

# COUNCIL PLAN 2025 - 2035

**OUR PLAN FOR THE FUTURE, INTEGRATING OUR  
STRATEGIC COMMUNITY PLAN &  
CORPORATE BUSINESS PLAN**




Shire of Cranbrook  
19 Gathorne Street  
PO Box 21  
Cranbrook WA 6321  
P: (08) 9826 1008  
[admin@cranbrook.wa.gov.au](mailto:admin@cranbrook.wa.gov.au)



# CONTENTS

- 01** Introduction
- 02** Council Plan Structure
- 03** Council Plan
- 11** Our Shire
- 14** Community Engagement
- 15** Resources
- 17** Wider Context
- 18** Legislative Requirements
- 19** Strategic Planning
- 22** Strategic Risk Management
- 23** References and Thank You



**The Shire of Cranbrook acknowledge the Koreng People as Traditional Custodians of this land and pay their respect to Elders past, present and emerging.**



## **OUR VISION**

**Our region is a proactive, sustainable, safe, friendly and prosperous place to be**

# INTRODUCTION

We are pleased to present the Shire of Cranbrook Council Plan 2025-2035, incorporating the Strategic Community Plan and Corporate Business Plan.

This Plan is part of our continued commitment and focus on a positive and productive future for our Shire.

Sharing our vision and strategic objectives aligned to the feedback received from our community, this Plan outlines how we will continue to work towards achieving our vision over the long term.

This Plan has been developed after consideration of the valued input of the local community during the development of the Strategic Community Plan 2021-2031 and further feedback received during 2023 through 2025 and we want to express our appreciation for the response and input received.

Our community and Council recognise we care for an extensive road network and community infrastructure essential to our community connectivity and economy, and maintaining these assets remains a key focus for Council.

The community engagement feedback again highlights the strong sense of community, appreciation for our precious natural treasures and the investment of our local residents to support our broader region to strengthen our own community and economic stability.

With a limited resident population and ratepayer base, Council is mindful of resource limitations and seeks whenever possible to advocate for and leverage external funding opportunities for the benefit of our district.

As a local government we will continue to work in partnership with the community and other key stakeholders, to deliver these outcomes.

Through developing this plan, we reflected on the progress of our overall long term strategic planning. We recognise the need to continue planning with a long term focus to ensure the Shire has the required resources to maintain our infrastructure, as well as the capacity to provide appropriate levels of services to our community, well into the future.

As a Council we look forward to continue progressing our district and supporting our community.

Perin Mulcahy  
Shire President

# PLAN STRUCTURE

## Background

This Council Plan 2025-2035 includes the vision and strategic objectives detailed in the Strategic Community Plan 2021-2031 and the Corporate Business Plan 2025-2029. To view the full version of the Strategic Community Plan 2021-2031, please contact the Shire office or view on the Shire website.

Further background and detail on the community engagement and feedback received during this review of our strategic planning is included later in this document.

The structure of this plan, additional context and legislative requirements are also provided for the readers information.

## Council Plan Structure



## Our Vision

Our vision reflects the community feedback received during the development of the Strategic Community Plan 2021-2031 and subsequent consultation undertaken during 2023 through 2025. Our vision drives the Shire's intent for the district's future.

## Strategic Objectives

The community feedback received confirmed the strategic objectives in the Strategic Community Plan 2021 – 2031, towards which the Shire is continuing to progress.

## Strategies

Strategies to continue progressing these objectives have been developed and the Shire will use these to guide decision making and planning into the future.

## Service Delivery

The corporate business planning activities included in this Council Plan have been developed to progress our key objectives and vision.



# COUNCIL PLAN

2025-2035

## OUR VISION

Our region is a proactive, sustainable, safe, friendly and prosperous place to be

**Our purpose** is to deliver outstanding outcomes for the community through the exceptional performance of our people.

## Our Strategic Objectives

As identified in the Strategic Community Plan 2021-2031, guiding our decisions and planning.

### 1 Social

be respected for our friendly, vibrant, connected and safe community



### 2 Economic

be an innovative, diverse, prosperous and growing economy



### 3 Environment

to enhance, maintain, protect and promote our natural environment and built infrastructure



### 4 Leadership

to demonstrate and partake in strong government and leadership



#### Our values

Respect, Honesty, Teamwork, Safety, Accountability



# COUNCIL PLAN

2025-2035

## 1 Social

be respected for our friendly, vibrant, connected and safe community

### Our Strategies

Our key strategies to progress these aspirations and objectives:

- ▶ 1.1 Support an engaged and inclusive community culture
- ▶ 1.2 Encourage liveability, safety, health and well-being initiatives
- ▶ 1.3 Facilitate accessibility in our community spaces, supporting inclusion and connection

## 2 Economic

be an innovative, diverse, prosperous and growing economy

### Our Strategies

Our key strategies to progress these aspirations and objectives:

- ▶ 2.1 Support our progressive and vibrant agricultural industry
- ▶ 2.2 Support local business and promote further investment in the district, including opportunities for industry growth and development
- ▶ 2.3 Promote and support our active and innovative nature-based tourism industry

# COUNCIL PLAN

2025-2035

## 3 Environment

to enhance, maintain, protect and promote our natural environment and built infrastructure

---

### Our Strategies

Our key strategies to progress these aspirations and objectives:

- ▶ 3.1 Promote, enhance and maintain our natural attractions, parks, lakes and reserves
- ▶ 3.2 Sustainable and effective environmental management
- ▶ 3.3 Maintain our built infrastructure, servicing the needs of the community

## 4 Leadership

to demonstrate and partake in strong government and leadership

---

### Our Strategies

Our key strategies to progress these aspirations and objectives:

- ▶ 4.1 Maintain a high level of corporate governance, responsibility and accountability
- ▶ 4.2 Maintain an effective organisation, delivering community services

# COUNCIL PLAN

## 2025-2035

### Our Delivery

The following activities will have to be implemented by the Shire to progress the Council Plan 2025 – 2035. The timeframe and Shire’s role are identified below.

These will be reviewed and developed annually, aimed towards ensuring alignment of the annual budget process and high level strategic direction of the Shire.

Further detailed actions will be identified during the term of this plan to support delivery of these identified key actions.

### Planned Delivery Indicators:

S - Short Term | 1-4 years  
M - Medium Term | 5-8 years  
L - Long Term | 8+ years  
O - Ongoing

### The Shire’s role:

D - Deliver / Facilitate  
A - Advocate / Lobby  
P - Partner / Collaborate

Activities	Term	Role
1.1.1 Promote our sense of community, celebrating our cultural, social diversity and heritage	S   O	D
1.1.2 Support our community in sporting, recreational and volunteering initiatives	S   O	P
1.1.3 Ensure appropriate community infrastructure and facilities, servicing the health and social needs of our community	S   O	D
1.1.4 Support youth and early childhood development opportunities	S   O	A
1.2.1 Retain a strong focus on community safety and crime prevention	S   O	P
1.2.2 Advocate and actively support emergency management and services	S   O	A
1.2.3 Support learning opportunities with current and emerging technologies and areas of interest, building resilience, awareness and capacity within our community	M   O	A
1.3.1 Support and advocate for health and wellbeing initiatives and provision of services to the community	S   O	A
1.3.2 Support a healthy, sporting and active community	S   O	P
1.3.3 Seek opportunities to support local arts and culture	S   O	P



# COUNCIL PLAN

## 2025-2035

### Our Delivery

Activities	Term	Role
2.1.1 Actively engage and support local agricultural and allied industries	S   O	P
2.1.2 Maintain strong relationship with CBH and support future expansion	O	P
2.2.1 Advocate for reliable essential infrastructure and services to support our community, industry and promote growth	S   O	A
2.2.2 Plan for adequate supply of residential and industrial land to meet the requirements of the community	S   O	D
2.2.3 Seek opportunities to increase housing availability	S	A
2.2.4 Plan for emerging and future industry development	O	A   D
2.3.1 Increase awareness of the district and regional attractions	S   O	P
2.3.2 Enhance and maintain local attractions and associated infrastructure	S   O	D
3.1.1 Enhance and maintain Shire controlled parks and reserves	S   O	D
3.1.2 Promote and develop natural attractions within the district	S   O	D
3.1.3 Support community environmental organisations, groups and individuals	S   O	P
3.2.1 Ensure appropriate resource recovery process and facilities, seek waste minimisation	S   O	D
3.2.2 Promote reduced environmental impact from activities within the Shire of Cranbrook	S   O	A
3.2.3 Consider climate change risks and mitigation	S   O	A
3.3.1 Maintain road infrastructure network and pursue funding opportunities to support appropriate road network service levels	S   O	D
3.3.2 Seek upgrade of transport and associated infrastructure, including air, rail, bridges	S   O	A
3.3.3 Advocate for level rail crossing awareness and safety	S   O	A
3.3.4 Maintain and enhance our community infrastructure, providing appropriate public facilities	S   O	D

# COUNCIL PLAN

## 2025-2035

### Our Delivery

Activities	Term	Role
4.1.1 Provide strategic leadership and governance	O	D
4.1.2 Effectively represent and promote the Shire of Cranbrook	O	D   A
4.2.1 Deliver appropriate services to our community	O	D
4.2.2 Provide a positive and safe workplace	O	D

### Measuring our Progress



The following indicators have been identified in line with our strategic objectives. The Shire will monitor and report our progress using these measures:

- Community satisfaction with Council services, infrastructure and facilities
- Development status and implementation of Council's Plans and Strategies
- Level of legislative compliance

Our progress will be reported in the Annual Report each year.

# OUR SHIRE



**3,276sq km**  
Area



**1,098**  
Shire Population



**356km Sealed**  
**752km Unsealed**  
Road Length



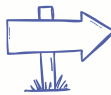
**7**  
Council Members



**Cranbrook**  
**Frankland River**  
**Tenterden**  
Towns



**34**  
Employees



**325km**  
Distance to Perth



**755**  
Electors



**\$3.3m**  
2025/26 Rates Raised



**607**  
Dwellings



**\$22.3m**  
Property, Plant and  
Equipment Asset Value  
at 30 June 2025



**\$210.4m**  
Infrastructure Asset  
Value at 30 June 2025



# OUR SHIRE

The Shire of Cranbrook is located in the Great Southern region of Western Australia. The Shire contains the three towns of Cranbrook, Frankland River and Tenterden.

Covering an area of 3,276 sq km, the town of Cranbrook 320km from Perth, is the administrative centre for the Shire.

## **Cranbrook**

Cranbrook is known as the gateway to the beautiful biodiversity of the Stirling Range National Park. The area is home to the Goreng and Kaneang people of the Noongar nation.

European settlement in the region began in the late 1800s, and the township of Cranbrook was officially established in 1889 with the arrival of the Great Southern Railway.

In the heart of a rich agricultural farming area, Cranbrook is a major receival point for harvested grain.

## **Frankland River**

Located 300km south of Perth, Frankland River is part of the traditional lands of the Menang people of the Noongar nation.

The first European settlers arrived in the 1850s, establishing farms.

Frankland River is best known as one of the five premier sub-regions of the Great Southern Wine Region. It is also known for its olive farming as well as beef, sheep, wool and cropping.

## **Tenterden**

Surrounded by rolling farmland and native bushland, Tenterden is a quiet township with deep roots in both ancient culture and agricultural history. This area lies on the traditional lands of the Kaneang people of the Noongar nation.

European settlement began in the 1860s, when pastoralists moved into the area to graze sheep near what was then known as Round Swamp. The town was officially gazetted in 1893.

# COMMUNITY ENGAGEMENT

As part of the ongoing development and review of the Shire's high level strategic planning activities, community feedback was again sought during 2023, 2024 and 2025.

The feedback received has been taken into consideration during the major review in 2025 and subsequent development of the Shire of Cranbrook's Council Plan 2025-2035.

## Engagement

The Markyt Community Scorecard undertaken in 2023 covering five shires in our region received 978 responses. A booth was set up at the Cranbrook Show in March 2024 and received feedback from 63 people and at the Frankland River Family Fun Day in March 2024 a further 45 people provided feedback. Council member workshops were held in 2025 to consider feedback they received from conversations with community.

The feedback received, along with our ongoing conversations with community were considered during this review and the development of this Council Plan.

## Aspirations and Values

The feedback received reflects our community's top priorities continue to be:



With the following high priorities also noted:



# RESOURCES

This Council Plan was developed with an understanding of the Shire's current resource capacity, including financial, workforce and asset resources.

As at 30 June 2025, the Shire had the following estimated current resource profile.

## Financial Resources

### Income

Rates Revenue <i>2025/26 Adopted Annual Budget</i>	\$3.3m
Federal Assistance Grant <i>2025/26 Allocation</i>	\$2.4m

### Expenditure

Cash Operating <i>2025/26 Adopted Annual Budget</i>	\$5.7m
Depreciation <i>2025/26 Adopted Annual Budget</i>	\$7.2m

<b>Reserves</b>	\$3.7m
<i>2024/25 Annual Financial Report</i>	

<b>Borrowings</b>	Nil
<i>2024/25 Annual Financial Report</i>	

## Asset Resources

<b>Infrastructure</b>	\$210.4m
<i>2024/25 Annual Financial Report</i>	

<b>Property, Plant and Equipment</b>	\$22.3m
<i>2024/25 Annual Financial Report</i>	

<b>Net Current Assets</b>	\$5.7m
<i>2024/25 Annual Financial Report</i>	

<b>Net Assets</b>	\$238.0m
<i>2024/25 Annual Financial Report</i>	

## Workforce Resources

<b>Employees</b>	34
<i>as at November 2025</i>	

There are a number of projects forecast to be undertaken which will require additional capital expenditure. The funding is mainly reliant on grant applications. If these are not successful then the projects will be deferred under funding is available.

Future resource capacity is estimated in the Shire's long term financial plan however, is partially dependent on other levels of government. The expected future resource capacity and trend was considered in the development of this Council Plan.

## Capital Projects

A number of capital projects are planned during the term of the Corporate Business Plan, including new assets, expansions, upgrades and renewals.

Projects are detailed in the draft long term financial plan 2026-2041. Some projects are reliant on grant funding, should these not be received the project may be deferred until adequate funding is available.

Additional funding is required to adequately renew and maintain the Shire's road network.

Capital projects to be undertaken will require further detailed planning within the long term financial planning process.



# WIDER CONTEXT

Other levels of government and their individual strategies, plans and projects have an impact on how local governments operate.

These independent strategies, plans and projects need to be considered when planning for the future of our Shire.

In addition to foreshadowed local government legislative reforms, the following are considered highly relevant due to their potential impact on the Shire's service delivery.

## **State Planning Strategy 2050**

A guide from which public and local authorities can express or frame their legislative responsibilities in land-use planning, land development, transport planning and related matters.

In the context of the Shire, this is relevant to achieving growth, ensuring economic advancement, social equity and ecological protection and enhancement.

## **State Infrastructure Strategy**

Identifies the whole-of-government consideration to deliver future infrastructure needs and priorities to support Western Australia's growing population.

## **Local Health Plans**

The WA State Government introduced the *Public Health Act 2016* for Western Australia which requires local governments to develop local public health plans. The Shire's Local Health Plan is unlikely to have any significant impact on the Shire's resources, but the actions and projects supported by the Shire have had a positive benefit to the welfare of the community.

## **WA Housing Strategy**

A call to action for all sectors to work together to improve housing choices and access to suitable and affordable homes - particularly for the most vulnerable.

## **Western Australian Climate Change Policy**

Sets out the State Government's plan for a climate-resilient community and a prosperous low-carbon future. The policy highlights their commitment to adapting to climate change and working with all sectors of the economy to achieve net zero greenhouse gas emissions by 2050.

## **Inland and Coastal Great Southern Drought Resilience Plans**

In considering geological factors, the Shire is a participant in the Inland and Coastal drought resilience plans, which include many initiatives and actions, along with funding opportunities.

# LEGISLATIVE REQUIREMENTS

All Western Australian local governments are required by current legislation to prepare a Plan for the Future for their district, under Section 5.56 of the *Local Government Act 1995*.

The Plan for the Future is defined in the *Local Government (Admin) Regulations 1996 (19BA)* as the combination of a Strategic Community Plan and a Corporate Business Plan.

With the Local Government Act reform process currently underway and the *Local Government Amendment Bill 2023* being passed in May 2023, consideration was given during the development of this plan to the pending change to Section 5.56 of the *Local Government Act 1995*.

When the amendments to the *Local Government Act 1995* come into effect, Section 5.56(2) will define a council plan as a plan for (a) the future services and facilities for the district that are to be provided by the local government; and (b) any prescribed matters. At this time, regulation amendments are being drafted regarding the Council Plan and will provide further detail for the requirements of the Council Plan when released.

Currently the *Local Government (Admin) Regulations 1996 (19C)* detail what should be included in a Strategic Community Plan and the *Local Government (Admin) Regulations 1996 (19DA)* detail what should be included in a Corporate Business Plan.

The Council Plan 2025 is an integrated approach for meeting the requirements for strategic community planning and corporate business planning, reflecting strategic alignment and integration.

The Council Plan provides the overall strategic direction for the community, Council and others who deliver services and play a part in the community.

**Shire of Cranbrook  
Council Plan 2025-2035  
Plan for the Future  
Local Government Act 1995  
Section 5.56**

**Combined  
Strategic Community Plan & Corporate  
Business Plan  
Local Government (Admin) Regulations 1996  
Regulation 19BA**

**Strategic Community  
Plan  
Local Government (Admin)  
Regulations 1996  
Regulation 19C**

**Corporate  
Business Plan  
Local Government  
(Admin) Regulations  
1996  
Regulation 19DA**

# STRATEGIC PLANNING

Strategic community planning is underpinned by community engagement to provide the community's vision and aspirations.

An essential element of the development process is to enable community members and stakeholders to participate in shaping the Shire of Cranbrook's future, identifying issues and solutions.

The Shire of Cranbrook intends to use the Council Plan in several ways, including:

- Guide Council's priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;

- Inform potential investors of our community's key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision.

Importantly, plans are only effective if adequate resources are dedicated to ensuring objectives can be delivered. The informing plans detailed on the following page provide this more detailed level of service and resource planning.

The Shire recognise the need to work collaboratively with other levels of government, neighbouring local governments and stakeholders to provide our region with a positive future.





# STRATEGIC PLANNING

## **Corporate Business Planning**

Detailing service delivery activities, aligned to the strategic direction identified during the strategic community planning and accompanied by financial projections is a core component of this planning. Financial projections are undertaken through the long term financial planning process.

These activities vary over the:

- short term | 1 - 4 years
- medium term | 5 - 8 years
- long term | 8+ years
- ongoing

These activities will be reviewed and developed annually, aimed towards ensuring alignment of the annual budget process and high level strategic direction of the Shire.

The strategic activities may refer to other adopted plans and strategies of Council and will be implemented in accordance with further detailed planning, and will be subject to the annual budget process and resource availability.

As a Shire, we will undertake a variety of roles in progressing these strategies, including:

- Deliver / Facilitate
- Advocate / Lobby
- Partner / Collaborate

## **Asset Management Planning**

Developed for major asset classes, forming a component of an overall asset management strategy, addressing the steps required to continuously improve the management of Shire controlled assets. Capital renewal requirements are detailed and planned for to the extent the financial and workforce resources are available to enable the renewals to occur.

## **Long Term Financial Planning**

Planning for a positive future, seeking to maintain, and where possible, improve service levels while maintaining a healthy financial position. During the development of this Council Plan, the Long Term Financial Plan was considered to ensure integration, resulting in an update to the capital works program.

## **Workforce Planning**

Provides the workforce resource strategies necessary to deliver the objectives, outcomes and strategies of this Council Plan.

# STRATEGIC RISK MANAGEMENT

The Shire provides a diverse range of services and facilities to the general public and seeks to manage risks to achieve its strategic outcomes.

The Shire engages experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles and manage risks to the community and Shire.

It is important to consider the external and internal context in which the Shire of Cranbrook operates as it seeks to achieve its strategic objectives. The following internal and external factors have been recognised in connection to managing risks in delivering the strategic outcomes of this Council Plan.

## Internal Factors

- The objectives and strategies contained in the Council's current Council Plan
- The timing and actions contained in the current Council Plan
- Organisational size, structure, activities and location
- Human resourcing levels and staff retention
- The financial capacity of the Shire
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records

## External Factors

- Increasing community expectations in relation to service levels and service delivery
- Rapid changes in information technology changing the service delivery environment
- Increased compliance requirements due to government policy and legislation
- Cost shifting by federal and state governments
- Reducing external funding for infrastructure and operations
- Climate change and subsequent response
- Seasonal visitor and population increase and subsequent pressure on Council services
- Global economic uncertainty

# REFERENCES AND THANK YOU

Acknowledgement and our appreciation are expressed to the ratepayers and residents of the Shire of Cranbrook, for their time and effort in being a part of the community engagement processes and invaluable input into the development of our strategic planning.

The Shire of Cranbrook Council Plan 2025-2035 has been developed by engaging the community and other stakeholders. Council members, management and staff also provided input to the development of the Plan. Much of the information contained in this Plan has been derived from documents in the public domain and liaison with stakeholders and the community.

Reference to the following documents or sources were made during the preparation:

- Shire of Cranbrook Strategic Community Plan 2021 - 2031;
- Shire of Cranbrook Corporate Business Plan 2021 - 2025;
- Council website: [www.cranbrook.wa.gov.au](http://www.cranbrook.wa.gov.au);
- Australian Bureau of Statistics Cranbrook (S) (LGA52240), 2021 Census of Population and Housing General Community Profile;
- Shire of Cranbrook Annual Financial Report 2024-25;
- Shire of Cranbrook Adopted Annual Budget 2025-26;
- Great Southern Development Commission website: [gsdc.wa.gov.au/our-region/cranbrook](http://gsdc.wa.gov.au/our-region/cranbrook);
- <https://greatsoutherntreasures.com.au/owns/tenterden>
- <https://www.franklandrivercrc.org.au/our-story>

- *Local Government Act 1995, Section 5.56(1)*;
- *Local Government Act Amendment Bill 2023*;
- *Local Government (Administration) Regulations 1996, Paragraph 19BA*; and
- Department of Local Government, Industry Regulation and Safety, Integrated Planning and Reporting: Framework and Guidelines, September 2016.

## Document Management Council Plan 2025-2035

Incorporating Strategic Community Plan 2021-2031 and Corporate Business Plan 2025-2029

Version: 2025

Status: Final | V2

Date of Adoption: 18 February 2026

Prepared with the assistance of:

Moore Australia (WA) Pty Ltd

T: (08) 9225 5355

E: [localgov-wa@moore-australia.com.au](mailto:localgov-wa@moore-australia.com.au)

## Disclaimer

This Plan has been prepared for the exclusive use by the Shire of Cranbrook. Liability limited by a scheme approved under Professional Standards Legislation.

The services provided by Moore Australia (WA) Pty Ltd, trading as agent ABN 99 433 544 961, in preparing this document comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standard Board and, consequently no opinions or conclusions are intended to convey assurance either expressed or implied.



*Shire of*  
**Cranbrook**  
*Great Southern's Finest*

**Shire of Cranbrook  
19 Gathorne Street  
PO Box 21  
Cranbrook WA 6321  
P: (08) 9826 1008  
[admin@cranbrook.wa.gov.au](mailto:admin@cranbrook.wa.gov.au)**