

REPORT – STRAHAN WATERFRONT

Title:	Report – Strahan Waterfront Petition Public Meeting
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Appendices:	Strahan Waterfront Petition Public Meeting Agenda 1. Strahan Waterfront Petition Key Concerns 2. Strahan Waterfront Petition Public Submissions 3. Strahan Waterfront Petition

Recommendation

That Council

1. Acknowledge the community concerns raised in relation to the Strahan Waterfront petition submissions and consider the proposed mitigations and outcomes detailed within the report.
2. Endorse the immediate actions taken in relation to the project Strahan Waterfront Project
 - a. Cessation of the installation of all hard rock landscaping.
 - b. Review of the project works contract implementation leadership.
3. Action for immediate implementation and progression.
 - a. The removal of all hard landscaping in the form of rock at the lowest possible cost reusing the material for alternative Council works.
 - b. Investigation of temporary fuel supply option via self-bunded module to allow the fuel tanks to be demolished to improve wharf access and traffic circulation.
 - c. Provide advice to all non-essential traffic on the wharf area to be excluded through updated traffic signage to assist the working port functions.
 - d. Review of all approvals for the project works.
 - e. Completion of the new toilet facilities as a priority.
4. Action detailed community consultation on the project design elements including,
 - a. Waterfront views in the design to align with the community vision.
 - b. Landscaping design review.
 - c. Removal of a large portion of the current wall structure excluding the support area for the new waterfront shelter.
 - d. Waters edge concrete designs
 - e. Site and precinct parking solutions.
 - f. Precinct signage and way finding.
 - g. Material selection and resilience suitability.
5. Action key working wharf industry stake holder consultation on the preferred wharf access protocols to support vessel use, refuelling and catch landing.
6. Consultation to be undertaken using the IAP2 model for the various project element components.
7. Investigate the potential options for additional toilet facilities on the Strahan Waterfront precinct.

8. Confirm the following schedule for community engagement and collaboration meetings to be led by the General Manager in Strahan for February to April 2026 to refine the new design considerations prior to reporting back for costing and implementation to the West Coast Council.
 - a. Thursday the 19th February 2026 at 6.00pm in Strahan.
 - b. Thursday the 19th March 2026 at 6.00pm in Strahan.
 - c. Thursday the 16th April 2026 at 6.00pm In Strahan.
9. Post community consultation engagement and collaboration consider a report on the community feedback recommendations for project modifications on the site at the West Coast Council Ordinary meeting in April 2026.

PURPOSE

The report seeks to respond to the formal petition received by West Coast Council to acknowledge the concerns that were raised at the Strahan Public Meeting held on the 8 January 2026 in accordance with petition requirements of section 60A (5) of the Local Government Act 1993.

BACKGROUND

The Strahan waterfront Project has a rich history of over a decade of time since the project original concepts being considered in 2014.

Community concern was raised in the form of a petition to West Coast Council for a public meeting which was held on the 8th of January 2026 at the Strahan Recreation Centre as a result of the works being undertaken on the waterfront project which is nearing completion.

Strahan Waterfront Redevelopment – Project Overview was originally focused on delivering the following outcomes.

- Long-term investment in Strahan’s working and community waterfront
- Creation of a safe, accessible and functional port precinct
- Improved public spaces for residents, visitors and local businesses
- Supports tourism, fishing and marine-related activities
- Balances working waterfront operations with community use

The project objectives were consolidated into the following elements.

- Deliver a modern and accessible public waterfront
- Preserve and enhance the West Coast Visitor Information Centre (WCVIC)
- Improve public amenities, pedestrian circulation and parking
- Provide safer pedestrian connections and community spaces
- Strengthen physical and visual connections to the waterfront

Funding & Budget Context

After many years of project lobbying for support a budget was established on the back of grant and Council funds.

- **Total project budget (ex GST):** \$3,741,125.73 (as per the adjusted budget)
- **Grant funding contribution:** \$3.375 million
- **Council contribution:** approximately \$425,000.00
- **Construction delivery budget following scope adjustments:** approximately \$3,163,502.73
- Budget adjustments reflect responsible scope and risk management

Construction project expenditure:

- **Construction expenditure to date:** \$2,561,874.84 (80% of total allocated budget)
- **Funds available:** \$601,627.89

Consultancy services expenditure:

- **Total consultancy budget:** \$577,623
- **Consultancy expenditure to date:** \$515,573.42 (89% of the total consultancy budget)
- **Remaining consultancy balance:** \$62,049.58

Contingency fund:

A **contingency fund** of **\$229,295.34** is held by the client, which, while not part of the contract sum, is available to cover unforeseen costs and plays a critical role in managing project risk and ensuring financial flexibility.

Governance & Stakeholder Engagement was undertaken for the project using the elements below.

- Project overseen by a Council Project Working Group
- Working Group includes General Manager and Infrastructure leadership
- Engagement with Federal, State and Local Government agencies
- Consultation with local clubs, landowners and commercial operators
- Community consultation undertaken in May 2024 with broadly supportive feedback

The following project participants have been captured as part of the project. The project elements embodied are also listed further below.

Entity	Engaged by	Role	Scope of Works	Duration
Emma Riley & Associates (ERA)	West Coast Council	Strategic Planner / Urban Design Consultant	Community consultation, strategic planning, development of the Strahan Waterfront Precinct Plan (vision, land use, access, staging principles)	2014–2015
Play Spaces – Urban Design + Architecture	West Coast Council	Landscape / Public Realm Concept Designer	Landscape concept plan, public realm ideas, spatial arrangements, conceptual elements (decks, seating, play, lighting themes). Concept only	2019–2020
TasPorts	—	Land / Asset Owner (initially)	Ownership and operation of wharf and port assets prior to transfer	Pre-2023
GHD (Advisory / Client-side)	West Coast Council	Technical Advisor / Procurement Support	Project familiarisation, investigations, stakeholder mapping, preparation of tender documentation for Lead Design Consultant, tender evaluation	Jan–Jul 2023
GHD Design	West Coast Council	Lead Design Consultant	Full detailed design: schematic, design development, construction documentation, approvals support, contract administration	Jul 2023 – ongoing
Robert Morris-Nunn / Morris-Nunn Associates	Advisory (no contract fee)	Original Architect (WCVIC)	Design heritage advocacy, advice on Reflections Exhibition and original building intent	2023–2024
Heritage Tasmania / Tasmanian Heritage Council	Statutory Authority	Regulator	Heritage assessment, listing, approvals, minor works permits	2024–2025
AJR Construct Pty Ltd	West Coast Council	Head Contractor	Construction of waterfront works, toilet block, shelter, boardwalk, civil works, services	Jan 2025 – ongoing

Design Element	Description (What it does)	Current Status
Public Waterfront Promenade	New paved pedestrian waterfront space improving access, safety and views	Constructed
Boardwalk & Landing (piled structure)	Timber/composite boardwalk with piled foundations providing water-edge access	Constructed
Water-edge Concrete Steps	Tiered concrete steps engaging directly with the water edge	Constructed
Shelter Structure (linear)	Weather protection along the promenade, integrated with fin wall and steel posts	Structure in place, roof & lining pending
Concrete Fin Wall / Retaining Wall	Wind protection, separation between parking and waterfront, level change management, structural support for shelter	Constructed (finishes under review)
Public Toilet Block (new)	Modern, accessible public amenities replacing older facilities	Structure constructed, fit-out & commissioning pending
Visitor Information Centre (WCVIC) – External Remediation	Structural timber repairs, roof works, glazing repairs, electrical upgrades	Substantially completed
Pedestrian Connectivity	Improved footpath alignment linking car park, visitor centre and waterfront	Constructed (temporary alignment near fuel tanks)
Car Parking Reconfiguration	Safer 90-degree parking, accessible bays, caravan allowance	Base works complete, sealing & line marking pending
Stormwater & Drainage	New stormwater infrastructure to support paved areas	Constructed
Electrical Infrastructure	New switchboard, buried services, catenary lighting supports	Rough-in complete, final fit-off pending
Catenary & Public Lighting	Architectural lighting for safety and nighttime use	Pending final installation
Landscaping (hard & soft)	Planting, furniture, gates, fencing, public seating	Partially completed
Public Art / Sculpture Pad	Allowance for future sculpture installation (not all artworks funded)	Provision made
Fuel Tank Interface Works	Temporary footpath re-alignment and staged works pending tank removal	Implemented

Following the project commencement the West Coast Visitor Information Centre was listed on the Tasmanian Heritage Register on the 26th of February 2025. This resulted in a significant shift in the project scope as the original design could not be implemented as this part of the project and was subsequently removed from the contracted works. Some works have been completed on the structure to retain structural integrity however the heritage approach of the Burra Charter has resulted a number of the new timber works not being able to receive maximum protection for the elements as not protective coatings were permitted in the approvals.

The internal works remain a future project when the works can be suitably scoped and funded for completion. This will require a considerable investment in the stake holder engagement with intellectual property owners and Heritage Tasmania.

Relocation of the Bulk Fuel Store

As a result of the heritage listing the scheduling of the project works was adapted to retain the presented funding opportunity and allow the works to proceed in a modified form.

The original implementation schedule included the following sequence of works.

1. Visitor information centre works
2. Relocation of the bulk fuel store
3. Completion of the waterfront redevelopment including public spaces.

The adapted implementation schedule being enacted at present which was confirmed in the contracted works is the following.

3. Completion of the waterfront redevelopment including public spaces.
2. Relocation of the bulk fuel store
1. Visitor information centre works (now pending future funding and project scoping)

The inadvertent rescheduling of the fuel relocation to later in the project cycle whilst completing the waterfront redevelopment has been shown to be sub optimal on a number of community fronts and generated much operational angst and frustrations from the community. Principally the project had the following original design element challenges.

- Original design assumed fuel tank removal prior to construction of waterfront works.
- Regulatory approvals lapsed prior to construction commencing hence delayed removal beyond initial project timeframe due to regulatory re-assessment timelines under a new planning scheme.
- Fuel tanks retained temporarily to avoid project delays and sustain fuel supply to the port vessels.
- Pedestrian access safely realigned around existing infrastructure with further refinement required post initial construction and fuel tank relocation.

Despite the above present issues at hand the following solutions are available.

- Design allows for future fuel tank removal.
- Provision made for site remediation and pedestrian walkway access retaining wall construction post removal.
- Future pedestrian ramp and lighting upgrades planned.
- Approach avoids cost escalation while preserving long-term intent of future investment.

Concrete Fin Wall – Function

The acknowledged community feedback primarily concerned the concrete fin wall construction which is a design element of the project. The design function of the wall was originally focused on the following functional elements in the design.

- Separates parking areas from waterfront spaces
- Provides wind shelter along pedestrian routes
- Acts as a retaining structure for level changes
- Supports shelter and lighting elements

It has been clearly understood by Council and the present project leadership from the public meeting the design is out of step with the community expectations and the original concepts used as part of the design engagement in the outset of the project back in 2014 / 15. The present design does not embrace the positive placemaking opportunities the waterfront can achieve which was originally described in consultation.

The removal of all but essential parts of the structure must be considered and implemented.

Some of the very important design elements to be considered in the redesign must include.

- Allowing and maximising views for pedestrians and smaller vehicles using the street scape (roadway and parking) to promote the engagement with the waterfront views which is a highly valuable element of the visitor and local experience on the waterfront in all the interactions that occur regularly.
 - The waterfront is to be returned to the jewel of the original design and concepts promoted to community which sustains the community identity.
- Edge protection for the change in level in the public space to promote user safety
- Structural support for the new shelter provided for public & community use.
- Structural retaining support for the new carparking spaces implemented.
- Any design changes to reflect history and cues from the original green softer design concepts from the Ema Riley and Associates design principles communicated to community.
- Minimising rework where possible to limit cost escalations which are presently unfunded.

The confirmation of West Coast Councils commitment to future projects enhancements will require constructive community and stake holder engagement.

The public meeting has sought to address and present key concerns from residents to west coast Council. A copy of the submissions received to the public notification of the meeting are included in this report as reference.

These concerns are presented in a consolidated way below for detailed consideration.

DETAILS

1. Waterfront Design and Strahan Waterfront Vision

Details of concerns raised

- The construction of the Waterfront is vastly different from the concept diagram shown to the community, considering its lack of green spaces. The wall is not keeping with Strahan's rich heritage and cultural lifestyle; the shared space has not achieved the right balance between the residential, tourism and commercial interests.

Impacts

- Negative community sentiment for the Strahan foreshore.
- Negative impacts resulting from the design detract from the cultural and historical significance of Strahan, especially given Strahan's access point to the Franklin-Gordon Wild Rivers National Park which is part of Tasmanians Wilderness World Heritage area.
- The wall is a significant detractor for the community and tourism.
- Traffic management around the waterfront is deemed inadequate.
- The community has determined that the shared space cannot be used for markets, pop up restaurants or festival events.
- Feedback from the community regarding the potential negative financial impacts to the local economy based on the industrialised look and feel of the new construction.
- The community have received feedback from tourists which has been quite negative.

Options

- Engagement of an additional landscape horticulturist to advise on how the council can significantly green these spaces.
- Consideration for options to achieve the community expectations for the Wall in accordance with any engineering requirements.
- Considerations to understand the requirements for shared spaces.

Desired Mitigation

- Ensure that any future designs incorporate the requirements of the community.
- Ensure that there is a review of the future vision of the Strahan waterfront which will highlight future construction elements which can be costed and sequenced.

Desired Outcomes

- That the Council seek options to mitigate communities concern for the lack of Green Space, wall and shared space by redesigning the space.
- That the Council provide appropriate design mitigation options that can be discussed with the community as an informed stake holder engagement process.

2. Rock Bed landscaping

Details of concern raised

- Rocks that are adjacent to the footpaths are considered dangerous and not reflective of the local environs.

Impacts

- Potential for Council liability in the event a person falls resulting in injury.

Options

- The Council have directed the contractor to stop the installation of any hard landscaping
 - The contractor has supplied a quotation to remove the rocks to the tune of \$46k
- Based on this quote the Council will be removing the large rocks post contractor involvement.
- The Council will be removing the 10mm blue stone from around the rainforest walk section of the project.

Desired Mitigation

- Hard scaping to be removed from designated green spaces which may result in minimisation of injuries in case of falls
- No future hard scaping to be installed
- Rock will be removed to the Strahan Depot.
- Future landscaping will need to acknowledge the symbiotic relationships evident and necessary in the ecosystems of the native flora.

Desired Outcomes

- The green scape garden beds will be completed with appropriate vegetation in line with the approved landscaping design following more detailed stake holder consultation.

3. Toilets

Details of concern raised

- The community highlighted that the toilet facilities that are in Strahan are inadequate. The toilet capacity has been reduced and the community mentioned that elderly people have communicated their concerns about the distance between the bus terminal and the toilet facilities.

Impacts

- The community mentioned that the new toilet block is insufficient to meet the numbers of tourists, especially to meet the needs of the elderly.
- There was some additional commentary that was captured during the public meeting was in relation to unisex toilets and potential safety impacts on children.
- The nearest toilet is 130m from the terminal.

Options

- Analysis of the available amenities to determine if the amenities are fit for purpose.
- Potential consideration for the use of porta loos during peak tourist periods, noting that this option could be a detractor for the overall look and feel of the area?

Desired Mitigation

- Review the design for Strahan Waterfront.
- If not available, develop with the community a vision for the Strahan Waterfront.
- Review the suitability of available amenities.

Desired Outcomes

- Agreed Strahan Waterfront Vision for implementation.
- Amenities at the Strahan Waterfront meet the expectations of the community

4. Turning radius for Commercial interests

Details of concern raised

- The community have raised concerns about Commercial enterprises being hampered by the current construction (existence of fuel tanks) due to the lack of turning radius for their vehicles
- There were also other concerns raised about access to vessels in the working port.

Impacts

- Due to the Fuel tanks not being relocated it is impeding the intended flow of traffic for the community which is impacting Commercial enterprises and have increased traffic congestion during peak Tourist season.
- Potential for access issues for commercial vehicles.
- Potential for loss of income for commercial fishing operations in being able to retrieve catch from vessels in a timely manner when they dock.

Options

- Consideration for the temporary removal of the fuel tanks and installing a self-bunded fuel cell which may ease current access issues.

Desired Mitigation

- As a temporary measure, the introduction of a fuel cell may mitigate the current issues in the short term and allow the removal of the current fuel tanks.

Desired Outcomes

- Removal of the Fuel tanks in line with the agreed primary design.
- Regulation of unnecessary traffic on the waterfront wharf area.

5. Signage

Details of concern raised

- That the Council address the Strahan Waterfront wayfinding issues with signage.

Impacts

- The community have conveyed that there is inadequate signage to direct the public to key assets, citing toilet facilities as one example

Options

- The Council is to assess signage at the Strahan Waterfront to ensure its fit for purpose
 - The Council to consider the draft Signage Strategy and ensure that the signage has the correct branding, signage colours for the area.
- Consultation with the Community to identify existing issues and promote solutions.

Desired Mitigation

- Ratification of the West Coast Council Signage Strategy for the wharf precinct.
Address the concerns of the community relating to way finding.

Desired Outcomes

- The review of all signage on the waterfront to provide improved way finding.
- Signage that meets the WCC Signage strategy and is appropriate for the community.

7. Community Shared Spaces

Details of concern raised

- The community expressed that the shared spaces for the Strahan Waterfront do not meet the expectations of the community.

Impacts

- Potential inability for the existing spaces to cater for markets, functions or pop-up restaurants.

Options

- The community were expecting spaces that markets, functions or pop-up restaurants could utilise
- Working with the community via co-design with the Council to develop options for consideration based on the community expectations for these spaces.
- Expectation management will be required as to what the Council can deliver based on available and potential for future grant funding options.

Desired Mitigation

- Co-design with the community to develop suitable options to enhance this use function of the project.

Desired Outcomes

- Council supporting options to develop shared spaces and co-investment in line with community expectations

6. Public Parking

Details of concern raised

- Obstructive car parking is driving safety concerns.

Impacts

- Recreational vehicles may obstruct smaller vehicles leading to safety concerns.
- This is a genuine concern for Strahan parking as the new spirit vessels will deliver an increase in RV type vehicles to Strahan for tourist experiences.
- The mix of working port vehicles and recreational visitors is creating concerns.

Options

- The review of the industry and customer parking strategy to meet safety concerns and perceptions.
- Clarify locations for larger vehicle parking to reduce conflicts with smaller vehicle lines of sight.
- Separate working port vehicles for the pedestrian pathways.

Desired Mitigation

- Review the waterfront precinct parking strategy and adapt user services to acknowledge increasing larger working port vehicles and visitor vehicles using the areas.

Desired Outcomes

- Diverse parking solutions for the changing and emerging vehicle mix visiting and using the waterfront precinct on a regular basis.

7. Project Implementation

Details of concern raised

- Original plan referred to in community consultation has not been delivered.

Impacts

- The project implementation has failed to adequately keep the community informed on design changes.
- The project implementation has failed to adequately engage with the community stake holders.
- The Council has invested resources into the project that will require rework.

Options

- Consider and implement new options to keep the community fully informed across multiple channels.

Desired Mitigation

- Improve community consultation and key stake holder engagement.

Desired Outcomes

- A regular program of stakeholder engagement and feedback to the community be implemented.
- Working groups be established and resourced to empower engagement participation.
 - Working Port Group
 - Broader community stake holders

8. Height of steps adjacent waters edge

Details of concern raised

- A member of the public meeting highlighted an issue with the height of steps is an issue.

Impacts

- The steps were reported to be 500m in height.
- Identified slip hazard and handrail to be added.

Options

- Review the design to confirm if these are indeed steps or designed as seats similar to large grandstand.

Desired Mitigation

- Review to confirm the purpose of the waterfront steps.

Desired Outcomes

- Design intent to be confirmed as understood and safe for community use.

9. Compliance

Details of concern raised

- A member of the public questioned whether geotechnical requirements were conducted and whether permits for construction on Crown Land were obtained.

Impacts

- A geotechnical report is critical in assessing the subsurface conditions of a site, providing essential information for construction projects and ensuring safety and stability.
- The confirmation of approvals is also required to be statutorily compliant.

Options

- Consideration for publishing and release to the community.

Desired Mitigation

- The sharing of this report information to the public if there is no commercial in confidence restrictions.

Desired Outcomes

- A geotechnical report has been completed and approved and is foundational part of the project design.
- Report to be reviewed for commercial in confidence parameters.

10. Choice of materials that will resist local weather conditions

Details of concern raised

- A member of the public asked the council to ensure materials where fit for purpose of local weather conditions.

Impacts

- Improper materials will lead to material perishing.

Options

- Using weather resistant materials to prolong the life of the product and design services to the community.

Desired Mitigation

- The Instrument of Agreement contains the list of materials.

Desired Outcomes

- Materials will be suitable for localised conditions and sustained asset life.
- Materials will create vibrancy and strong sense of place for the visitors and community alike.

11. Heritage Considerations

Details of concern raised

- Recognising that the project was hampered with the changes to building heritage listing.
- The Burra Charter informs any change and the use of new and or replacement materials being used.

Impacts

- The council will have to re-invest every 20-30 years for replacing significant elements of the building to uphold the heritage listing principles.
- The building interior issues remain to be resolved.

Options

- Consideration of additional options whist future investment can be secured to support the works in the current heritage centre.

Desired Mitigation

- Compliance with the current heritage listing on the building assets managed by West Coast Council.
- Use of the building for some effective commutation and promotion of the regions heritage values during the period of funding lobbying.

Desired Outcomes

- Effective delivery of visitor information services utilising services that tells the history of the region in a way no other can.

12. Future Design Considerations

Details of concern raised

- The Community has expressed a need to be able to interpret designs and provide input into the improvements of the current project delivery and outcomes.

Impacts

- The general community are unable to translate plan view diagrams so they can visualise the result.

Options

- The community would prefer to see a model that would translate the plan views. This option can be considered in the future adaptations to the project as part of revised design. This is most likely taking the form as a digital format rendering.
- Council to implement a digital format package that would be able to present 3D Visualisation of drawings to the future public meetings.

Desired Mitigation

- 3D modelling was requested for future designs so that the community can visualise concepts
- Modelling to be used to verify future design considerations.

Desired Outcomes

- Future plans presented to the community to use modern imaging formats.

13. Future Public Meetings

Details of concern raised

- The community meeting without appropriate audio was not conducive to deliver key updates to the community.

Impacts

- The community highlighted that the meeting was hard to hear and audio needs to consider the elderly and people with hard of hearing.

Options

- Source appropriate speakers and microphone for future public meetings.

Desired Mitigation

- Provide appropriate speakers and microphone for future public meetings.

Desired Outcomes

- Appropriate speakers and microphones are available for all future public meetings available.

Summary of key issues moving forward.

The following key issues will need to be addressed in design and actions moving forward with the project.

1. Waterfront Design and Strahan Waterfront Vision
2. Rock Bed Landscaping
3. Toilets
4. Turning radius for Commercial interests
5. Signage
6. Public Parking
7. Project Implementation
8. Height of steps adjacent waters edge
9. Compliance
10. Choice of materials that will resist local weather conditions
11. Heritage Considerations
12. Future Design Considerations
13. Future Public Meetings

A copy of the submissions and reposes has also been circulated for Councillors consideration.

STRATEGIC IMPLICATIONS

There are considerable strategic implications with not addressing the concerns raised by the community and the evident feedback on the design failures presented in the current project.

The present project from a community perspective for all intents and purposes undermines the objectives of a highly functional space that represents the jewel in the Strahan community which is leveraged for the economic and social wellbeing of the community.

West Coast Council should clearly review the design and reflect on the original concepts promoted in the original stake holder engagement to address the concerns raised.

STATUTORY IMPLICATIONS

There are several key strategic statutory implications to be addressed.

The failure of the project sequencing change is clearly holding a serious risk around approval for the project phase approvals, and these implications are compromising functionality and service use of the wharf. It is also to be noted there is no effective separation of uses in a coordinated way that respect different priorities of the core needs for community.

The engagement delivery of the project to date is clearly not meeting community expectations and resulting in project statutory approvals rework.

A copy of the current approvals and assessments completed is also included in this report as background information.

A review of these approvals is currently underway to attest to the confidence of the tabled information.

POLICY IMPLICATIONS

The review of all project engagement and implementation policies is a clear highlight for all future projects as this example is not serving the needs of the community and key stake holders well.

FINANCIAL IMPLICATIONS

With a construction delivery budget, following scope adjustments, of approximately \$3,163,502.73, the project expenditure to date has totalled \$2,561,874.84, representing 80% of the total allocated budget. As of the current date, available funds for the construction project are \$601,627.89.

For consultancy services, the total budget was \$577,623. To date, \$515,573.42 has been expended, leaving a remaining balance of \$62,049.58, which represents 89% of the total consultancy budget spent.

Additionally, a contingency fund of \$229,295.34 has been retained by the client. Although not included in the contract sum, this contingency is available to cover unforeseen costs and is a key tool in managing project risks, ensuring financial flexibility, and maintaining project continuity.

RISK IMPLICATIONS

Within Council's Risk Appetite	May Exceed Council's Risk Appetite	Exceeds Council's Risk Appetite

RISK	ASSESSMENT	COMMENT
Organisational Objectives and Strategy		
Council Workforce and Contractor Health & Safety		
Council Culture and Compliance		
Environment and Sustainability		
Council Reputation		
Community Engagement		
Council's Finances		
Delivery of Council Services & Capabilities		
Council Business Services Continuity		

Consultation and Communication Process

A public meeting was held on 8 January with 126 attendees (excluding children) has informed this Report.

This to be followed up with a report back public meeting on 23rd of January to acknowledge next steps and plan further engagements with the local community during this project.

The scheduled meeting on the 23rd of January will allow for the direct feedback to Councillors on the recommendations contained in this report.