot 11) Pure Steel Lane, Mundijong
Indicative Price	Purchase	\$4,200,000	\$3,500,000
Current (LPS/MRS)	Zoning	Industrial, Rural	Industrial, Rural
Current Improvements		Existing built form – House and Shed/stable	Existing built form – House and shed/stable
Site Area		Approx 4 Ha	Approx 4 Ha
Notes		Proposed to support early stage pound and offices with minor modifications (subject to due diligence).	Adjoining parcel enabling integrated operations site.

3.3 Intended Use

The Site is intended to support a range of core operational functions required to deliver municipal services. The intended uses are to be implemented progressively and may be refined through future planning and design processes.

The primary intended uses include:

- A future Shire depot accommodating plant and fleet operations, materials storage and associated administration
- A new animal management facility (pound) to replace existing end-of-life infrastructure

- A future waste transfer station to support long-term waste management requirements

A portion of the Site may also present potential for ancillary or alternative uses (e.g. Highway Commercial), subject to future business case development, planning approvals and separate Council consideration.

At this stage, the Business Plan does not seek approval for specific development outcomes, but rather identifies the intended functional uses to inform the rationale for acquisition.

3.4 Delivery Timeframes.

The proposed delivery of the Site is expected to occur in stages, reflecting the scale of the project, funding availability and service priorities. Indicative timeframes are as follows:

Stage	Scope	Indicative Timing
Stage 1	Acquisition of land (24 (Lot 12) and 46 (Lot 11) Pure Steel Lane)	Immediate (subject to Council approval)
Stage 2	Comprehensive site planning and detailed design	Approximately 2 Years
Stage 3	Staged construction and progressive relocation / commissioning	Up to approximately 10 Years

These timeframes are indicative only and will be refined through future planning, detailed design, and budget processes. The progression and sequencing of development stages will be subject to ongoing review by Council and will depend on funding capacity, operational priorities and external factors.

4. Legislative and Policy Framework

4.1 Legislative Requirements

This Business Plan has been prepared in accordance with section 3.59 of the *Local Government Act 1995 (WA)* (the Act), which applies to major land transactions undertaken by a local government.

The proposed acquisition of land at 24 (Lot 12) and 46 (Lot 11) Pure Steel Lane, Mundijong meets the definition of a major land transaction due to its value and is therefore subject to these statutory requirements.

Under section 3.59, the Shire must:

- Prepare a Business Plan addressing prescribed matters
- Give statewide public notice of the proposal
- Provide an opportunity for public submissions (minimum six weeks)
- Consider submissions prior to making a decision

This Business Plan has been prepared to address these requirements.

4.2 Regulatory Requirements

In preparing this Business Plan, regard has been given to the Local Government (Functions and General) Regulations 1996, which prescribe the matters to be considered in relation to a major land transaction.

These include:

- The purpose and objectives of the proposal
- Financial implications for the local government
- The effect on the district and community
- The risks associated with the proposal

These matters are addressed throughout this document.

4.3 Public Consultation

In accordance with section 3.59 of the Act, the Shire will give statewide public notice of the proposed transaction and make this Business Plan available for public inspection.

The public notice will:

- Be published in a newspaper circulating throughout the State
- Specify where the Business Plan may be accessed
- Invite written submissions

A submission period of not less than six (6) weeks will be provided. Following the closing date, submissions will be considered by Council prior to any decision being made on the proposed transaction.

4.4 Integrated Planning and Financial Framework

The proposed acquisition has been considered within the context of the Shire's Integrated Planning and Reporting (IPR) Framework, including the Long Term Financial Plan (LTFP), Corporate Business Plan and annual budget processes.

The Draft 2026–2036 LTFP incorporates the financial implications of the proposal, including:

- Loan funding for the land acquisition, with repayments over a 20-year term
- Provision for master planning funding in 2027/28
- Establishment of a Future Operational Infrastructure Reserve, with ongoing annual contributions to support future development

Future development of the Site, including timing, scope and funding, will be subject to ongoing review through the Shire's budget and long-term financial planning processes to ensure alignment with strategic priorities and financial capacity

5. Strategic Need and Rationale

5.1 Growth and Future Demand

The Shire continues to experience population growth, which is expected to increase demand for core municipal services and supporting infrastructure. This includes increased requirements for fleet, plant, storage, waste handling and animal management facilities.

While the timing and extent of future demand will be influenced by a range of factors, there is a recognised need to plan for additional operational capacity to support the efficient and sustainable delivery of services over the longer term.

5.2 Operational Need

The Shire's operational facilities are subject to a range of specific pressures and constraints, including:

- Limited capacity at the existing depot site to accommodate current fleet, plant and operational storage requirements, with minimal opportunity for expansion
- Existing animal management (pound) facilities approaching end-of-life and not meeting contemporary operational or compliance requirements
- Capacity and operational limitations at the current waste transfer station, including constraints on future expansion and long-term service provision
- Fragmentation of operational activities across multiple sites, reducing efficiency and coordination
- Increasing interface between operational activities and surrounding residential development, creating potential land use conflicts
- Lack of suitably sized and configured land within existing operational sites to support co-location of depot, waste and animal management functions

These factors are impacting the efficiency, effectiveness and long-term sustainability of the Shire's operational service delivery and have led to the identification of a need to secure additional appropriately located land.

5.3 Site Selection Advantages and Timing

The proposed acquisition reflects both a strategic opportunity and favourable site characteristics that support the Shire's operational requirements.

The proposed Site offers:

- Availability of adjoining parcels enabling the establishment of an integrated operations site
- Location within the Shire's industrial precinct, supporting appropriate land use outcomes and the broader development of the precinct
- Central positioning within the district, with strong regional access, including proximity to the Tonkin Highway extension
- Existing built form which may support early-stage operational uses, including pound and office accommodation, subject to due diligence

- A component of land with Highway Commercial zoning, providing potential future optionality (subject to further business case development and approvals)

In addition to these characteristics, the timing of the proposed acquisition is relevant, noting that land of sufficient size, configuration and location to accommodate multiple operational functions may be limited in availability.

The acquisition at this stage enables the Shire to secure a suitable site while available, with planning and development to be undertaken in a staged manner aligned with service demand and financial capacity.

The proposal has also been developed having regard to the Shire's Integrated Planning and Reporting Framework, including the Long Term Financial Plan, which incorporates the initial stages of the project and supports a staged and financially managed approach to delivery.

6. Options Analysis

The Shire considered a range of options to address its identified operational land requirements, including acquisition of the proposed Site, acquisition of alternative industrial land, and deferral of the acquisition. The options considered are outlined below.

6.1 Option 1 – Acquire 24 (Lot 12) and 46 (Lot 11) Pure Steel Lane (Preferred)

This option involves acquisition of both adjoining parcels at 24 (Lot 12) and 46 (Lot 11) Pure Steel Lane, Mundijong as a single integrated site for a common purpose. The Site is intended to support staged delivery of future operational infrastructure, including a depot, pound and waste transfer station.

This option provides the opportunity to secure land within the Shire's industrial precinct that is capable of supporting multiple operational functions over time. The availability of adjoining parcels supports an integrated operations site, and the existing built form may support early-stage uses, including pound and office accommodation, subject to due diligence.

This option is preferred because it provides a site of suitable scale, configuration and location to support the Shire's identified operational needs, while also allowing development to occur in a staged manner aligned with service demand and financial capacity.

6.2 Option 2 – Acquire Alternative Subdivided Industrial Land

This option would involve acquiring other industrial land within the precinct as it becomes available. While this may provide some opportunity to secure operational land, subdivided lots may not offer the same scale, configuration or flexibility as the proposed Site. This plan also notes that alternative subdivided land has been observed to trade at a premium relative to the proposed purchase price.

Based on the information currently available, alternative subdivided land may also require acquisition and consolidation of multiple smaller lots, increasing complexity and reducing the Shire's ability to establish a single integrated operations site.

Alternative sites may also not be fully serviced or may require additional servicing, including water, power and other infrastructure, which would increase costs, extend delivery timeframes and reduce the potential for early-stage use. This reduces the relative attractiveness of this option when compared to acquisition of a single, integrated site.

6.3 Option 3 – Acquire Land within the existing Subdivision

Land within the existing subdivision was considered as a potential alternative. This plan notes that the proposed Site presents better value and amenity, including existing built form that may support early functional use.

Based on the information currently available, this option is also subject to greater uncertainty in relation to timing, availability and suitability. This plan notes that available sites have been sold and that, while there are plans for a further subdivision, no confirmed timing is currently available.

Accordingly, this option does not provide the same level of certainty as the proposed Site for securing an integrated operations site in the short term.

6.4 Option 4 – Do Nothing / Defer Acquisition

This option would involve deferring acquisition until a later time or continuing to rely on the Shire's existing operational sites. This would create a risk of losing the current site opportunity, potentially increasing costs and reducing future options. It would also delay the Shire's ability to address known end-of-life and capacity constraints affecting its existing facilities.

Deferral would also reduce the Shire's ability to undertake orderly long-term planning for future depot, pound and waste infrastructure and may result in the need to pursue less suitable or more costly alternatives at a later date.

Deferring the acquisition may also result in the loss of the strategic location benefits associated with the Site, including its central position within the district and strong regional access, including proximity to the Tonkin Highway extension, which supports efficient service delivery and connectivity across the Shire.

6.5 Preferred Option

Having considered the available options, Option 1 - acquisition of 24 (Lot 12) and 46 (Lot 11) Pure Steel Lane - is the preferred option. It provides the best combination of site size, configuration, location and timing to support the Shire's long-term operational requirements, while allowing future development to occur in a staged and financially managed manner.

The preferred option does not commit the Shire to immediate delivery of all future facilities. Rather, it secures land now to enable future planning, design and staged development, subject to further Council consideration and approval through the Shire's planning and budgeting processes.

7. Effects and Impacts Assessment (s.3.59(3))

7.1 Expected Effect on Shire Facilities and Services

The proposed acquisition is expected to support improved service delivery capacity and long-term operational efficiency by enabling:

- Relocation of depot operations to an appropriately zoned industrial location
- Replacement of the existing animal management (pound) facility with a fit-for-purpose facility
- Provision for future waste transfer infrastructure with increased capacity and improved site suitability

The proposal also provides the opportunity to consolidate operational activities currently distributed across multiple sites, improving coordination and operational efficiency over time.

The acquisition itself does not directly change current service levels. Improvements to facilities and services will occur progressively as future stages of planning and development are delivered, subject to separate Council consideration and approval.

7.2 Expected Effect on Other Persons Providing Facilities and Services

The proposed transaction is not expected to displace or materially impact private sector providers of similar services.

Delivery of future planning, design and construction works associated with the Site is expected to generate opportunities for external consultants, contractors and service providers through procurement processes.

Over the longer term, relocation of operational activities to an appropriately zoned industrial site is expected to improve land use compatibility and reduce amenity impacts on surrounding residential areas compared to existing locations.

The proposal may also support the longer-term development and activation of the Shire's industrial precinct by facilitating the relocation of operational functions to land intended for that purpose.

Any potential future commercial use of surplus land (if progressed) would be subject to separate business case development, planning approvals and procurement processes.

7.3 Expected Financial Effect on the Shire

The acquisition is proposed to be funded through borrowings, with loan repayments to be managed within the Shire's Long Term Financial Plan.

The Draft 2026–2036 Long Term Financial Plan incorporates the financial implications of the proposal, including loan funding for the land acquisition and provision for initial planning and design activities.

Future stages of development, including construction of facilities, will require additional funding and will be subject to further business cases, financial assessment and separate Council consideration.

The financial impact of the proposal will need to be managed alongside the Shire's broader capital program and may influence the timing and prioritisation of other projects, depending on funding availability and borrowing capacity.

7.4 Expected Effect on Matters in the Shire's Plans (s5.56)

The proposal supports matters addressed within the Shire's current planning framework under section 5.56 of the Local Government Act 1995, including planning for sustainable growth, provision of fit-for-purpose infrastructure, and management of assets and services in a financially sustainable manner.

More specifically, the proposal supports the Shire's current and future planning for:

- replacement of end-of-life animal management infrastructure
- longer-term waste management capacity and operational land requirements
- provision of operational infrastructure required to support population growth
- staged investment in infrastructure in a manner aligned with long-term financial capacity

The proposal is also consistent with the Shire's Integrated Planning and Reporting framework, including the Long Term Financial Plan and Corporate Business Plan, noting that future development stages will remain subject to separate consideration through those processes.

7.5 Ability of the Shire to Manage the Transaction

The Shire has the organisational capability and governance frameworks in place to manage the proposed land acquisition.

The transaction itself is considered low complexity and can be managed through established property acquisition and governance processes.

Future stages of site planning and development will be managed in accordance with the Shire's Project Management Framework, with a combination of internal resources and external consultants and contractors as required.

Appropriate governance, due diligence and approval processes will be applied at each stage of the project.

8. Financial Assessment

8.1 Acquisition costs and funding

Indicative land acquisition costs are as follows:

	Indicative Price	Funding
24 (Lot 12) Pure Steel Lane, Mundijong	\$4,200,000	Loan (20 years)
46 (Lot 11) Pure Steel Lane, Mundijong	\$3,500,000	Loan (20 years)
Total	\$7,700,000	Loan (20 years)

The acquisition is proposed to be funded through borrowings, with loan repayments to be managed within the Shire's Long Term Financial Plan.

8.2 Loan repayment estimate

Annual loan repayments will depend on the final borrowing amount, interest rate and drawdown timing.

Based on current Long Term Financial Plan settings, the acquisition is assumed to be funded over a 20-year term, with repayments incorporated into forward financial projections.

Final loan terms and repayment profiles will be confirmed following approval of the transaction and formalisation of borrowing arrangements.

Illustrative example

Principal: \$7.7M

Term: 20 years

Interest rate: 5%

Estimated annual repayment: Principal and Interest being \$618 000 \$/year

8.3 Planning and design costs

Comprehensive site planning, investigations and detailed design will be required following acquisition of the Site.

Provision has been made within the Shire's forward planning for early-stage works in the 2027/28 financial year.

Further planning and design costs, including master planning of the broader operations site, will be considered through future budget processes.

8.4 Staged construction costs

Future development of the Site, including delivery of depot, pound and waste transfer infrastructure, will require significant capital investment and is expected to occur in stages over time.

The Long Term Financial Plan includes provision for initial facility development.

Detailed cost estimates for construction will be refined through the planning and design phases and will be subject to separate business cases, budget approvals and Council decisions.

8.5 Value-for-money considerations

The proposed acquisition provides value to the Shire through:

- securing land of sufficient size and configuration to support multiple operational functions
- enabling co-location of depot, waste and animal management facilities, improving operational efficiency over time
- providing flexibility to stage development in line with service demand and financial capacity
- potential to utilise existing built form for early-stage use, subject to due diligence

The value of the proposal will continue to be assessed as part of future planning, design and procurement processes.

9. Governance, Project Delivery and Capability

9.1 Governance structure

Appropriate governance arrangements will be established to support the proposed land acquisition, ensuring probity, transparency and compliance with the Shire's policies and legislative requirements.

The acquisition will be managed in accordance with the Shire's delegated authority framework and procurement processes, with key decisions subject to Council approval where required.

Governance arrangements for subsequent planning and development stages will be established separately and will align with the Shire's Project Management Framework.

9.2 Delivery model

The land acquisition will be managed internally using existing resources and established processes for property transactions.

Future planning, design and development of the Site is anticipated to be delivered through a hybrid model, with Shire staff providing project oversight and coordination, supported by external consultants and contractors as required.

This approach allows the Shire to access specialist expertise while maintaining appropriate internal control and oversight.

9.3 Key approvals and due diligence

The proposed acquisition will be subject to appropriate due diligence and approval processes prior to and following Council consideration of this Business Plan.

Key due diligence activities include:

- property due diligence, including title searches and encumbrances
- planning and land use assessments, including zoning and development considerations
- environmental assessments, including pest inspections
- review of service availability and capacity, including power, water and other infrastructure
- condition assessment of existing built form and its suitability for potential early-stage use

Completion of these activities will inform the final terms of acquisition and any conditions associated with settlement.

10. Risk Assessment

Key risks associated with the proposed acquisition and subsequent development are summarised below.

10.1 Key Risks

The key risks identified in relation to the proposal include:

- **Market risk** – potential escalation in land values or loss of the Site if acquisition is delayed
- **Environmental risk** – unknown site conditions, including contamination, which may require remediation
- **Financial risk** – uncertainty in borrowing costs and the affordability of staged development over time
- **Community and amenity risk** – stakeholder concerns regarding industrial activities, including traffic, noise and visual impacts
- **Delivery risk** – complexity associated with planning and delivering multiple operational functions across the Site over time

10.2 Risk Management Approach

These risks will be managed through a combination of due diligence, staged decision-making and established governance processes, including:

- undertaking appropriate property, environmental and planning due diligence prior to acquisition
- separating the land acquisition decision from future development approvals
- progressing detailed planning and design prior to committing to major capital works
- aligning funding and delivery with the Shire's Long Term Financial Plan and budget processes
- applying the Shire's Project Management Framework and governance controls to future project stages

11. Community Consultation and Submission Process

11.1 Statewide public notice

In accordance with section 3.59 of the *Local Government Act 1995 (WA)*, the Shire will give statewide public notice of the proposed major land transaction.

The notice will:

- describe the proposed transaction
- specify where the Business Plan may be inspected or obtained
- invite written submissions from the public

The notice will be published in a newspaper circulating throughout the State, in a local newspaper, through the Shire's newsletter and/or social media and on the Shire's website.

11.2 Access to the Business Plan

The Business Plan will be made available for public inspection for the duration of the submission period.

Copies of the Business Plan will be:

- available at the Shire's Administration Building during normal business hours
- published on the Shire's official website

This ensures that the community has access to sufficient information to make informed submissions on the proposal.

11.3 Consideration of submissions

Written submissions will be accepted for a period of not less than six (6) weeks from the date of public notice.

Following the close of the submission period:

- all submissions received will be reviewed and considered
- a summary of submissions will be prepared for Council
- Council will consider the submissions prior to making a decision on whether to proceed with the proposed transaction

Council may resolve to proceed with the transaction as proposed, or with modifications that are not significantly different from the proposal advertised.

12. Conclusion

The proposed acquisition of 24 (Lot 12) and 46 (Lot 11) Pure Steel Lane, Mundijong represents an opportunity for the Shire to secure land capable of supporting its long-term operational requirements, including depot, pound and waste transfer functions.

The proposal responds to identified operational constraints, supports planning for future growth, and enables a coordinated and staged approach to the delivery of operational infrastructure over time.

The Business Plan demonstrates that the proposed acquisition has been considered in the context of the Shire's strategic planning framework and long-term financial capacity, and that key risks and impacts have been identified and can be managed through established governance and planning processes.

Importantly, the acquisition of the Site does not commit the Shire to immediate development of all identified future uses. Rather, it provides flexibility to undertake further planning, design and staged delivery, with future decisions subject to separate business cases and Council approval.

Subject to completion of the statutory process under section 3.59 of the *Local Government Act 1995*, including public consultation and consideration of submissions, Council may determine whether to proceed with the proposed transaction.