



REGIONAL & ECONOMIC DEVELOPMENT POLICY COMMITTEE

AGENDA

2 JUNE 2026

Notice is hereby given, in accordance with the provisions of the Local Government Act 1993 that a **REGIONAL & ECONOMIC DEVELOPMENT POLICY COMMITTEE MEETING of ORANGE CITY COUNCIL** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, BYNG STREET, ORANGE** on **Tuesday, 2 June 2026**.

Scott Maunder
CHIEF EXECUTIVE OFFICER

For apologies please contact Executive Support on 6393 8391.

AGENDA

EVACUATION PROCEDURE

In the event of an emergency, the building may be evacuated. You will be required to vacate the building by the rear entrance and gather at the breezeway between the Library and Art Gallery buildings. This is Council's designated emergency muster point.

Under no circumstances is anyone permitted to re-enter the building until the all clear has been given and the area deemed safe by authorised personnel.

In the event of an evacuation, a member of Council staff will assist any member of the public with a disability to vacate the building.

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1 INTRODUCTION

MEMBERS

Cr T Mileto (Mayor)(Chairperson), Cr T Greenhalgh (Deputy Mayor), Cr K Duffy, Cr G Judge, Cr F Kinghorne, Cr D Mallard, Cr M McDonell, Cr S Peterson, Cr G Power, Cr M Ruddy, Cr J Stedman, Cr J Whitton

1.1 Apologies and Leave of Absence

1.2 Declaration of pecuniary interests, significant non-pecuniary interests and less than significant non-pecuniary interests

The provisions of Chapter 14 of the Local Government Act, 1993 (the Act) regulate the way in which Councillors and designated staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public role.

The Act prescribes that where a member of Council (or a Committee of Council) has a direct or indirect financial (pecuniary) interest in a matter to be considered at a meeting of the Council (or Committee), that interest must be disclosed as soon as practicable after the start of the meeting and the reasons given for declaring such interest.

As members are aware, the provisions of the Local Government Act restrict any member who has declared a pecuniary interest in any matter from participating in the discussion or voting on that matter, and requires that member to vacate the Chamber.

Council's Code of Conduct provides that if members have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed. The Code of Conduct also provides for a number of ways in which a member may manage non pecuniary conflicts of interest.

RECOMMENDATION

It is recommended that Committee Members now disclose any conflicts of interest in matters under consideration by the Regional & Economic Development Policy Committee at this meeting.

2 COMMITTEE MINUTES

2.1 Minutes of the Economic Development Community Committee - 29 April 2026

RECORD NUMBER: 2026/828

AUTHOR: Tony Boland, Industry & Business Engagement Lead

EXECUTIVE SUMMARY

The Economic Development Community Committee held its meeting on 11 February 2026. The minutes are attached for the Committee's consideration.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "11.1 Encourage and facilitate inward investment to grow the number of new inbound businesses to the city".

FINANCIAL IMPLICATIONS

Nil.

POLICY AND GOVERNANCE IMPLICATIONS

Nil.

RECOMMENDATION

- 1 That Council acknowledge the reports presented to the Economic Development Community Committee at its meeting held on 29 April 2026.
- 2 That the minutes of the Economic Development Community Committee from its meeting held on 29 April 2026 be adopted.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council's key risk categories and the following comments are provided:

Service/Project Delivery	Nil.
Financial	Nil.
Reputation/Political	Nil.
Environment	Nil.
Compliance	Nil.
People & WHS	Nil.
Information Technology/ Cyber Security	Nil.

SUPPORTING INFORMATION

The Agenda and Minutes of the meeting are attached for information of Council.

ATTACHMENTS

- 1 Minutes of the Meeting of the Economic Development Community Committee held on 29 April 2026, 2026/816 [↓](#)
- 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026, 2026/786 [↓](#)

Attachment 1 Minutes of the Meeting of the Economic Development Community Committee held on 29 April 2026**MINUTES OF THE ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE**

HELD IN COUNCIL CHAMBERS, CIVIC CENTRE, BYNG STREET, ORANGE

ON 29 APRIL 2026

COMMENCING AT 8.00AM

1 INTRODUCTION**ATTENDANCE**

Cr Frances Kinghorne (Chairperson), Cr Tammy Greenhalgh (Deputy Mayor) (Teams), Cr Graeme Judge, Reginald Kidd (Teams), Gary Norton, Michael Banks, Russell Tym, Catherine Lawrence, Pete Morrison, Kellie Pickering, Luke Knight, Ricky Puata, Chris Rawlins, Melissa O'Brien, Helen McBurnie, Director Corporate and Commercial Services, Manager Economic Development, Industry and Business Engagement Lead

1.1 APOLOGIES**RESOLVED****Member M Banks/Member P Morrison**

That the apologies be accepted from Cr Tony Mileto (Mayor), Cr Marea Ruddy, Julia Andrews and Jack Evans for the Economic Development Community Committee meeting on 29 April 2026.

1.2 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson conducted an Acknowledgement of Country.

1.3 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Nil.

2 PREVIOUS MINUTES**RESOLVED****Member M Banks/Member P Morrison**

That the Minutes of the Meeting of the Economic Development Community Committee held on 11 February 2026 (copies of which were circulated to all members) be and are hereby confirmed as a true and accurate record of the proceedings of the Economic Development Community Committee meeting held on 11 February 2026.

Attachment 1 Minutes of the Meeting of the Economic Development Community Committee held on 29 April 2026**3 PRESENTATIONS****3.1 CHAIRPERSON PRESENTATION - REGIONAL & ECONOMIC DEVELOPMENT POLICY COMMITTEE**

TRIM REFERENCE: 2026/769

The Chair recapped the meeting and highlighted the two discussion points within the Policy Committee meeting which were:

1. The decommissioning of the Think Orange Region website
2. Vacancy rate in the CBD audit.

RECOMMENDATION**Member M Banks/Member G Norton**

That the presentation by the Chairperson be acknowledged.

3.2 ECONOMIC DEVELOPMENT UPDATE APRIL 2026

TRIM REFERENCE: 2026/754

The Manager Economic Development presented slides on the economy of Orange. These slides will be distributed via email after the meeting.

RECOMMENDATION**Member R Kidd/Member M Banks**

That the presentation by the Manager Economic Development be acknowledged.

4 GENERAL REPORTS**4.1 AUDIT OF VACANT INDUSTRIAL, COMMERCIAL AND RETAIL PREMISES FOR FEBRUARY 2026**

TRIM REFERENCE: 2026/737

RECOMMENDATION**Member G Norton/Member R Kidd**

That the report on the Audit of Vacant premises be acknowledged.

4.2 ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE ACTION PLAN 2025 - 2028

TRIM REFERENCE: 2026/739

RECOMMENDATION**Member G Norton/Cr G Judge**

That the Economic Development Community Committee Action Plan be reviewed and updated.

THE MEETING CLOSED AT 9.13AM



ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE

AGENDA

29 APRIL 2026

Notice is hereby given, in accordance with the provisions of the Local Government Act 1993 that a **ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE MEETING of ORANGE CITY COUNCIL** will be held in the **COUNCIL CHAMBERS, CIVIC CENTRE, BYNG STREET, ORANGE** on **Wednesday, 29 April 2026** commencing at **8.00AM**.

Scott Maunder
CHIEF EXECUTIVE OFFICER

For apologies, please contact Tony Boland on 6393 8250.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 29 April 2026**

AGENDA

EVACUATION PROCEDURE

In the event of an emergency, the building may be evacuated. You will be required to vacate the building. The Committee Clerk will now identify the emergency muster point.

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Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026

1 INTRODUCTION**MEMBERS**

Cr Frances Kinghorne (Chairperson), Cr Tony Mileto (Mayor), Cr Tammy Greenhalgh (Deputy Mayor), Cr Melanie McDonell, Cr Graeme Judge, Cr Marea Ruddy, Reginald Kidd, Gary Norton, Michael Banks, Anthony Healey, Russell Tym, Timothy Hall, Catherine Lawrence, Julia Andrews, Pete Morrison, Ben Chiarella, Jack Evans, Kellie Pickering, Luke Knight, Amy Gormly, Ricky Puata, Director Corporate and Commercial Services, Manager Economic Development, Industry and Business Engagement Lead

1.1 Apologies**1.2 Acknowledgement of Country**

I would like to acknowledge the Traditional Custodians of the land on which we meet today, the people of the Wiradjuri Nation. I pay my respects to Elders past and present, and extend those respects to Aboriginal Peoples of Orange and surrounds, and Aboriginal people here with us today.

1.3 Declaration of pecuniary interests, significant non-pecuniary interests and less than significant non-pecuniary interests

The provisions of Chapter 14 of the Local Government Act, 1993 (the Act) regulate the way in which Councillors and designated staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public role.

The Act prescribes that where a member of Council (or a Committee of Council) has a direct or indirect financial (pecuniary) interest in a matter to be considered at a meeting of the Council (or Committee), that interest must be disclosed as soon as practicable after the start of the meeting and the reasons given for declaring such interest.

As members are aware, the provisions of the Local Government Act restrict any member who has declared a pecuniary interest in any matter from participating in the discussion or voting on that matter, and requires that member to vacate the Chamber.

Council's Code of Conduct provides that if members have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed. The Code of Conduct also provides for a number of ways in which a member may manage non pecuniary conflicts of interest.

RECOMMENDATION

It is recommended that Committee Members now disclose any conflicts of interest in matters under consideration by the Economic Development Community Committee at this meeting.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 29 April 2026**

2 PREVIOUS MINUTES

RECOMMENDATION

That the Minutes of the Meeting of the Economic Development Community Committee held on 11 February 2026 (copies of which were circulated to all members) be and are hereby confirmed as a true and accurate records of the proceedings of the Economic Development Community Committee meeting held on 11 February 2026.

ATTACHMENTS

- 1 Minutes of the Meeting of the Economic Development Community Committee held on 11 February 2026

**MINUTES OF THE ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE**

HELD IN COUNCILLORS WORKROOM, CIVIC CENTRE, BYNG STREET, ORANGE

ON 11 FEBRUARY 2026

COMMENCING AT 8:05AM

1 INTRODUCTION**ATTENDANCE**

Cr Frances Kinghorne (Chairperson), Cr Tony Mileto (Mayor), Cr Marea Ruddy, Reginald Kidd (Teams), Michael Banks, Russell Tym, Julia Andrews, Pete Morrison, Luke Knight, Ricky Puata, Melissa O'Brien, Chief Executive Officer, Director Corporate and Commercial Services, Manager Economic Development, Industry and Business Engagement Lead.

1.1 APOLOGIES**RESOLVED****Member M Banks/Member L Knight**

That the apologies be accepted from Cr Tammy Greenhalgh (Deputy Mayor), Cr Melanie McDonell, Cr Graeme Judge, Ben Chiarella, Jack Evans, Josh Gordon, Kellie Pickering and Chris Rawlins for the Economic Development Community Committee meeting on 11 February 2026.

1.2 ACKNOWLEDGEMENT OF COUNTRY

The Chairperson conducted an Acknowledgement of Country.

1.3 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

Nil.

2 PREVIOUS MINUTES**RESOLVED****Member M Banks/Member L Knight**

That the Minutes of the Meeting of the Economic Development Community Committee held on 3 December 2025 (copies of which were circulated to all members) be and are hereby confirmed as a true and accurate record of the proceedings of the Economic Development Community Committee meeting held on 3 December 2025.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026**3 PRESENTATIONS****3.1 CHAIRPERSON PRESENTATION - REGIONAL & ECONOMIC DEVELOPMENT POLICY COMMITTEE**

TRIM REFERENCE: 2026/168

The Chair updated the Committee

RECOMMENDATION**Member L Knight/Member J Andrews**

That the presentation be noted.

4 GENERAL REPORTS**4.1 2026 EDCC MEETING DATES AND AGENDA CALENDAR**

TRIM REFERENCE: 2026/123

RECOMMENDATION**Member R Kidd/Cr M Ruddy**

That the Committee accepts the updated EDCC agenda dates and proposed Agenda Calendar.

4.2 2026 ORANGE ECONOMIC DEVELOPMENT PLAN

TRIM REFERENCE: 2026/159

RECOMMENDATION**Member J Andrews/Cr F Kinghorne**

That the Committee acknowledge the report on the 2026 Economic Development Plan.

4.3 ORANGE RESIDENTIAL UPDATE

TRIM REFERENCE: 2026/129

RECOMMENDATION**Cr M Ruddy/Member M Banks**

That the Committee acknowledge the report.

4.4 NOVEMBER 2025 CBD AUDIT RESULTS

TRIM REFERENCE: 2026/73

RECOMMENDATION**Cr F Kinghorne/Cr M Ruddy**

That the Committee acknowledge the report on the CBD Audit.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026

4.5 LAUNCH OF THE MONITOR CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

TRIM REFERENCE: 2025/2648

RECOMMENDATION**Cr M Ruddy/Cr F Kinghorne**

That the Committee acknowledge the report on the Launch of the Monitor Customer Relationship Management System.

4.6 AMENDMENT TO ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE CHARTER

TRIM REFERENCE: 2025/2647

RECOMMENDATION**Member R Tym/Member M Banks**

That the Economic Development Community Committee Charter be amended to only require five (5) industry/community representatives and one (1) Councillor to form a quorum.

4.7 ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE ACTION PLAN 2025 - 2028

TRIM REFERENCE: 2025/2649

RECOMMENDATION

That the Economic Development Community Committee Action Plan updated as required.

THE MEETING CLOSED AT 9.25AM.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 29 April 2026**

ECONOMIC DEVELOPMENT COMMUNITY COMMITTEE

29 APRIL 2026

3 PRESENTATIONS**3.1 Chairperson Presentation - Regional & Economic Development Policy Committee**

The Chairperson, Cr Kinghorne, will provide an update to the Committee on the Regional and Economic Development Policy Committee of 3 March 2026 when the last Community Committee minutes were presented to Council for adoption.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 29 April 2026**

3.2 Economic Development Update April 2026

A presentation of the state of the Orange Economy by the Manager Economic Development using newly subscribed .id data.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026

4 GENERAL REPORTS
4.1 Audit of vacant industrial, commercial and retail premises for February 2026
RECORD NUMBER: 2026/737

AUTHOR: Tony Boland, Industry & Business Engagement Lead

EXECUTIVE SUMMARY

The vacancies in the industrial, commercial and retail sector have typically been audited quarterly for the past couple of years. The purpose of this audit is to have the information available in a quick and easy digestible format for potential investors to scan the sites without searching every real estate agent page.

Staff will now report the summary data on a bi-annual basis in accordance with the resolution from the last EDCC meeting.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “11.1 Encourage and facilitate inward investment to grow the number of new inbound businesses to the city”.

FINANCIAL IMPLICATIONS

Nil.

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That the report be acknowledged.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council’s key risk categories and the following comments are provided:

Service/Project Delivery	Nil.
Financial	Nil.
Reputation/Political	Nil.
Environment	Nil.
Compliance	Nil.
People & WHS	Nil.
Information Technology/ Cyber Security	Nil.

SUPPORTING INFORMATION

The vacancy audit of industrial, commercial and retail premises was carried out in February 2026. The audit is updated as vacancies are advised by real estate agents over the quarter. This has been carried out on a quarterly basis for the past two years and on an ad hoc basis prior to this.

The primary purpose of the audit is to consolidate all the available real estate vacancies into a single point that staff can use when dealing with business investors. The alternative is to scroll

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 29 April 2026**

4.1 Audit of vacant industrial, commercial and retail premises for February 2026

through every real estate agent website to see what is available. This is very time consuming when dealing with business investors and it does not always capture all available information.

The following tables are the higher-level summaries of the various categories of vacancies. The term “strata” in the tables is not a strict legal definition but a generic term for multiple sites within a single address that may or may not be a legal strata.

Table 1 is the total number of properties broken down into those for sale only, those for lease only and properties that are for lease or sale.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026
4.1 Audit of vacant industrial, commercial and retail premises for February 2026
TABLE 1

	Number of properties							
	Total available		For sale only		For lease only		For sale or lease	
	Total available	Strata properties	Total available	Strata properties	Total available	Strata properties	Total available	Strata properties
Industrial	53	35	12	3	26	13	15	14
Commercial	75	60	3	1	64	53	8	6
Retail CBD	35	3	2	0	31	3	2	0
Retail Other	16	16	0	0	16	16	0	0

Table 2 shows the summary of all the greenfield sites available in Orange and the total available land area across the greenfield sites.

TABLE 2

	Greenfield properties											
	Total available			For sale only			For lease only			For sale or lease		
	Total available	Strata properties	Total Area	Total available	Strata properties	Total Area	Total available	Strata properties	Total Area	Total available	Strata properties	Total Area
Industrial	10	0	68,845m2	8	2	61,829m2	2	0	7,016m2	0	0	0
Commercial	0	0	0	0	0	0	0	0	0	0	0	0
Retail CBD	1	0	2,722m2	1	0	2,722m2	0	0	0	0	0	0
Retail Other	0	0	0	0	0	0	0	0	0	0	0	0

Table 3 shows the floorspace available by category. These properties are all developed.

TABLE 3

	Floor space							
	Total available (m2)		For sale only (m2)		For lease only (m2)		For sale or lease	
	Total available	Strata properties	For sale only	Strata properties	For Lease only	Strata properties	For sale or lease	Strata properties
Industrial	22,724	5,347	555	375	18,579	18,579	3,590	2,231
Commercial	12,899	8,153	843	843	10,328	6,841	1,500	469
Retail CBD	8,863	3,606	0	0	7,168	3,606	656	0
Retail Other	3,320	3,320	0	0	3,320	3,320	0	0

The full report can be emailed to anyone who would like it. It is not a polished publication. It is an internal document used by staff when dealing with business investors.

While tables 1 to 3 give a point in time analysis, Table 4 provides analysis of premises that were available in March 2025 but were not available in February 2026. This indicates an approximate uptake of vacant buildings over the period.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026
4.1 Audit of vacant industrial, commercial and retail premises for February 2026
Table 4

		Industrial	Commercial	Retail
Total	Land (m ²)	88,653	34,049	11,755
	Building (m ²)	16,636	9,350	7,690
Sale only	Land (m ²)	25,469	17,641	7,950
	Building (m ²)	7,826	3,884	5,084
Lease only	Land (m ²)	56,514	16,408	3,436
	Building (m ²)	6,668	5,466	2,258
Either sale or lease	Land (m ²)	6,670	0	369
	Building (m ²)	2,142	0	348

Table 5 provides a summary of the land that was placed on the market between March 2025 and February 2026. This indicates an approximate volume of vacant buildings coming on to the market over the period.

Table 5

		Industrial	Commercial	Retail
Total	Land (m ²)	85,135	92,425	5,002
	Building (m ²)	7,139	6,028	3,616
Sale only	Land (m ²)	62,293	39,180	781
	Building (m ²)	629	0	1,039
Lease only	Land (m ²)	22,001	26,517	3,917
	Building (m ²)	5,722	6,224	2,370
Either sale or lease	Land (m ²)	841	0	303
	Building (m ²)	788	0	207

Comparison between Table 4 and Table 5 leads to the following observations:

- That industrial land was almost replaced one for one over the period
- Commercial land that came off the market was replaced at a ratio of almost 3 to 1
- Retail floorspace demand out stripped availability by two to one.

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026
4.2 Economic Development Community Committee Action Plan 2025 - 2028

RECORD NUMBER: 2026/739

AUTHOR: Tony Boland, Industry & Business Engagement Lead

EXECUTIVE SUMMARY

Council has noted the important role that Community Committees play in providing feedback and input into Council's operations. Committees can also offer ideas and suggestions to be considered as part of Council's Integrated Planning and Reporting framework, and related annual budget.

As a means of recording ideas, suggestions and activities made and undertaken by members, each Committee will develop and review on an ongoing basis an Action Plan.

This report provides the opportunity for the Committee to review the Action Plan and consider items to be added.

The Action Plans Review and Update will be a standard item at each meeting.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "11.2 Enhance opportunities for local business to grow and prosper".

FINANCIAL IMPLICATIONS

Items on the Action Plan will not necessarily be put into Council's program of works or budget. Rather, the Action Plan will be used by the Committee and staff to provide suggestions for Council's consideration and track specific tasks, projects or requests of the Committee.

Items may be short-term or long-term goals or activities that can be worked on over time.

POLICY AND GOVERNANCE IMPLICATIONS

Nil.

RECOMMENDATION

That the Economic Development Community Committee Action Plan be reviewed and updated.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council's key risk categories and the following comments are provided:

Service/Project Delivery	Changes to the Action Plan may affect timelines or delivery of existing community initiatives.
Financial	New or updated actions may require additional funding or reallocation of existing resources.
Reputation/Political	Community expectations may be impacted if priorities shift or previously endorsed actions are removed.
Environment	Revised actions should consider environmental impacts and alignment with sustainability goals.
Compliance	Updates must align with Council policies, committee terms of reference and relevant legislation.
People & WHS	New or revised actions may introduce workload or safety considerations for volunteers and staff.
Information Technology/ Cyber Security	Digital updates to the Action Plan must ensure secure access and accurate version control.

**Attachment 2 Agenda of the Meeting of the Economic Development Community Committee
held on 29 April 2026**

4.2 Economic Development Community Committee Action Plan 2025 - 2028

SUPPORTING INFORMATION

An update to the Committee's Action Plan will be a standard item on every agenda for discussion and review.

The Committee Clerk will ensure the Action Plan identifies possible budget and resourcing implications, and how an item links to Council's Delivery/Operational Plan or could be proposed for future Delivery/Operational Plans.

ATTACHMENTS

- 1 Economic Development Community Committee Action Plan - 2025, D25/27683

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026
Attachment 1 Economic Development Community Committee Action Plan - 2025
COMMUNITY COMMITTEE ACTION PLAN
ECONOMIC DEVELOPMENT

D25/27683

ACTION OR PROJECT	COMMUNITY STRATEGIC PLAN REFERENCE	TASKS	RESPONSIBILITY OF	COST IMPLICATIONS	START DATE	END DATE	COMMENTS/PROGRESS	UPDATED
Investigate options for reinstating the rail siding from East Fork to Ash Street	11.2 Enhance opportunities for local business to grow and prosper.	Find out from UGL if reinstatement of rail siding is feasible.	Staff	Nil	2/4/2025		Staff have been in touch with UGL and are still awaiting a response. Follow up email sent 17/4/26	17/4/2026
Improve relocation collateral.	11.1 Encourage and facilitate inward investment	Review websites and other collateral	Staff	Nil	2/4/2025	Ongoing	Images and interviews currently being collected for new collateral.	17/4/2026
Assess costs and viability of pod relocation	11.2 Enhance opportunities for local business to grow and prosper	Send a report to the ELT identifying opportunities	Staff	Unknown	2/4/2025	Ongoing	Looking at varying the lease lengths to have one longer term and one seasonal lease. One pod will change tenants on 2 May 2026.	17/4/2026
Lobby NSW Govt on enhancing local (NSW) purchasing polices for projects and government departments, similar to those in other states.	11.2 Enhance opportunities for local business to grow and prosper	Lobby NSW Government Ministers and Cabinet to create a local (NSW) purchasing policy with minimum local content.	Council & Mayor for lobbying. Staff to provide a report	Nil	4/6/2025	Ongoing	The C'tee urge Councillors to lobby the JO and the NSW Govt to include minimum local (NSW made) materials and products in Govt contracts.	4/2/2026

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026
Attachment 1 Economic Development Community Committee Action Plan - 2025


D25/27683

ACTION OR PROJECT	COMMUNITY STRATEGIC PLAN REFERENCE	TASKS	RESPONSIBILITY OF	COST IMPLICATIONS	START DATE	END DATE	COMMENTS/PROGRESS	UPDATED
Saleyards Development Project	11.2 Enhance opportunities for local business to grow and prosper	Advise Committee of the timing of the Saleyards project when known	Industry & Business Engagement Lead	Money has been set aside in the budget.	4/6/2025	Unknown	Development transferred to Major Projects Office. Currently in tender process for civil works.	17/4/2026

Attachment 2 Agenda of the Meeting of the Economic Development Community Committee held on 29 April 2026

Attachment 1 Economic Development Community Committee Action Plan - 2025



D25/27683

DELETED ITEMS HAVE BEEN MOVED TO D25/64674

SUPPORTING INFORMATION ON COMPLETING AND UPDATING THE ACTION PLAN

and otherwise as required.

This template is provided to assist in developing the action plan, and to provide consistency across all community committees.

Action/Project: The general activity or project that the committee is providing advice and information on for Council, or is going to undertake themselves.

Community Strategic Plan Reference: The Community Strategic Plan is Council's chief planning document. It outlines the aspirations and needs of the Orange community and is a 10-year plan to guide Council and community activity. Linking activities to the goals outlined in this plan helps keep everyone working toward the same vision.

Tasks: These are the individual tasks that need to be undertaken to complete the action or project successfully. There may only be one task, or there may be several tasks included in a project.

Responsibility of: Is this an action or project that Council and its staff are responsible for, or is this something the community committee is going to undertake?

Cost Implications: Are there any costs involved with the project? If any recommendations are being made that impact the already approved Council budget, this needs to go to a full general Council meeting for discussion and resolution.

Start and End Dates: Some activities will be short term activities, some will be for a much longer period, perhaps even across the entire Council term. Providing start and end dates gives the committee (and Council) a timeline and targets to work towards. Dates can always be adjusted as needed.

Comments/Progress: Any time there is movement or progress regarding an action or project, it is recorded to keep track of where it is up to and what needs to happen next.

Updated: Record the date of when the last changes to an activity or project were made. This will help identify any projects or initiatives that may have stalled and need action to be moved along.

3 GENERAL REPORTS

3.1 Minutes of the Cadia Community Consultative Committee - 28 March 2026

RECORD NUMBER: 2026/917

AUTHOR: Gary Arnold, Director Development Services

EXECUTIVE SUMMARY

Orange City Council has a representative on the Cadia Community Consultative Committee. The Council representative is the author of this report.

The Committee operates in accordance with the NSW Government Department of Planning and Environment's *Community Consultative Committee Guidelines for State Significant Projects*. The Committee is independently chaired by **PlanCom Consulting**.

The Guidelines outline the purpose of the Committee as follows:

The purpose of the committee is to:

- Establish strong working relationships and encourage the proponent, Committee members and other relevant stakeholders to share information.
- Provide the proponent with an opportunity to seek feedback from community representatives, stakeholder groups, and councils, and to respond to project-related matters.
- Offer community representatives, stakeholder groups and councils a forum to request information and provide feedback on the project.

Matters typically discussed at Committee meetings include, but are not limited to:

- Community concerns and the resolution of community complaints.
- Implementation of conditions of approval or consent, including associated management plans.
- Proposed amendments or modifications to the project.
- Outcomes of monitoring activities, annual reviews and independent audits.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "14.1 Work in partnership with other councils, regional organisations and State and Federal Governments".

FINANCIAL IMPLICATIONS

Nil.

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That the report by the Director Development Services and the attached minutes regarding the Cadia Community Consultative Committee 28 March 2026 meeting be acknowledged.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council's key risk categories and the following comments are provided:

Service/Project Delivery	Council's membership of the committee can be managed within existing resources.
Financial	Nil

3.1 Minutes of the Cadia Community Consultative Committee - 28 March 2026

Reputation/Political	There are diverse views on this project and publishing the minutes will assist in keeping the community informed.
Environment	The environmental impacts of this project have been a significant element identified by opponents to this project.
Compliance	Nil
People & WHS	Nil
Information Technology/ Cyber Security	Nil

SUPPORTING INFORMATION

The Cadia Community Consultative Committee (CCCC) meets quarterly or as needed if there are developments to the project outside these timeframes.

As listed above, a key purpose of the CCCC is for the committee members and other relevant stakeholders to share information.

The minutes of the 28 March meeting are attached for the information of the Council.

ATTACHMENTS

- 1 Cadia Community Consultative Committee Minutes 28 March 2026, IC26/11905 [↓](#)

Attachment 1 Cadia Community Consultative Committee Minutes 28 March 2026
Notes: Terms of Reference Meeting of the Newmont Cadia Community Consultative Committee (CCC) Tuesday 28th March 2026

Location: Held at The Hive, 25-27 McNamara Street, Orange NSW

Time: 6pm – 8pm

Members: Chairperson: Margaret Harvie (MH)
Community representatives: Bob Meyenn (BM), Chris Baker (CB), Kim Masters (KM), John Gerathy (JG), Frances Retallack (FR) – Cadia Community Sustainability Network.
Council representatives: Matthew Christensen (MC) – Cabonne Shire Council Representative, Gary Arnold – Orange City Council Representative.
Cadia representatives: Lori Douglas (LD) – General Manager, David Coe (DC) – Director Environment, Melissa O’Brien (MO) – Director Social Performance
Persons in attendance: Yurinda Davies (YD) (note taker).
Apologies: Graham Brown (GB), Stephen Johnston (SJ) – Blayney Shire Council Representative

Meeting Opened: 6:00 pm.

Agenda Items

Item no.	Description	Who
1.	Acknowledgement of Country Introductions round the room	Margaret Harvie
2.	Declarations of pecuniary interest	
3.	Urgent current community items – Meribah Road Closure	Cadia in response to John Gerathy
4.	Discussion of the Draft Terms of reference document	All and facilitated by Chair
5.	Item in the TOR – those that may need additional address <ul style="list-style-type: none"> - Communications around CCC activities by Cadia and CCC members - Role of Community Member Alternates - Membership timeframes / membership renewals - Future evaluation/ review of the CCC 	
6.	Brainstorm of the list of key topics/ presentations CCC members would like going forward. <ul style="list-style-type: none"> - You will be invited to contribute to a long list that we can prioritise based on the preference of the group – these will be topics for future meetings. 	All and facilitated by Chair
7.	Cadias engagement with the broader community <ul style="list-style-type: none"> - concern about balance and CCC being just one means of engagement. 	Presentation by Cadia and response by CCC members
8.	Next Regular CCC meetings <ul style="list-style-type: none"> - 18 May Future meetings? <ul style="list-style-type: none"> - 17 August - 16 November 	

Attachment 1 Cadia Community Consultative Committee Minutes 28 March 2026

Agenda Item	Notes	Action/By Whom (See below and Appendix 1- Actions List)
1.	Welcome and Apologies MH welcomed everyone to the meeting. All members introduced themselves and the communities/organisations they represent.	
2.	Declaration of Interests YD to start contract at Blayney Shire Council as the Manager Tourism and Communications but will continue as notetaker.	
3.	Urgent current community items – Meribah Road Closure Blayney Shire Council has temporarily closed Meribah Road. Reasoning being the reported anti-social behaviour and the road only servicing private properties.	ACTION1: Blayney Shire Council to respond to JG
4.	Discussion of the Draft Terms of reference document. Purpose of the CCC <ul style="list-style-type: none"> • DC to provide updated wording to clearly define the scope of the TOR. • JG suggests including more reference to environment/environmental impact. • BM suggests purpose to include ‘minimising impact of immediate community’. • Changes discussed in the meeting are captured in a revised Terms of Reference circulated for comment of the CCC Role/ responsibility of the CCC members <ul style="list-style-type: none"> • Cadia approach to community consultation – presentation will be provided at the next meeting. Community members suggested to combine the various community meetings so that people can understand each other’s issues. • Need to review how to effectively disseminate information to the wider community. Cadia offered to provide material for community members to share, members need to guide what that could look like. What CCC members can expect <ul style="list-style-type: none"> • FR highlighted additional point regarding transparency and the need for complete answers from Cadia, especially issues relating to impact to neighbours (TOR updated to reflect this). 	ACTION 2: Chair to update the draft document with changes as discussed in the meeting. ACTION 3: CCC members to ask the community how they would like to receive information/updates

Attachment 1 Cadia Community Consultative Committee Minutes 28 March 2026

- To support CCC’s communication outwards, need to look at hard copy newsletters/post information to broader community. Need to identify best channels to reach people – discussion on this deferred to next meeting.

5.

Item in the TOR – those additional discussion

- Communications around CCC activities by Cadia and CCC members. Discussion noted in item 4.
- Role of Community Member Alternates. Community members discussed precedence with previous Chairs. Chair advised that unless a community member plans to be away for an extended period (two or more CCC meetings), she considers that an alternate is unnecessary. This however can be reviewed/considered on a case-by-case basis and at the discretion of the Chair.
- Membership timeframes / membership renewals. There was discussion about potential for staggered terms, creating a term for the current members et. It was agreed that there was need for succession planning – this discussion was deferred but it was agreed that it should be picked up later.
- Future evaluation/ review of the CCC to ensure it remains effective.

ACTION 4: Review committee succession planning at a future meeting.

ACTION 5: Review/evaluation of the CCC performance April 2027.

6.

Brainstorm of the list of key topics/ presentations CCC members would like going forward.

Items to be raised at the next meeting

- Mod 16 – view that there was deficiencies in the presentation – FR
- Mod 16 – Portal use and implications for future applications and submissions
- CCOP update – Cadia has scheduled this for the next meeting

Other items for future sessions

- Roads and traffic
- Visual and noise buffer zones and plans
- Earthquake impacts and risks
- Summary of historical approvals and current pipeline
- State and status of mine owned farms
- Mines recognition of falling property values and saleability
- Hydrobiology report and data – EPA
- BSEL conditional certificate – address conditions as part of CCOP
- Full extent of Sticky Nightshade in the community and where the controls are up to
- Installation of public seismic activity records to see the impact from blasting and seismic events
- PFAS impact on water and air via tailings dam

ACTION 6: Items listed to be revisited at future meetings to determine priorities for future discussion.

7.

Cadias engagement with the broader community

Noted in item 4.

Attachment 1 Cadia Community Consultative Committee Minutes 28 March 2026

8. **Next meeting dates:**
 18th May 2026 (6-8pm) - Regular CCC meeting.
 MH thanked all members for their time and contribution to the meeting.

Meeting Closed: 8:20 pm.

Appendix 1: Actions List

Page No	Action No	Description	Date Raised
2	1	ACTION1: Blayney Shire Council to respond to JG	28 th April 2026
2	2	ACTION 2: Chair to update the draft document with changes as discussed in the meeting.	28 th April 2026
2	3	ACTION 3: CCC members to ask the community how they would like to receive information/updates	28 th April 2026
3	4	ACTION 4: Review committee succession planning at a future meeting.	28 th April 2026
3	5	ACTION 5: Review/evaluation of the CCC performance April 2027.	28 th April 2026
3	6	ACTION 6: Items listed to be revisited at future meetings to determine priorities for future discussion.	28 th April 2026

3.2 Update from Orange Rail Action Group

RECORD NUMBER: 2026/984

AUTHOR: Tony Boland, Industry & Business Engagement Lead

EXECUTIVE SUMMARY

The Orange Rail Action Group (ORAG) has been meeting since 2013 to advocate for improved rail services to Orange. Councillor Kinghorne represents Council on ORAG, with Council also supporting the group by providing meeting space and staff resources during meetings.

ORAG has submitted a report updating Council on current rail service developments and requesting that Council advocate for an amendment to the Joint Organisation Transport Advocacy Review which was originally completed in 2023. This amendment seeks to recognise the need for a new daily service from Dubbo to Sydney, including stops at Orange and Blayney, with connections to interlinking coach services.

It is noted that there is some confusion in the ORAG report submitted, as the reference to 14b relates to the board minutes of the CNSWJO rather than the review document and that there has been a further review in 2025 and a revision adopted.

However, the information and change requested by the ORAG is not included in 2025 plan either.

The recommendation has been to Council has been updated to reflect the correct document and meet the intention of the ORAG.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy “11.1 Encourage and facilitate inward investment to grow the number of new inbound businesses to the city”.

FINANCIAL IMPLICATIONS

Nil.

POLICY AND GOVERNANCE IMPLICATIONS

Nil.

RECOMMENDATION

That the Council write to the CNSWJO and suggest that their Transport Infrastructure Advocacy Plan be updated to include more detailed reference to the Sydney to Dubbo transport route as discussed in this paper.

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council’s key risk categories and the following comments are provided:

Service/Project Delivery	Nil.
Financial	Nil.
Reputation/Political	Nil.
Environment	Nil.
Compliance	Nil.
People & WHS	Nil.
Information Technology/ Cyber Security	Nil.

3.2 Update from Orange Rail Action Group

SUPPORTING INFORMATION

On behalf of ORAG, the Chairperson submitted a report in May 2025 outlining the group's activities. This current report provides an update for May 2025.

In April 2025, the NSW Government announced a \$2 million review into the potential overnight stabling of trains in Orange, commonly referred to as the "Bathurst Bullet" extension. While the findings of this review have not yet been made public, ORAG continues to monitor developments relating to rail infrastructure and resourcing.

Within the Chairperson's report it was requested that consideration be given to contacting the CNSWJO to request a change to their Transport Advocacy Review document from 2023 due to the change in the Bullet 2 pathway. The request is that the review document could be reworded the document to include "a morning day-return service from Dubbo to Sydney via Orange and Blayney, interchanging with the Parkes-Forbes and Grenfell-Cowra coach services each morning and evening" in section 14b.

Staff have researched the documentation and found that section 14b refers to the CNSWJO board recommendations from their August 2023 meeting and also that the *Transport Infrastructure Advocacy Plan – February 2025* published by the CNSWJO may supersede the 2023 document.

In the 2025 Plan, the reference to the Bullet 2 pathway is in part f of the **Key Transport Message number 3: "Shifting from road to rail"** and again in part 3.6 in the same Key Transport Message.

A copy of both the relevant CNSWJO board paper and the 2025 Plan is attached for reference.

ATTACHMENTS

- 1 Report from ORAG - May 2026, IC26/11047 [↓](#)
- 2 CNSWJO Extract 23 August 2023, IC26/11279 [↓](#)
- 3 CNSWJO Transport Advocacy Plan, D26/61808 [↓](#)

Orange Rail Action Group Report to Orange City Council**12 May 2026**

The Orange Rail Action Group is pleased to provide this update of rail service activity which has occurred since the last Report to Council in May 2025.

Bathurst Bullet Extension Following the allocation of funds in April 2025, to investigate the stabling of morning trains in Orange, this project is still in the planning stage. These concept plans are not yet made public.. Mr Donato has announced in Parliament that the earliest date that stabling will be available, is 2028 (or later)

New Regional Fleet Since May 2025, all 10 Long Regional Train sets have been delivered to the Mindyarra Maintenance Facility in Dubbo. 3 sets are being tested on the NSW train network. These are the XPT replacement trains. Minister Aitchison has announced that the Western Line, Sydney-Orange-Dubbo, will be the first to see the new trains in service. Test trains have been observed passing through Orange Station both to and from Dubbo. No time frame is yet announced.

XPT Refurbishment. XPT trains sets (2 locomotives and their carriages) are being refurbished completely at a cost of \$4.3 M, over 5 years. This will provide rolling stock for extra services in NSW. As the Long Regional trains are introduced, the XPTs will become available for re-furbishment.

Dubbo-Orange-Sydney Train. ORAG suggests to Council that a new morning train, Dubbo- Orange-Sydney and evening return, would be a popular service and would overcome the expected delay of the promised Bullet trains. Interchange with the Forbes -Parkes coach at Orange Station, and the Grenfell-Cowra coach at Blayney Station, would provide an integrated regional service to the Central West, Thus Orange residents would have two daily trains in the short term.

This would also **avoid** 2 more hours of coach travel to Lithgow and the transfer to the “26 stop” electric train service to Sydney.

CNSWJO Transport Advocacy Review In August 2023, the CNSWJO updated its Governance and Advocacy Report. (copy attached). Item 14 b. could be reviewed and updated at a future meeting of the CNSWJO. The statement is no longer relevant in 2026, as the Bullet 2 pathway will be used by the future Bullet 2 departing Orange.

Suggested amendment: 14 b. “ a morning day-return service from Dubbo to Sydney via Orange and Blayney. interchanging with the Parkes-Forbes and Grenfell-Cowra coach services each morning and evening.”

ORAG wishes to thank the Orange City Council for its continuing support to advocate for new trains services from Orange.

Peter Bilenkij
Chairman 2026
Orange Rail Action Group.

Central NSW JO Board Meeting 23 August 2023

c. The CNSWJO Governance and Advocacy Report

Regional Strategic Priorities	1.1 Governance arrangements enable inter-council co-operation Advocacy for all 7 priorities
Portfolio Mayors	All Portfolio Mayors
Sponsoring General Manager/s	All Sponsoring General Managers

Report by Jenny Bennett, dated 16 August 2023

Recommendation/s
<p>That the Board note the CNSWJO Governance Advocacy Report and</p> <ol style="list-style-type: none"> 1. note the Advocacy Subcommittee update; 2. note the advice from the Health and Aging Portfolio Mayors' Subcommittee; 3. adopt the MoU the Rural Doctor's Network; 4. adopt the Plan on a Page for the Planners' Group; 5. adopt the Terms of Reference for the Spare Capacity in Housing Project; 6. adopt the Plan on a Page for the Spare Capacity in Housing Project; 7. endorse the submission to IPART on the council rating methodology; 8. endorse the submission on the monitoring the NSW Biodiversity Credits Markets – IPART; 9. endorse the Response on the Biodiversity Assessment Method review, Department of Planning and Environment; 10. adopt the Current and Historic Population Projections for Local Government Areas in the Central NSW Joint Organisation; 11. lodge a submission to the Inquiry into the Implementation of Recommendations Relating to Workforce Issues, Workplace Culture and Funding Considerations for Remote, Rural and Regional Health within existing policy; 12. lodge a submission to the Draft Community Engagement Rules for Major Transmission Projects within existing policy; 13. note that a date is being sought for a meeting in Hawkesbury to progress a policy position on a safe, swift and secure link between Central NSW and Sydney; 14. update the Transport Advocacy Plan to support; <ol style="list-style-type: none"> a. the Bathurst Bullet being extended to Orange, including Opal Card ticketing; b. a morning day-return service from Dubbo to Sydney via Orange using Bullet 2 pathway and timetable; and c. Staged Faster Rail track upgrades to reduce travel time from Orange and Dubbo; and 15. for the two days of meetings that are concurrent with parliamentary visits, the Board meeting be held on the Friday.

Precis

Advocacy under the leadership of the Portfolio Mayors is progressing with the exception of telecommunications. At the time of writing discussions are being held with Mr S Bowman recently appointed as Director of RDA Central West. Mr Bowman has extensive insights into the telecommunications sector and more advice in this regard is provided in the body of the report.

Reports

Transport Infrastructure Advocacy Plan

February 2025



**CENTRAL NSW
JOINT ORGANISATION**

- Bathurst
- Blayney
- Cabonne
- Cowra
- Forbes
- Lachlan
- Lithgow
- Oberon
- Orange
- Parkes
- Weddin

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Executive Summary

Building on Centroc's advocacy work, Central NSW Joint Organisation (CNSWJO) is focused on tackling the region's transport challenges to improve connectivity, safety, and resilience. A key priority is securing upgrades to critical road and rail links between Central NSW and Sydney, creating faster, safer, and more reliable infrastructure for both freight and passengers. These efforts will also build resilience to natural disasters and support the region's long-term economic and social wellbeing.

CNSWJO is providing input into the development of Transport for NSW's Strategic Regional Integrated Transport Plan, aiming to secure investment and infrastructure improvements. The plan is expected to be finalised in the third quarter of the 2025–2026 financial year.

2025 Advocacy Focus

The Portfolio Mayors and Sponsoring General Managers have agreed that the focus for 2025 will be:

- 1. Adequate road funding with a focus on betterment and resilience.**
CNSWJO is advocating for sustained, predictable funding to help councils maintain and improve the region's extensive road network. Rising costs, expanding networks, and the need for resilient infrastructure continue to stretch council budgets.
- 2. A safe, reliable, and efficient transport network linking Central NSW to Sydney and beyond for both passenger and freight.**
The region depends on strong transport connections to Sydney, but current road and rail infrastructure is under strain, with congestion, slow speeds, and bottlenecks impacting both freight and passengers. Advocacy will focus on projects like Blue Mountains tunnel upgrades, improved rail services, and multi-modal transport solutions to reduce delays and improve capacity.
- 3. A robust multi-modal freight network.**
With 80% of freight moved by road, councils are facing rising maintenance costs and safety concerns. Rail inefficiencies and infrastructure limitations make this worse. CNSWJO is advocating for targeted investments in key freight corridors, including upgrades to the Lithgow-Blayney rail line and the introduction of medium-speed rail (160 km/h) to improve both freight and passenger services.

CNSWJO is keen to work more collaboratively with relevant State, Federal and other agencies to improve transport infrastructure outcomes for the region. For the next twelve months, CNSWJO will work with TfNSW on the Strategic Regional Integrated Transport Plan (SRITP), expected to be finalised quarter three of the 25-2026 financial year. CNSWJO supports principles of codesign, place-based activities and the embedment of implementation plans for the region. The region seeks to see adequate resources to ensure delivery. The advocacy position outlined in this plan will inform consultation with State agencies. Notably, the JO seeks to have its value recognised in the funding framework – please see Appendix A for the Bridge Assessments Case Study.

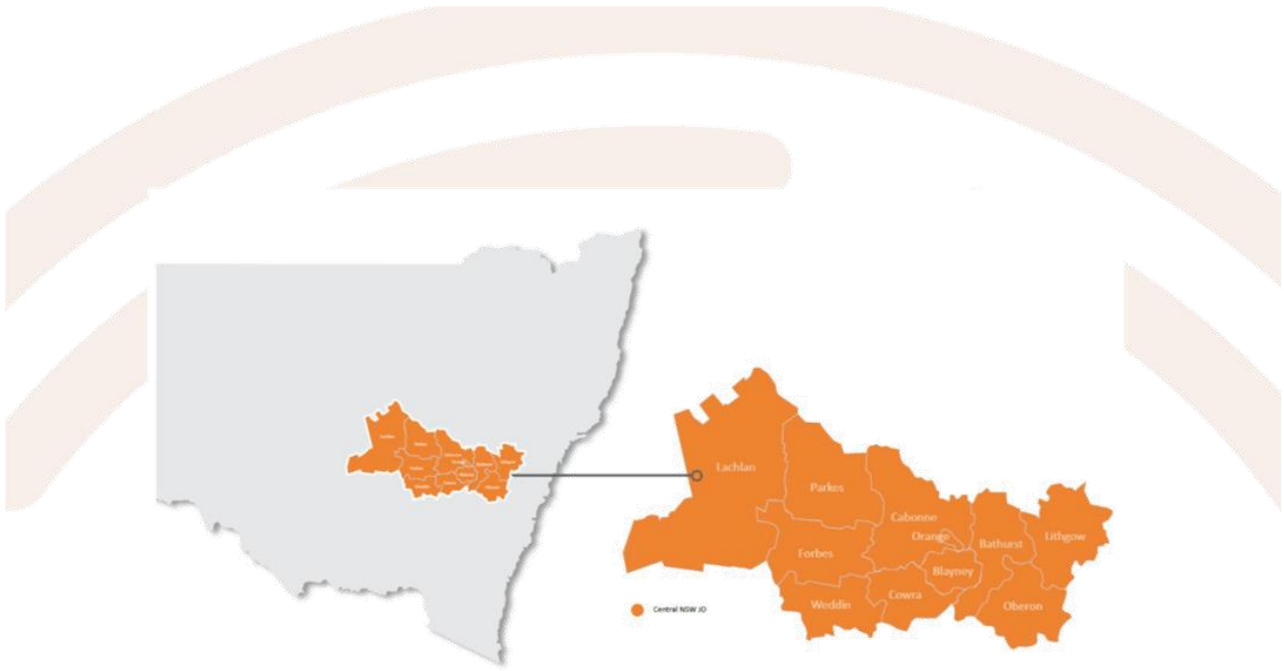


Figure 1 Central NSW Joint Organisation region

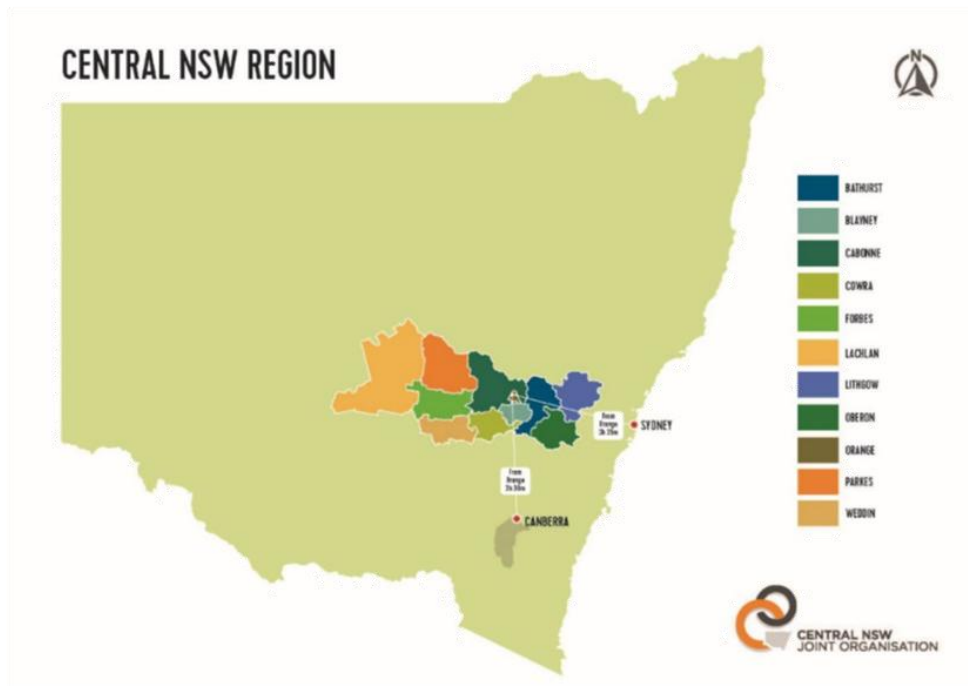


Figure 2 CNSWJO region in relation to Sydney and Canberra

Executive Summary

2025 Advocacy Focus: 3 Key Messages

In 2025, Central NSW Joint Organisation (CNSWJO) will be actively advocating to align with state and federal priorities, particularly in preparation for the federal election. This advocacy will include meetings with key state agencies, visits to state parliament, and lodging strategic submissions.

1. Adequate road funding with a focus on betterment and resilience

CNSWJO emphasises the need for predictable, long-term funding to maintain and improve council-managed roads. Councils in the region face challenges under the current funding framework, with heavy reliance on uncertain allocations from state and federal programs. Rising construction costs, an expanding road network, and the lack of dedicated funding for resilience hinder councils' ability to keep pace with growing demands.

The below are sub messages to state and federal government. 

State Government	Federal Government
Provide consistent, long-term funding for council-managed roads to cover maintenance, upgrades, and road safety improvements.	Raise Financial Assistance Grants (FAGs) to 1% of Commonwealth tax revenue to support sustainable road funding for rural and regional councils; and ensure that FAGs and Roads to Recovery allocations reflect the unique demands on regional councils, including the need for safety, resilience, and expanded infrastructure.
Prioritise strategic investments that focus on resilience, safety, and productivity across transport networks, as highlighted by the 2023 NSW Roads Congress Communiqué.	Revise Natural Disaster Funding Arrangements to include build back better provisions, such as alternative locations, and simplify the evidence process to speed up approvals and help councils rebuild more resilient infrastructure.
Allocate targeted funding for essential planning activities, such as flood mapping, pavement analysis, and structural assessments, to strengthen road infrastructure foundations.	Extend the Reconstruction of Essential Public Assets (REPA) under the NSW Disaster Assistance Arrangements funding eligibility to at least three years, providing councils with the time to plan and complete sustainable recovery projects.
Support councils in maintaining integrated transport networks by prioritising investments across both road and rail infrastructure to reduce bottlenecks and improve freight productivity.	Align disaster recovery grants with the Regional Roads Repair Program timeline, providing 70% upfront payments and flexible completion periods. Allow flexibility for skills shortages, labour, contractor, material, and equipment availability, environmental issues, and disasters, with justified re-routing permitted to avoid rebuilding in high-risk areas.
	Dedicate Roads to Recovery funds to resilience-building initiatives, with upfront payments to enable proactive planning and local road adaptation; Adjust Roads to Recovery allocations to reflect rural and regional challenges, including construction cost increases and expanding networks; and Allocate specific Roads to Recovery funding for resilience-building projects and local road adaptation plans, with 50% provided upfront to support immediate implementation.

2. A safe, reliable, and efficient transport network linking Central NSW to Sydney and beyond for both passenger and freight


The CNSWJO region relies on efficient transport links to Sydney, but outdated road and rail infrastructure faces congestion, slow speeds, and limited capacity for both freight and passengers. Key issues include highway congestion that reduces travel speeds to 40 km/h during peak periods, daylight rail curfews that force more trucks onto roads, and stalled funding for critical Blue Mountains tunnel projects.

The below are sub messages to state and federal government. 

State Government	Federal Government
Commit to the Strategic Regional Integrated Transport Plan (SRITP) with a focus on a safe and swift connection through the Blue Mountains, including tunnel upgrades.	Support national freight productivity by securing long-term investment in a medium-speed rail corridor from Lithgow to Blayney.
Support medium-speed rail (160 km/h) as a practical and cost-effective solution, with lower ongoing maintenance costs.	Recognise the strategic importance of the Central NSW-Sydney link as a national transport corridor essential for economic resilience, freight productivity, and disaster recovery. ; Allocate funding for tunnel construction and other critical infrastructure improvements on the Great Western Highway to support regional economic growth and connectivity.
Extend the Bathurst Bullet service to Orange, with a key stop at Blayney, to enhance regional connectivity and passenger services.	Fund the extension of regional passenger services like the Bathurst Bullet to Orange, enhancing service accessibility and regional growth.
Prioritise investments that strengthen multi-modal transport solutions, aligning with state planning to improve freight and passenger links across Central NSW.	Invest in integrated transport infrastructure to reduce bottlenecks, improve freight logistics, and support long-term national transport priorities.
Implement measures to reduce delays caused by daylight curfews by enhancing freight rail capacity and eliminating bottlenecks on the Blue Mountains line.	Support infrastructure improvements that reduce road-to-rail freight transfer delays and address curfew limitations on regional rail corridors.

Attachment 3 CNSWJO Transport Advocacy Plan
3. A robust multi-modal freight network

Central NSW, a key hub for agriculture and industry, faces growing freight challenges. With 80% of freight moved by road, councils are burdened by rising costs and safety risks. Rail inefficiencies and line closures worsen congestion. While initiatives like Renewable Energy Zones (REZs) strain infrastructure, the Parkes Special Activation Precinct (PSAP) offers opportunities that require enhanced freight corridors and intermodal facilities.

The below are sub messages to state and federal government. 

State Government	Federal Government
Invest in straightening or banking the curve on the rail line between Lithgow and Blayney to allow medium-speed rail (160 km/h), improving both freight and passenger services.	Prioritise long-term investments in realignment and upgrades to the Lithgow-Blayney rail corridor to support efficient freight movement and meet curfews on metro networks.
Address current rail curfews by upgrading network capacity to allow both freight and passenger trains to operate during regular hours without conflict.	Prioritise Parkes as a key hub on the Inland Rail, ensuring efficient freight movement between Melbourne, Brisbane, and regional NSW.
In the interim, optimise rail travel efficiency to meet curfew regulations and minimise delays that impact regional industries.	Fund strategic rail upgrades to enable maximum-length trains along key freight corridors, reducing transport costs and improving Australia's competitiveness in export markets.
In the interim, optimise rail travel efficiency to meet curfew regulations and minimise delays that impact regional industries.	Support infrastructure investments to improve travel times, enabling better compliance with freight curfews and enhancing regional connectivity.
	Recognise the feasibility of medium-speed rail (160 km/h) as a reasonable solution to enhance regional rail capacity, reduce journey times, and improve freight and passenger connectivity.

**Back to the 15 Key Transport Messages**

1. Building a safe, reliable, and efficient swift link for Central NSW.
2. Unlocking the potential of inland rail.
3. Shifting from road to rail.
4. Central NSW's key connections: ports, highways and rail.
5. The vital role of air services.
6. Supporting regional air expansion.
7. Strengthening Central NSW roads: safer, resilient, and adaptively disaster ready.
8. Balancing safety, infrastructure, and biodiversity.
9. Gaps in flood data and infrastructure.
10. Solving the skills shortage in key roles.
11. Driving connectivity with early technology adoption.
12. Reinstating and formalizing transport corridor planning.
13. Using accurate data to drive regional transport planning.
14. Accountability framework for the Strategic Regional Integrated Transport Plan.
15. Identified CNSWJO priority transport projects.

Context and Background

1. Building a Safe, Reliable, and Efficient Swift Link for Central NSW

Statement

Central NSW needs a safe, reliable, and efficient transport network linking Central NSW to Sydney and beyond. Progress is essential for a swift and secure link between Central NSW and Sydney for both passenger and freight. Advocacy efforts to state and federal governments should prioritise:

- a. service level comparable to communities north and south of Sydney and west of Brisbane;
- b. route allowing speeds of 100 km/h, supporting High Productivity Vehicles;
- c. sequestered corridor for future upgrades between Sydney and Central NSW;
- d. strategic approach that considers Rewiring NSW and its impact on the east-west Blue Mountains link;
- e. multi-modal approach to shorten journey times, including a medium-speed rail (160 km/h) approach to improving rail connectivity, inspired by successful examples in Victoria and WA; and
- f. upgrading the Great Western Highway, including the construction of a tunnel, would divert freight from Blue Mountains communities at night, enable 160 km/h medium-speed rail to Lithgow, reduce rail bottlenecks, and improve both road and rail access to key hubs, boosting Central West productivity.

[Back to the 15 Key Transport Messages](#)

Background

Central NSW needs a safe, reliable, and efficient transport network to connect the region to Sydney and beyond. This includes ensuring a service level comparable to regions north and south of Sydney, maintaining speeds of 100 km/h for High Productivity Vehicles, and reserving corridors for future upgrades.

The past two decades

2006-2007

Centroc initiated advocacy efforts to address transport constraints in Central NSW, it emerged that a staged approach to Bells Line advocacy would be more likely to succeed. This became Centroc policy.

2007

The incoming Labor government honored commitments made to Centroc, including \$5 million for transport studies focused on Central NSW's transport constraints and \$250 million for a Little Hartley Bypass.

Managed through the State, these funds led to the development of the Central West Transport Need Study 2009, which included significant engagement with this region. This Study identified the importance of securing the Bells Line corridor for future infrastructure development, though the expressway wouldn't be needed until 2033.

2009

Centroc secured bipartisan State support for the project.

2012

The NSW Long Term Transport Masterplan 2012 identified the need to secure the Bells Line corridor.

Attachment 3 CNSWJO Transport Advocacy Plan
2013-2016

The Central West Transport Plan 2013 continued to prioritise the corridor, remaining current on the government website until 2016, with a 2017 program delivery update that lacked mention of the Bells Line corridor.

2016-2017

The subsequent phase of Federally funded strategy was the “Bells Line of Road Long Term Strategic Corridor Plan.” Centroc held a position on the Steering Committee; however, the committee had limited control, particularly over budgets and project design, and served mainly in an advisory capacity. Centroc requested a blog be developed to enable conversation between the communities of Central NSW, Western Sydney and the Blue Mountains. The blog was very strong on road safety which became a key consideration for the \$43m of safety upgrade spend with a further \$5m to be spent on securing the corridor.

2017

Centroc was invited to be part of the process of the Outer Sydney Orbital and Castlereagh Connection (the link between the M7 and Kurrajong) corridor committee. Apparently, a corridor was identified but not made public due to a variety of factors including issues around compensation thrown up by the WestConnex process and wanting to take a strategic approach to other key infrastructure in the area. Securing of the corridor was an election commitment of the State Government. The Hon Duncan Gaye provided feedback that it was just a matter of timing when he was Minister for Roads. In August of 2017 the Board resolved to call a meeting of Mayors to progress Bells Line Expressway as soon as possible. A meeting with Councils of Hawkesbury, Blue Mountains and Penrith Councils was held 4 December 2017. Subsequently a shared position was sought with these Councils but this was unable to be achieved, primarily due to the Corridor debacle described below.

2018

In May 2018, Minister Pavey, alongside Centroc Chair Cr John Medcalf and Cr Ken Keith, “jumped for joy” and celebrated the exhibition of a new corridor between the M7 and Kurrajong, which deviated from the original Castlereagh Corridor alignment. This generated a lot of hostility from affected residents, garnering support from the radio commentator Alan Jones. Subsequently, the Minister withdrew support for the new corridor, leaving the original Nepean River alignment as the only option for westward expansion from Sydney. It is also noteworthy that Centroc, now CNSWJO, has resourced a Regional Strategic Transport Group since 2016, with members from Service NSW, Transport for NSW (TfNSW), Department of Premier and Cabinet (DPC), as well as industry and Regional Development Australia (RDA) Central West. This group is now administered by TfNSW, with the aim of working more closely with the region on CNSWJO member priorities. Please request the group’s Terms of Reference (TOR) where the role is to identify synergies and opportunities, sharing information, providing feedback to stakeholders, and influencing regulatory and planning frameworks.

2018-2020

The Future Transport Strategy 2056, adopted in 2018, makes commentary about long term work in the area of a safe swift connection. The development of the Central West and Orana Transport Plan (CWORTP) has involved extensive consultation over the past seven years; however, no final output has been released. See for example one input to the CWORTP to the right from a



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Benefits' Realisation Workshop. As a regional plan progresses, it remains unclear what will be included, especially with evolving political landscape may shape the plan's priorities and outcomes.

2020

The region sought to reengage with Western Sydney leveraging the friendship relationship between Penrith and Lachlan. The conversation with Penrith continues and they have joined the Central NSW Regional Integrated Transport Group.

2021

CNSWJO joined the Western Sydney Dialogue twelve months prior to the federal election. The incoming Labor Government at the federal level commitment to \$50 million for planning and preparatory works for Castlereagh Connection, contingent on NSW matching funds.

The previous NSW Government had committed to dual lane duplication between Lithgow and Katoomba. This includes tunnelling under Blackheath and potential tunnel extensions.

2022

The new federal government stepped away from its commitment to:

an additional 67km of dual carriageway
greater safety especially for emergency vehicles
time and productivity benefits

2023

TfNSW advised that Medlow Bath and Cocks River Road are the only approved projects under the Great Western Highway Upgrade Program, with all other projects paused. Funding reallocations are directed towards road maintenance in Western Sydney and regional NSW, with no current plans to resume the Blackheath to Little Hartley tunnel project.

2024

The Strategic Regional Integrated Transport Plan (SRITP) must consider a multi-modal approach, including medium-speed rail (160 km/h), to address these needs. Infrastructure solutions, such as tunnels in the Blue Mountains, are essential to divert freight away from communities at night and allow for dedicated commuter rail services.

Central NSW councils attended initial consultation for the Strategic Regional Integrated Transport Plan (SRITP) – previously called the Central West and Orana Regional Transport Plan (CWORTP) – with TfNSW on 30 October in Orange.

The workshop's format only allowed for brief discussion periods, which limited the depth of input we could provide. To ensure that our regional priorities are accurately represented, TfNSW needs to validate the recorded points with Central NSW councils. Additionally, it's critical that all previous consultation work from the CWORTP and other regional planning processes be included in the SRITP. Continued, meaningful engagement will be essential to building a plan that genuinely aligns with the needs of our region.

Additionally, the NSW Government is conducting a whole of corridor assessment of the best options for improving connectivity between Sydney and the Central West, in line with the recommendations from Infrastructure Australia, with the following priorities;

- *corridor assessment white paper to evaluate access and capacity challenges along the Great Western Highway between Lapstone and Bathurst;*

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- consider the current and future needs of active transport, local traffic, through traffic and freight;
- assess factors including the safety, reliability, efficiency, accessibility, resilience, amenity and sustainability of the whole corridor;
- identify the timeframe and potential needs for investment;
- consultation with key stakeholders including with local councils;
- White Paper delivered to the Government by the second quarter of 2025; and
- work closely with Infrastructure Australia to ensure the corridor improvements are understood as a national infrastructure priority.



Figure 3 Image provided by TfNSW

The Bells Line of Road and Lachlan Valley Way corridors are critical links that must be preserved and upgraded for future development. This includes ensuring these corridors can accommodate medium-speed rail and addressing the growing freight demands from the REZ and Rewiring NSW initiatives. Strategic investments in these corridors will ensure Central NSW has resilient infrastructure capable of supporting both economic and transport needs.

It's encouraging to see corridor planning being revisited in the region. Strategic prioritisation of key freight corridors, including the Bells Line of Road, Lachlan Valley Way, Castlereagh Highway, and Mid-Western Highway, is essential to supporting Central NSW's economic and transport goals.

Key areas that must be prioritised as the SRITP & Corridor Assessments develop include:

Freight corridors, alternative route mapping, and resilience planning are essential for an effective SRITP. The Great Western Highway and Bells Line of Road are critical links between Sydney and Central NSW that support both economic activity and community access, and they require focused, strategic planning. The SRITP and Corridor assessment need to account for the significant freight demands posed by the Renewable Energy Zone (REZ) and NSW Rewiring initiatives. The regular transport of over-mass turbine blades along the Golden Highway—up to ten movements a night for the next ten to twenty years—will impact road safety, freight efficiency, and traffic flow.

The constant movement of oversized turbine components on the Golden Highway is expected to restrict access for other traffic every working night, possibly for the next two decades. Though these loads aren't

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permitted on the Great Western Highway and Bells Line of Road, displaced freight and construction traffic will place additional pressure on these key east-west corridors, creating further challenges for safety and efficiency.

Ongoing collaboration with CNSWJO is essential throughout the design, development, and implementation of the SRITP and the Corridor Assessment to ensure the plan aligns with Central NSW's unique priorities around freight, resilience, and route mapping.

An accountability framework embedded in the region will be critical for effective implementation. An oversight mechanism based in the region, rather than relying on online feedback alone, will better capture and address the specific needs of Central NSW's transport network.

A strong funding framework is needed to support disaster resilience and "betterment" planning. Investing in long-term resilience will allow critical infrastructure to withstand and recover from the extreme weather events that are increasingly impacting our region. This framework should include funding for ongoing maintenance, proactive disaster resilience measures, and sustainable "betterment" to protect and improve our transport network.

Regarding tunnels

It is not clear how much is myth or fact, though a 2012 AECOM report suggests that "*In Australia and New Zealand (ANZ) a sentiment exists that constructing tunnels is significantly more expensive than in other parts of the world*" (Efron, N, and Raed, M, 2012, p. iiiii). According to an advocacy group in Sydney, Treasury has costed tunnels at \$366m per kilometer (EcoTransit, 2011). The estimate for the Melbourne-Brisbane Inland Rail Alignment tunnel is \$55m per kilometer plus fit out (ARTC, 2008). Much of the advice on the web is at least 5 years out of date. There may be some potential for a different approach to tunneling for example that suggested by Elon Musk <https://www.createdigital.org.au/musk-price-blue-mountains-tunnel-idea-good/>

Investing in tunneling solutions across the Blue Mountains is a practical step to enhance both freight and passenger connectivity. Redirecting freight from local communities at night will not only protect the well-being of residents but also ensure electric commuter rail services can operate unimpeded. Additionally, medium-speed rail (160 km/h) between Sydney Central and Lithgow requires tunnel upgrades to shorten journey times and improve safety.

Road status is a consideration

The Bells Line is rated 3U – urban, though is treated as 3R regional with associated levels of service, which is basically one lane of traffic either way. There are, however, further complications around safety and freight. RMS is investigating the degree to which the geometry of the road is limiting factors.

Regarding freight

The Great Western Highway (GWH) is approved for 19m B-Doubles over 50 tonnes. However, while the Bells Line of Road is also approved for 19m B-Doubles over 50 tonnes in both eastbound and westbound directions, it is not approved for through travel due to a road-over-rail bridge between the Heavy Vehicle Inspection Station and Darling Causeway, where access is restricted to vehicles not exceeding 50.5 tonnes.

Freight corridors in Central NSW must evolve to meet current and future demands. Around 80% of the region's freight currently moves by road, significantly impacting road maintenance costs and safety. To address this, the reopening of the Blayney-Demondrille Line and investments in the Cowra Rail Lines are critical. These projects will provide alternative routes for freight, reduce congestion on the Sydney rail

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network, and increase overall network resilience. Medium-speed rail upgrades must also be prioritised to better integrate freight and passenger services, maximising efficiency while minimising the reliance on road transport. Investing in straightening or banking curves on the rail line between Lithgow and Blayney to enable medium-speed rail (160 km/h), improving both freight and passenger services. Upgrading network capacity will also reduce delays caused by daylight curfews on the Blue Mountains line, supporting faster and more efficient freight operations.

Vehicles of this weight include car carriers, trucks with wool or hay bales, high containers and livestock crates. Over mass vehicles are permitted on the Great Western Highway but not on the Bells Line of Road. As a result, there are no direct routes for larger B-doubles (longer than 19 meters) from the central and western regions of NSW to Sydney via the Blue Mountains.

While the priority outcome of the CNSWJO Board is to establish a safe, swift link between Sydney and Central NSW, accommodating various alignments and modalities, including trains and tunnels. However, the region recognises that securing the Bells Line of Road corridor, with a connection to the M7, is essential for long-term strategic planning and delivery. A range of options is needed to meet the needs of Central NSW, community's further west, and Sydney—particularly Western Sydney. It is estimated that 80% of all road freight generated in the Central West passes through Lithgow

The NSW Government has invested over \$48 million in programs to improve road traffic efficiency on Bells Line of Road between Lithgow and Kurrajong Heights. The program, which started in 2014, includes seven new overtaking lanes and safety improvements at three sites on Bells Line of Road.

Freight task for renewables

The cumulative impacts and lack of logistical planning in the Rewiring NSW initiative are raising significant issues across the region, not just in the Renewable Energy Zones (REZs). The topography of NSW, especially the challenge of crossing the Great Dividing Range, adds to the complexity. For oversized vehicles transporting wind turbine blades under police escort, TfNSW estimates between five and twenty movements per working night along the Golden Highway. Conservative estimates suggest this freight task could continue for the next twenty years to complete the windfarm builds. Given that turbine blades have a lifespan of twenty years, this transport cycle could essentially become continuous. The broader impacts of this freight task on the Golden Highway—and potential pressures on the Great Western Highway and Bells Line of Road—remain unknown.

The freight task for renewables further highlights the need for a modal shift from road to rail. Medium-speed rail upgrades between Lithgow and Blayney and the integration of freight and passenger rail services are necessary to manage the increased transport demands. Projects like the Cowra Rail Lines and Blayney-Demondrille Line must also be fast-tracked to provide alternative freight routes, reduce congestion, and support resilience in the broader transport network.

Advice from TfNSW in January 2024 indicates that the upgrade of the Great Western Highway (GWH) has stalled:

The Medlow Bath and Coxs River Road projects are currently underway and are the only ones that have received NSW Government approval. All other projects within the Great Western Highway Upgrade Program have been paused.

Funding allocated in the NSW Budget for the program is being redirected to address the road maintenance backlog across NSW, with a focus on roads in western Sydney and regional areas.

In November 2023, following the release of the Federal Infrastructure Pipeline Review, the Federal Government confirmed it would reallocate its funding commitment for upgrades on the Great Western Highway between

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Katoomba and Blackheath and between Little Hartley and Lithgow. This federal funding will now go to other infrastructure pipeline projects.

Currently, there are no plans to resume the proposed Blackheath to Little Hartley tunnel or any other projects associated with the Great Western Highway Upgrade Program.

Sub-messages:

- 1.1 A safe, swift, and secure connection between Sydney and Central NSW is a priority of the CNSWJO Board. In terms of speed, this means 100kph.
- 1.2 Building this safe, swift link now will drive development, as seen with the M5 and M2 corridors connecting Sydney to the Central Coast.
- 1.3 Corridors must be set aside now for future development, particularly the link from Kurrajong to the M7.
- 1.4 There are more than thirteen kilos of studies on the Bells Line. What's needed now is action.
- 1.5 Taking a staged approach to developing the Bells Line is sensible and practical.
- 1.6 The CNSWJO Board fully supports the \$2.5 billion upgrades to the Great Western Highway between Lithgow and Katoomba but has concerns about the decreasing travel speeds along this route.
- 1.7 80% of road freight from Central NSW currently passes through Lithgow.
- 1.8 Tourism is Central NSW's third-largest industry, yet it is heavily constrained by transport limitations, especially congestion on the Great Western Highway.
- 1.9 Given the significant population growth projected by both State and Federal Governments, multiple routes, including the Bells Line, will be essential for Sydney's expansion.
- 1.10 A second crossing of the Hawkesbury near Richmond should be considered as part of the transport route.
- 1.11 Securing the corridor now is crucial, as delays and ongoing growth in northwest Sydney will only drive-up future costs.
- 1.12 We challenge the State Government to publish the daily costs to NSW taxpayers of not securing the corridor now.
- 1.13 The Inland Rail should be leveraged to establish linkages to major ports, including connections from the Parkes Special Activation Precinct to the Aerotropolis.
- 1.14 The region supports the use of tunnels and new technologies where feasible to enhance connectivity.
- 1.15 The recent three-year La Niña rain event has exposed the vulnerability of both road and rail networks across the Blue Mountains, highlighting the need for resilient infrastructure.
- 1.16 Sections of the Great Western Highway are regularly reduced to 40kph, with various congestion management measures in place, especially on long weekends, significantly impacting the visitor experience.
- 1.17 The freight impacts of the renewable energy build, especially from the Rewiring NSW initiative, require urgent planning and solutions.
- 1.18 The SRITP must address regional rail priorities, including medium-speed rail, freight corridor upgrades, and resilience planning.
- 1.19 Preservation of critical corridors, such as the Bells Line of Road, is essential to long-term economic growth.
- 1.20 Investments in Blue Mountains tunnels and other infrastructure are necessary for effective freight and passenger integration.

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2. Unlocking the potential of inland rail**Statement**

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The potential of Inland Rail for this region needs to be realised including leveraging connections to ports, airports, and the Special Activation Precinct in Parkes to drive economic and logistical benefits across Central NSW.

Background

The completion of the Inland Rail project, anticipated in 2030-31, relies on establishing a competitive and reliable 24-hour transit service using double-stacked, 1,800-meter trains.

Recommendation 10 of *The Delivery of Inland Rail: An Independent Review* (Infrastructure, 2023) advises that the Commonwealth and NSW Governments should "investigate opportunities for intermodal facilities at Parkes, possibly to be developed by the National Intermodal Corporation." Including Parkes in the Inland Rail route not only offers a direct rail freight link between Melbourne and Brisbane but also has transformative potential for freight movement and distribution within and beyond the region.

The Parkes Special Activation Precinct (PSAP) highlights how strategic freight connectivity can drive regional growth and support sustainability. Located at the junction of Australia's two key rail spines—Inland Rail and the Trans-Australian Railway—Parkes is uniquely positioned to enhance freight movement across Central NSW and nationally. With \$300 million already invested, Parkes has become Australia's largest inland freight and logistics hub, demonstrating how connecting regional hubs to national freight corridors boosts productivity, reduces eastern seaboard congestion, and creates new opportunities for local producers.

To fully realise these gains, further enhancements are needed, including improved intermodal connectivity, infrastructure upgrades to accommodate maximum-length freight trains, and the addition of biosecurity (AQIS) facilities to streamline freight operations.

The PSAP integrates renewable energy, circular economy initiatives, and eco-industrial practices, making it a model for aligning freight connectivity with climate-responsive infrastructure. These investments are key to building a transport network that can withstand future challenges like extreme weather. By strengthening freight corridors through hubs like Parkes, we can balance economic growth with environmental priorities.

Beyond logistics, the PSAP is projected to generate more than 3,000 jobs and attract over \$1 billion in capital investment within five years, cementing its role as a driver of regional economic development. Enhancing connections to hubs like Parkes will support an efficient, sustainable transport network that reduces pressure on road infrastructure while improving climate resilience.

Sub-messages:

- 2.1 Intermodal facilities at Parkes will position it as a key logistics hub, linking Inland Rail with ports, airports, and supply chains across Central NSW to drive economic growth.**
- 2.2 Completing Inland Rail by 2030-31, with double-stacked, 1,800-meter trains and a reliable 24-hour transit service, is essential for maximising freight capacity and supporting regional industry demand.**
- 2.3 Parkes' strategic role on the Inland Rail route will provide a direct link between Melbourne and Brisbane, improving freight movement and distribution within Central NSW and beyond.**
- 2.4 Investment in Parkes as an intermodal hub, as recommended in *The Delivery of Inland Rail: An Independent Review*, is fundamental to unlocking Inland Rail's full potential and transforming freight transport for our region.**
- 2.5 Addressing inefficiencies like AQIS facilities and harmonised rail regulations is critical to fully leveraging the PSAP's potential as a sustainable, climate-responsive hub.**

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3. Shifting from road to rail

Statement

There needs to be a modal shift from road to rail to reduce road maintenance demands and enhance efficiency. This is to include;

- a. reopening and upgrading the Blayney/Demondrille Line to improve freight resilience;
- b. supporting the development of the Maldon Dombarton for better freight connectivity;
- c. maintaining and updating branch lines;
- d. prioritising medium-speed rail (160 km/h) between Sydney and Parkes, with an initial focus on Lithgow to Blayney;
- e. extending the Bathurst Bullet to Orange and including Opal Card ticketing;
- f. introducing a morning day-return service from Dubbo to Sydney via Orange using Bullet 2 pathway and timetable;
- g. implementing staged Faster Rail track upgrades to reduce travel times from Orange and Dubbo;
- h. splitting the faster passenger rail (existing XPT Service) at Orange to go to Parkes and Dubbo;
- i. straighten and upgrade the rail line from Lithgow to Blayney so that Medium Speed trains can go at 160kmh; and
- j. upgrade City rail network so passengers and freight can utilise the system during normal hours (rather than a curfew for freight during daylight hours).

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Background

The PSAP is more than just a freight hub—it's setting new standards for climate-responsive planning. As Australia's first eco-industrial park, it integrates renewable energy, recycling, and circular economy principles to create infrastructure that is efficient, sustainable, and resilient. It demonstrates how strategic transport and land-use planning can work together to build long-term resilience into the network.

[For more on how the PSAP contributes to freight connectivity, sustainability, and climate-resilient infrastructure, refer to the previous section or click on this link.](#)

The Blayney-Demondrille Line is another good example of what's needed. The State Government stopped funding maintenance on this line in 2008, and it hasn't operated since. This has forced more freight onto an aging and high-maintenance road network. Local councils have been working to show the cost-benefit of reopening this line, including engaging with private sector partners to identify the freight potential.

Called the "Cowra Rail Lines," this project could provide an alternative route over the Blue Mountains, improve resilience if the Main West Line is out of action, and ease congestion on the Sydney rail network. With links to Sydney, Port Kembla, and Newcastle, this route could carry over 500,000 tonnes of freight in its first year alone, much of it bound for Sydney.

The ongoing shift from rail to road is putting more and more pressure on councils, especially since the NSW rail network has been cut back over the last 50 years. With closures and ageing infrastructure, rail doesn't have the capacity to handle its share of freight, which means we're relying more on trucks and heavy

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vehicles. This is driving up road maintenance costs and raising safety concerns for everyone on the roads. While shifting more freight to rail remains a long-term goal, we must focus on maintaining and upgrading roads to meet current demands.

Right now, around 80% of freight from Central NSW is carried by road, mostly along routes through Lithgow. Beyond reopening key lines, enhancing passenger and freight rail services in Central NSW is another critical step to reducing road pressures and improving connectivity.

The Orange Rail Action Group has highlighted a few ways to address the passenger service challenges, including:

- extending the Bathurst Bullet to Orange, with a key stop at Blayney, with Opal Card ticketing;
- adding a morning day-return service from Dubbo to Sydney via Orange;
- upgrading rail tracks in stages to cut travel time from Orange and Dubbo; and
- splitting the faster passenger rail service (existing XPT) at Orange to serve both Parkes and Dubbo

Parkes is also a critical hub for reducing reliance on road freight and improving passenger services. Extending passenger rail west of Orange to include Parkes, Forbes and Condobolin aligns with regional goals to improve social equity, boost freight capacity, and ease the burden on aging road infrastructure. It also ties into broader plans to enhance freight efficiency while supporting long-term resilience in regional transport networks.

We know the State is doing strategic work here, and a business case is expected soon, but so far, studies haven't fully accounted for the economic benefits of the resilience this rail link could add. The State's continued support will be essential to bring this project to life and reduce pressure on our roads.

Leveraging the Replacement of Regional Trains

The replacement of regional trains, including the XPT and Explorer fleets, presents an opportunity to align new rolling stock with upgraded infrastructure. Ensuring these trains can operate at medium speeds (160 km/h) will support improved connectivity across the region.

[Integration into the Strategic Regional Integrated Transport Plan](#)

The SRITP should reflect these revised rail priorities by:

- incorporating medium-speed rail upgrades as a key strategy for improving passenger and freight services;
- prioritising strategic investments in the Lithgow to Blayney rail corridor; and
- ensuring efficient integration of freight and passenger rail operations across the network.

Sub-messages;

- 3.1 The reduction of the NSW rail network in the past 50 years has left rail with insufficient capacity to handle its share of freight, pushing more burden onto road networks.**
- 3.2 There is serious safety concerns associated with the greater use of trucks and heavy vehicles; the safety of road user must be prioritised.**
- 3.3 The increasing reliance on trucks and heavy vehicles directly correlates with higher road maintenance costs, placing significant financial pressure on local governments**
- 3.4 If the current trend continues, governments will face the reality of perpetually expanding road maintenance budgets, necessitating strategic planning and investment.**

- 3.5 With 80% of the region's freight transported by road, particularly through Lithgow, the impact on infrastructure and community is significant.
- 3.6 Extending the Bathurst Bullet to Orange, adding a Dubbo-Sydney morning day-return service, and upgrading rail are practical steps to improve rail connectivity and ease the strain on roads.
- 3.7 The Blayney-Demondrille Line should be fast-tracked as a priority "hero" project. Restoring this line offers an alternative freight route over the Blue Mountains, reduces congestion on the Sydney rail network,
- 3.8 The "Cowra Rail Lines" project, which includes the Blayney-Demondrille Line, has the potential to handle over 500,000 tonnes of freight in its first year alone, easing pressure on roads and connecting to future Inland Rail routes and key ports.
- 3.9 The State Government should recognise and support the Cowra Rail Lines as a pivotal project that could support the entire rail network, yet feasibility studies to date have not fully captured the economic benefits of rail resilience it provides.
- 3.10 Extending passenger rail to Parkes, Forbes, and Condobolin is key to improving social equity, increasing freight capacity, and easing the strain on aging road infrastructure. Parkes plays a vital role as a hub for freight and passenger connections, supporting the long-term resilience of our transport networks.
- 3.11 The SRITP needs to incorporate regional rail priorities like reopening the Blayney-Demondrille Line, upgrading to medium-speed rail, and improving passenger services, such as extending the Bathurst Bullet and introducing Dubbo-Sydney return services.
- 3.12 It's important these priorities also focus on future-proofing infrastructure by better integrating freight and passenger rail to improve efficiency and reduce long-term reliance on road transport.

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4. Central NSW's Key Connections: Ports, Highways & Rail

Statement

Central NSW's is uniquely positioned with regard to connections to ports, Canberra, major highways, and Inland Rail. Its role as a transport hub must be acknowledged with adequate funding. Bypasses around urban centres like Bathurst, Cowra, Forbes, and Orange are essential to support freight efficiency and urban mobility.

Background

Central NSW sits in a prime position with connections to ports, Canberra, major highways, and Inland Rail, making it a crucial transport hub for both the region and the state. However, to capitalise on this, we need targeted funding, especially for bypasses around key urban centers like Bathurst, Cowra, Forbes, and Orange. These bypasses are essential to keep freight moving efficiently and to improve urban mobility in our towns, helping to ease congestion and enhance quality of life for residents.



Figure 4 CNSWJO's position in relation to NSW sea ports, major state highway networks and NSW primary rail networks.

Sub-messages;

- 4.1 Central NSW, with its connections to highways, ports, Canberra, and Inland Rail, plays a crucial role as a transport hub for the region and the state. Funding is essential to make the most of this position.**
- 4.2 Bypasses around Bathurst, Cowra, Forbes, and Orange are critical to easing congestion, improving freight flow, and separating heavy traffic from local roads, which reduces maintenance costs and improves safety for residents.**
- 4.3 Recognising and funding Central NSW's role as a transport hub will drive long-term economic benefits, make freight movements more efficient across NSW, and improve the liveability of our towns by reducing heavy vehicle congestion.**

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5. The Vital Role of Air Services

Statement

Air services are vital to the social and economic life of our regional communities, including regional services at Kingsford Smith Airport (KSA).

Background

Given the tyranny of distance, air travel is often the only viable option for regional residents to reach central Sydney efficiently. From time to time, various reports suggest a review of regional slots at Kingsford Smith Airport. It is vital that these slots are protected to maintain essential access for regional communities.

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There is a critical need for robust connectivity between the Central West region and the upcoming Western Sydney Airport (Nancy-Bird Walton Airport). This development may present opportunities for Central NSW, but careful consideration of its impacts and benefits is needed, with local councils representing the communities of Central NSW. This is particularly important when factoring in the potential synergies with Inland Rail.

Local government in Central NSW should play an active role in the strategic development of Western Sydney Airport to ensure regional needs are reflected in key decisions. Regional airports are crucial to the communities they serve, providing access to health, education, and commercial services not available locally, as well as supporting emergency services like medical evacuations, organ transport, and search and rescue operations.

The Parkes Air Freight Hub should be prioritised as a key regional air hub. Supported by over two decades of research, it offers a lower-cost structure for air exports from NSW agricultural areas. A comprehensive viability assessment of the Inland Marketing Corporation (IMC) proposal found a transport benefit-cost ratio of 2.14. Within 10 years, forecasts suggest NSW could export over 600,000 tonnes of food products by air annually, generating \$1.9 billion in foreign earnings. This growth could deliver \$360 million in regional revenue, support 6,740 regional jobs, create 9,500 jobs statewide, and generate \$860 million in tax revenue over the next decade.

Sub messages;

- 5.1 Regional slots at Kingsford Smith Airport must be ring-fenced to preserve essential access for regional communities.**
- 5.2 There is a critical need for robust connectivity between the Central West region and the Western Sydney Airport (Nancy-Bird Walton Airport).**
- 5.3 Local Government in Central NSW should play an active role in the strategic development of Western Sydney Airport.**
- 5.4 When considering regional air hubs, the Government should prioritise the Parkes Air Freight Hub.**

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6. Supporting Regional Air Expansion

Statement

Air services to Parkes and Orange should be supported and future expansion to both these services into other LGAs is encouraged.

Background

Air services to Parkes and Orange are essential for connecting Central NSW to major centres, supporting local economies, and providing access to critical services. These routes improve travel options for regional residents and visitors, boost tourism, and facilitate business opportunities.

Parkes, in particular, plays a strategic role as a regional air hub, with its Air Freight Hub offering significant opportunities for NSW exports and economic development. [For more details on the Parkes Air Freight Hub's potential and the benefits of integrated air and freight infrastructure, refer to the previous section or click on this link.](#)

Expanding air service options to other LGAs would further strengthen regional connectivity and support broader efforts to maintain essential air links, such as safeguarding regional slots at Kingsford Smith Airport and improving links to the upcoming Western Sydney Airport. This aligns with Central NSW’s long-term infrastructure goals, enhancing both passenger and freight networks to support regional growth and resilience.

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7. Strengthening Central NSW Roads: Safer, Resilient, and Adaptively Disaster Ready

Statement

Central NSW needs long-term, climate-responsive investment and integrated planning to strengthen road networks, improve safety, reduce disaster risks, and build infrastructure resilience to support communities and economic growth.

Background

Our roads are the lifelines of Central NSW—vital for connecting communities, supporting local economies, and ensuring emergency response. Yet, relentless rains, floods, and droughts have left our road network increasingly vulnerable. From July 2019 to June 2023, the CNSWJO region alone faced over \$440 million in damage, highlighting the critical need for sustained, substantial funding to build roads that can withstand these challenges (Fix Me’, Sharpe, W., 2023).



Figure 5: Recent floods devastated regional towns, including Eugowra in November 2022, where two lives were lost, and key infrastructure like Nyrang Bridge was severely damaged. Road damage hindered response efforts, highlighting the urgent need for funding models that prioritise community resilience.

Severe weather events are intensifying, and our communities can’t afford to rely on fragmented, short-term funding that doesn’t meet the scale of the task at hand. Federal Assistance Grants (FAGs) and Roads to

Recovery funding are essential tools but fall short of what is needed to meet growing demands for maintenance, safety, and resilience. Roads to Recovery funding, in particular, is not adjusted for rising construction costs or the growth in road networks, making it harder for councils to maintain real funding levels and keep roads safe and reliable.

To further strengthen the region's road networks, councils are calling for the integration of disaster adaptation planning into the existing Integrated Planning and Reporting (IP&R) Framework. This ensures that road networks not only recover from disasters but also build resilience against future challenges. By embedding disaster planning into transport network management, councils can prioritise proactive measures, such as flood mapping and structural upgrades, to mitigate risks and maintain connectivity during extreme weather events. Allocate targeted funding for essential planning activities, such as flood mapping, pavement analysis, and structural assessments, to strengthen road infrastructure foundations and enhance disaster preparedness.

Recent findings from the 2023 Severe Weather Report (Sharpe, W.) highlight that councils often face delays in rebuilding efforts due to inefficient funding mechanisms. Aligning disaster adaptation plans with road funding models can fast-track recovery processes and ensure investments address the root causes of network vulnerabilities.

Funding for council-managed roads across NSW has lagged behind essential needs for safety, resilience, and betterment projects. Councils are responsible for 164,000 kilometres of public roads in NSW—about 90% of the network, excluding Crown roads—with 16,589 kilometres under Central NSW's care. This shortfall exceeds \$600 million annually, a gap that doesn't account for additional demands from population growth, freight, and heavy vehicle traffic (Grattan Institute, 2023).

Our road networks are crucial not only for daily life but also for regional economic health and emergency response capabilities. Recent fires, floods, and natural disasters highlight the fragility of our road networks and the safety risks residents and first responders face without resilient infrastructure. Addressing this requires a long-term funding commitment that matches the scale of these challenges. Building on these challenges, the 2023 NSW Local Roads Congress outlined key recommendations, including the need for a more comprehensive, network-wide approach to resilience. The Congress advocates for integrated infrastructure plans that align state and federal investments with local needs. By embedding resilience into Roads to Recovery funding and establishing clear service standards, we can begin to build networks that withstand and recover from severe climate events.

Unsealed roads, often the "first mile" for agricultural and freight networks, are frequently overlooked in budgets. In 2008, the Institute of Public Works Engineering Australia estimated that NSW needed to spend \$132 million annually on re-sheeting unsealed roads, yet only \$29 million was allocated (National Roads Group, 2010). This funding gap forces councils to make tough choices, compromising safety and reliability.

Evidence from the 'Fix Me' report (CNSWJO, 2023) and the 2023 Grattan Institute's Potholes and Pitfalls recommendations reinforces the urgent need to address gaps in current funding models for regional infrastructure. These reports point to practical changes that can strengthen networks and safeguard communities.

The image below highlights the economic significance of local roads for agricultural productivity in Central NSW, showing how critical these roads are for regional economies.



Image 1 – a highlight of the region is the highly productive farming. Local roads are critical to support farmers and the economic activity of the region

Images 2 and 3 below illustrate the impact of recent flooding in Cowra Shire, highlighting the urgent need for resilient infrastructure to maintain connectivity during extreme weather events.

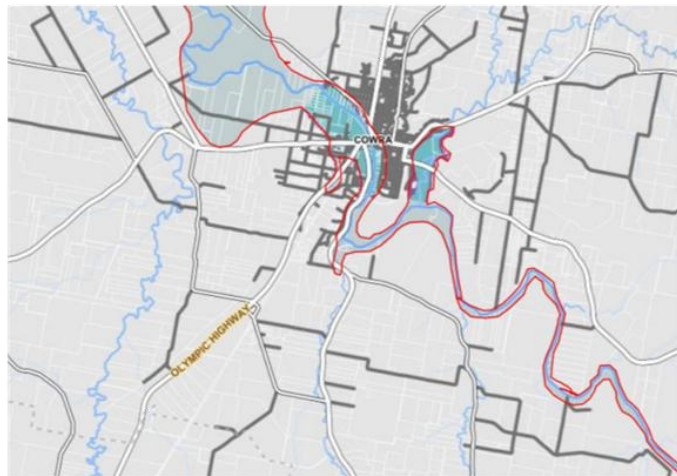


Image 2 – flood extent map provided by Cowra Shire Council showing the highways coming into Cowra during the November 2022 flood.



Image 3 – aerial shot of Cowra during the November 2022 flood

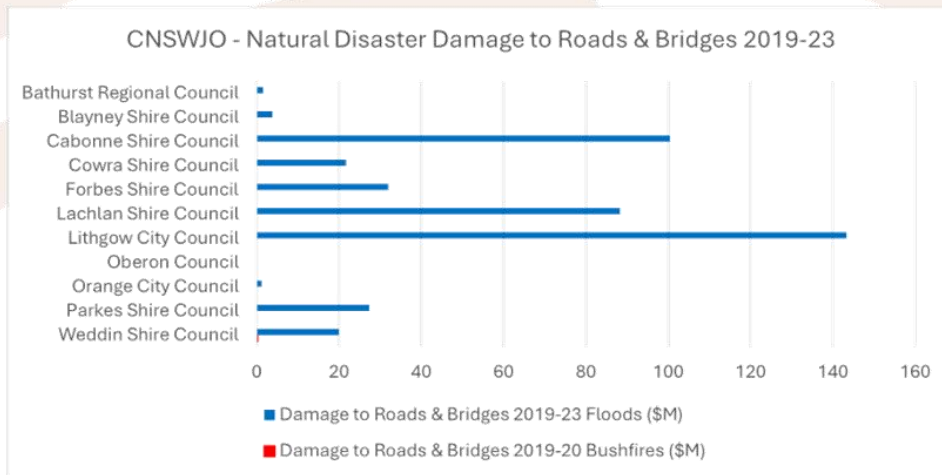
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To address these challenges, councils need targeted support to prepare for climate impacts and strengthen road networks. Updating the Roads to Recovery Statement of Intent to prioritise local road resilience plans and embed natural disaster adaptation strategies is a critical step forward. This approach would integrate resilience into transport network planning, asset management, long-term financial plans, delivery programs, and annual budgets. By updating the Statement of Intent to include these provisions, councils would be better equipped to proactively address climate challenges and protect critical infrastructure for the future.

Additionally, the Natural Disaster Funding Arrangements (NDFA) must be revised to allow councils to rebuild infrastructure to higher standards after disasters. Clear guidelines are needed to support betterment projects, update approval processes, and fast-track recovery efforts, ensuring stronger and more resilient outcomes. Without these changes, councils will continue to face unnecessary delays and limited flexibility, leaving communities and infrastructure vulnerable to future events.

The 2023 NSW Local Roads Congress Communiqué has made it clear that current funding models are reactive and insufficient. Councils need proactive and strategic investment from all levels of government to secure long-term resilience and keep communities connected. Without this shift, our road networks—and the people who rely on them—will remain vulnerable to the growing impacts of climate change.

The need for resilient road networks is evident. Graph 1 illustrates the extent of disaster-related damage in the CNSWJO region, highlighting why we must prioritise climate-responsive funding.



Graph 1 – Damage to Roads under Natural Disaster Funding Arrangements across the CNSWJO from 1 July 2019 – 30 June 2023 (data from Oberon Council unavailable at this time). ('Fix Me' Sharpe, W., 2023)

Funding for council-managed roads across NSW has lagged behind essential needs for safety, resilience, and betterment projects. Councils are responsible for 164,000 kilometers of public roads in NSW—about 90% of the network, excluding Crown roads—with 16,589 kilometers under Central NSW’s care. This shortfall exceeds \$600 million annually (Grattan Institute, 2023), a gap that doesn’t account for additional demands from population growth, freight, and heavy vehicle traffic.

As we confront ongoing climate pressures, our approach to transport funding must evolve to meet these challenges. Councils in Central NSW, working on the front lines to adapt 16,589 kilometers of road network to frequent flooding and severe environmental impacts, require funding frameworks that prioritise resilience over the coming decade. To ensure our region thrives, we must prioritise funding that directly addresses these vulnerabilities, ensuring council-managed roads remain reliable pathways for residents, businesses, and emergency responders.

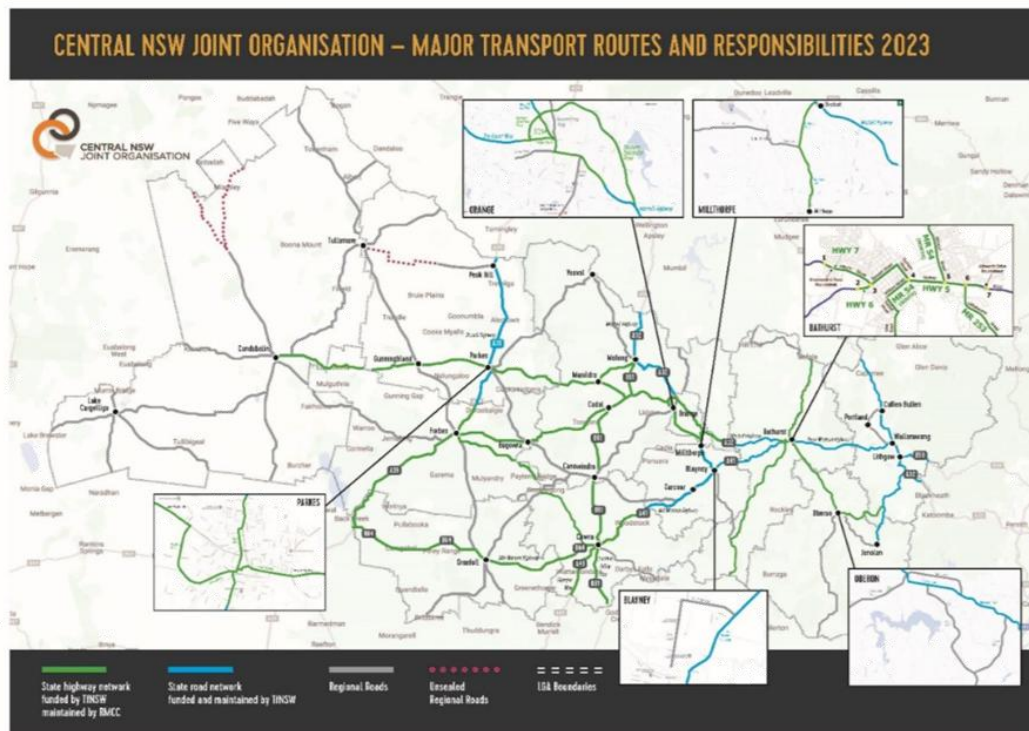


Figure 5 CNSWJO region’s major transport routes for regional and state roads, not including local roads.

Wolgan Valley Landslide

The Wolgan Valley landslide in 2022 has left a critical access route disrupted, impacting residents, businesses, and emergency services. As highlighted in the CNSWJO Severe Weather Report (Sharpe, W. 2023), these kinds of challenges require a collaborative approach to ensure both immediate solutions and long-term resilience. CNSWJO will work with Lithgow City Council and the National Emergency Management Agency to bring all levels of government together to develop a practical and supported way forward.

Realigning Emergency Management Funding

CNSWJO fully supports the advocacy work of Institute of Public Works Engineering Australasia (IPWEA) and Local Government NSW (LGNSW) to address the funding burden on councils for state emergency services.

The [2023 Local Roads Congress Communique](#) (IPWEA, 2023) highlighted the urgent need for sustainable funding models so councils can focus on their core responsibilities, including building resilience in local and regional road networks. The CNSWJO Severe Weather Report (Sharpe, W. 2023) reinforced that current funding arrangements limit councils' ability to plan and deliver proactive infrastructure improvements, particularly for disaster recovery and resilience. Similarly, LGNSW's Emergency Services Levy submission (2024) pointed out the inequity of the current system, which hits rural and regional councils the hardest.

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Shifting the Emergency Services Levy back to the NSW Government and allowing councils to reinvest equivalent funds into road resilience for at least five years would deliver real benefits. It would help councils plan more effectively, leverage state and federal funding, and reduce future disaster costs. This is a practical step the NSW Government can take to support local government and build a stronger, more resilient transport network.

Supporting better recovery through disaster recovery grants

CNSWJO advocates for changes to disaster recovery grants to better support councils in rebuilding and strengthening transport infrastructure after natural disasters. This includes extending REPA (Reconstruction of Essential Public Assets) funding eligibility to at least three years, providing councils the time needed to complete sustainable recovery projects. Additionally, aligning disaster recovery grants with the Regional Roads Repair Program's June 2027 completion date, offering 70% of funds upfront, and allowing longer completion periods would provide councils with greater flexibility. These reforms would enable a "build back better" approach, reduce immediate financial strain, and ensure recovery efforts meet both current and future needs.

CNSWJO's Calls to Action:

To keep our roads safe, secure, and resilient, councils need fair, sustainable funding that actually meets the scale of the challenge, CNSWJO calls on the Commonwealth and NSW Governments to:

- Raise FAGs funding to 1% of Commonwealth tax revenue to support councils in addressing growing road maintenance, safety, and resilience needs;
- Distribute FAGs equitably to reflect the higher maintenance demands of rural and regional councils;
- Continue to index the Roads to Recovery funding annually to account for rising construction costs and road network growth;
- Revise the Roads to Recovery Statement of Intent to prioritise resilience planning, embedding natural disaster strategies into council transport and asset management;
- Allow flexibility in road safety officer funding to address local safety priorities effectively;
- Revise the Natural Disaster Funding Arrangements to enable "build back better" projects with efficient approvals and faster access to funds for recovery and resilience projects;
- Establish a betterment fund for climate-resilient road upgrades to reduce vulnerability to extreme weather;
- Align disaster recovery grants with the Regional Roads Repair Program timeline, providing 70% upfront payments and flexible completion periods. Allow flexibility for skills shortages, labor, contractor, material, and equipment availability, environmental issues, and disasters, with justified re-routing permitted to avoid rebuilding in high-risk areas;
- Work with all levels of government to address critical infrastructure challenges like the Wolgan Valley landslide, ensuring timely, practical solutions that keep communities connected and build long-term resilience;
- Dedicate funding within the Roads to Recovery program specifically for resilience-building, enabling councils to create local road resilience plans and incorporate natural disaster adaptation strategies;
- Provide a betterment fund for upgrading and reinforcing regional roads of all types to withstand extreme weather, ensure connectivity, and support future growth;
- Recognise CNSWJO priority projects in state and federal planning frameworks to ensure local needs are fully aligned with broader strategic investments, maximising the impact for our communities; and
- Collaborate with councils on road hierarchy and service standards that emphasize safety and resilience across the region, with essential support for data collection, technology, and training.

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- Councils advocate for disaster adaptation planning to be embedded into the current IP&R framework, integrating it into asset management systems, financial plans, operational and delivery programs.

Sub-messages;

- 7.1 **Raise Financial Assistance Grants to 1% of Commonwealth tax revenue, ensuring sustainable support for road maintenance, safety, and resilience, with fair regional distribution.**
- 7.2 **Ensure FAGs and Roads to Recovery allocations reflect the unique challenges rural and regional councils face.**
- 7.3 **Roads to Recovery funding needs to be adjusted annually to reflect construction cost increases and the growth in road networks, so councils can meet rising demands.**
- 7.4 **Revise the Roads to Recovery Statement of Intent to support councils create local road resilience plans and integrate natural disaster adaptation strategies into their transport and financial planning.**
- 7.5 **Revise Natural Disaster Funding Arrangements to include clear provisions for "build back better" projects so councils can rebuild infrastructure to more resilient standards, with simpler processes and faster approvals to support timely recovery and long-term resilience.**
- 7.6 **Establish a betterment fund with at least 50% provided upfront.**
- 7.7 **Adjust state road safety funding so councils can address our own priorities - not just those mandated by the state.**
- 7.8 **Roads to Recovery funds must dedicate specific funds for resilience and disaster planning to help councils strengthen local networks against climate impacts.**
- 7.9 **Work with Lithgow City Council to facilitate a joint whole of Government meeting, inclusive of the National Emergency Management Agency, to determine a supported way forward to resolve the Wolgan Valley landslide and access challenge**
- 7.10 **Dedicate part of Roads to Recovery funding to resilience planning, with 50% upfront to give councils the immediate means to create and implement local resilience plans.**
- 7.11 **Create a betterment fund for all road types, with half of the funds provided upfront, to ensure resilience across the entire network.**
- 7.12 **Develop an integrated funding framework that truly prioritises resilience, safety, and productivity across all transport modes, as highlighted in the 2023 NSW Roads Congress Communiqué. Strategic, unified investment is key to building networks that can stand up to future challenges.**
- 7.13 **Allocate targeted funds for essential planning activities—like flood mapping, pavement analysis, and structural assessments—that are the foundation for resilient infrastructure.**
- 7.14 **Leverage the Safer Local Roads Program to directly support flood resilience, road safety, and bridge capacity, ensuring secure, reliable connections throughout Central NSW.**
- 7.15 **Adjust Roads to Recovery allocations to keep pace with inflation and the growing demands on road networks. Councils can't keep up with rising construction costs and expansion without it.**
- 7.16 **Allow councils to use Roads to Recovery funding for proactive safety, resilience, and network management plans. Let's put councils in the best position to anticipate and address infrastructure needs.**
- 7.17 **Work with councils to create a clear road hierarchy and service standards that reinforce safety and resilience across our regions, supported by vital data, technology, and training.**
- 7.18 **Extend Reconstruction of Essential Public Assets (REPA) under the NSW Disaster Assistance Arrangements funding eligibility to at least three years to ensure councils have the time to rebuild sustainably and thoughtfully after severe weather events.**
- 7.19 **Establish partnerships with Transport for NSW to support council-led resilience efforts, encouraging knowledge sharing and united action on infrastructure resilience.**

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- 7.20 Incorporate council-specific road safety plans into regional network strategies so that safety and resilience goals are aligned across the board for long-term impact.
- 7.21 Support IPWEA and LGNSW in lobbying the NSW Government to take on full funding responsibility for the Emergency Services Levy.
- 7.22 Advocate for councils to reinvest ESL savings into road resilience and disaster preparedness initiatives.
- 7.23 Work with IPWEA and LGNSW to ensure redirected funds strengthen local networks and align with council priorities.
- 7.24 Disaster recovery grants must align with the Regional Roads Repair Program timeline, include 70% upfront payments, and provide flexible completion periods to support better, more resilient infrastructure outcomes.

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8. Balancing Safety, Infrastructure & Biodiversity

Statement

Resilience through vegetation management—working with TfNSW to balance safety, infrastructure protection, and biodiversity, while reducing risks from bushfires and severe weather.

Background

Building resilience through vegetation management needs collaboration with the state to protect our region. In Central NSW, it's about finding a balance - removing roadside vegetation would destroy important wildlife corridors, while unmanaged growth creates safety risks and higher maintenance costs. Proactive measures like regular slashing, grooming, and weed control can reduce hazards and protect both infrastructure and ecosystems. We need ongoing state support to manage vegetation along their roads, ensuring our region is better prepared for bushfires, severe weather, and other risks.

Sub-messages;

- 8.1 TfNSW to work with Central NSW councils to lead and fund a sustained, proactive roadside vegetation management program, aligned with the NSW Bushfire Inquiry recommendations.
- 8.2 Ensure Central NSW councils aren't left to foot the bill for managing vegetation on state highways—no cost-shifting.
- 8.3 Strengthen collaboration between TfNSW and Central NSW councils to deliver practical, resilient outcomes through better-aligned frameworks.
- 8.4 Ensure TfNSW has a stronger role on Bushfire Mitigation Committees, working closely with Central NSW councils to make vegetation management a key part of disaster planning.

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9. Gaps in Flood Data and Infrastructure

Background

Flood gauges and resilient infrastructure are essential for disaster planning and recovery. Across the region, councils are grappling with widespread gaps in flood data. The decommissioning of key gauges near Blayney

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and Lithgow's reliance on just one gauge are examples of a much bigger problem. Councils are left relying on less objective data, making flood studies less reliable and disaster planning more difficult.

[As noted in key message 7 \(click on this link for more\), recent severe weather events caused over \\$450 million in damage to roads and bridges in the region between 2019 and 2023.](#) These gaps in data slow response times, delay recovery, and increase risks for communities. Addressing these issues is critical as climate change intensifies the frequency and severity of disasters.

Councils are calling for a comprehensive strategy to identify and address data gaps, reinstate essential flood gauges, and ensure future resilience. Without this, councils will continue to face significant challenges in protecting their communities and infrastructure.

Councils across Central NSW are advocating for;

- a state-led strategic review of the flood gauge network to identify critical gaps and ensure councils have access to reliable, localised data for effective flood risk planning;
- the reinstatement and maintenance of critical flood gauges, such as those decommissioned near Blayney, to improve the accuracy of flood models and strengthen disaster planning; and
- state-funded solutions for flood gauge infrastructure to ensure councils aren't left to bear the financial burden, particularly as recovery costs from severe weather events continue to rise.

Sub-message;

- 9.1** Reliable flood data is critical for disaster planning and resilience. Councils are calling for a state-led review of the flood gauge network to identify gaps and ensure localised data is available.
- 9.2** Decommissioned gauges near Blayney and Lithgow's reliance on limited data highlight the need to reinstate and maintain critical gauges to improve flood models.
- 9.3** State funding for flood gauge infrastructure is essential to avoid placing further financial pressure on councils, especially with rising recovery costs from severe weather events.
- 9.4** Addressing gaps in flood data is urgent to improve disaster response times and protect communities.

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10. Solving the Skills Shortage in Key Roles

Statement

Councils across Central NSW are facing a growing skills shortage, particularly in engineering and technical roles that are critical for infrastructure planning, disaster resilience, and delivering services. Engineers are the most in-demand profession in local government, and councils across the region report significant challenges in retaining and attracting qualified workers.

Background

The 2023 Severe Weather Impacts on Roads report (Sharpe, W.) highlights the importance of skilled staff in responding to and recovering from disasters, yet the shortage of engineers and operators makes this increasingly difficult. Without targeted programs to address these gaps, the situation will only get worse.

Cadetships, apprenticeships, and funding for worker training programs are vital to building a sustainable workforce. Councils also need to address comparative salaries, conditions, and career development opportunities, particularly in regional areas, to improve retention.

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These programs and solutions are essential to ensure councils can continue to deliver resilient infrastructure, address climate challenges, and meet the needs of their communities.

Sub-message;

- 10.1 Councils need state-supported programs to address the growing shortage of engineers and technical staff in local government.**
- 10.2 Cadetships, apprenticeships, and training programs are essential to building a sustainable workforce.**
- 10.3 Councils need support to offer competitive salaries, conditions, and career development to attract and retain skilled staff.**

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11. Driving connectivity with early technology adoption**Statement**

Connectivity of the region needs to be enabled through early understanding and adoption of new technology that adds value to the lives of our communities.

Background

To connect Central NSW, we must proactively embrace new technologies that directly enhance community life. Early understanding and adoption of innovative solutions will allow us to bridge distances, improve daily commutes, and make essential services more accessible. CNSWJO is committed to leading this charge, recognising that technology isn't just about efficiency - it's about creating tangible, positive impacts for our residents, businesses, and visitors.

Central NSW aims to bring forward digital and sustainable solutions that make a difference in people's lives. From real-time road monitoring that prevents disruptions to EV charging stations that support eco-friendly travel, our goal is to create a transport network that serves our community's immediate needs while futureproofing against climate and economic shifts. By investing early in technologies that add direct value, we can enable a connected, resilient, and sustainable future.

Sub-messages;

- 11.1 CNSWJO should be considered as a pilot location for new and emerging technologies in traffic management, safety, asset monitoring and other transport-related innovations.**
- 11.2 CNSWJO is a willing partner to lead in low-emission transport with EV infrastructure.**

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12. Reinstating and formalising transport corridor planning**Statement**

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There needs to be a firm commitment from the state government in developing, finalising, and implementing transport corridor planning for the region. Too many plans have stalled in the past without reaching completion, leaving critical routes underdeveloped. Key corridors needing attention include:

- a. The Bells Line and associated roads between Lithgow and the M7; and
- b. Key freight linkages in region including the Lachlan Valley Way, Mid-Western Highway, State Road 90, Newell Highway, Escort Way and the Great Western Highway.

Background

[While CNSWJO welcomes the NSW Government's recent steps to reinstate transport corridor planning, it's essential that councils and communities across Central NSW are included in a meaningful way.](#)

To ensure these critical corridors truly serve the needs of Central NSW, CNSWJO calls for:

- Bells Line Corridor and Associated Roads - a direct, reliable route connecting Lithgow to the M7, designed to support both regional community needs and efficient freight movement to and from Sydney.
- Key Regional Freight Linkages - prioritisation of major freight corridors like Lachlan Valley Way, Mid-Western Highway, State Road 90, Newell Highway, Escort Way, and the Great Western Highway. These routes underpin regional supply chains and economic stability, providing essential connectivity across NSW.

Sub-messages;

- 12.1 **CNSWJO calls for formal consultation with Central NSW councils to ensure corridor planning aligns with regional priorities, the Strategic Regional Integrated Transport Plan (SRITP), the State Disaster Mitigation Plan (SDMP), the upcoming Regional Disaster Adaptation Plans (DAPs), and other emerging regional plans—reflecting actual population growth rather than standard planning assumptions.**
- 12.2 **Provide a clear roadmap with regular updates on corridor planning progress and timelines.**
- 12.3 **Make the Bells Line and key freight routes high-capacity links for safe, efficient connections.**
- 12.4 **Ensure corridor plans include climate resilience and multi-modal options for long-term connectivity.**
- 12.5 **Establish an ongoing review process to adapt corridor plans to evolving regional needs.**

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13. Using Accurate Data to Drive Regional Transport Planning

Background

Accurate, up-to-date data is critical to effective transport planning in Central NSW. Right now, much of the data being used doesn't reflect the true pressures on our transport networks - things like population growth, freight demand, and road conditions are often overlooked or outdated.

Councils are pushing for better access to transport data, including real-time freight movements, traffic volumes, and infrastructure capacity. This data will help inform decisions on upgrades, investments, and long-term planning to ensure transport infrastructure can keep up with regional needs.

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We need stronger collaboration with Transport for NSW and other agencies to improve data collection, sharing, and updates. Transport strategies like the [Strategic Regional Integrated Transport Plan](#) should reflect current growth trends, giving councils the information they need to plan proactively.

With better data, councils can deliver more responsive and effective transport solutions, reduce vulnerabilities, and support sustainable growth across the region.

Sub-messages;

13.1 CNSWJO calls for transport planning that moves beyond outdated assumptions, using up-to-date, localised data to align transport solutions with the actual growth and needs of our councils.

13.2 Accurate population data should drive funding allocations, ensuring that investments meet the real needs of our expanding communities.

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14. Accountability Framework for the Strategic Regional Integrated Transport Plan

Statement

There must be a regionally supported accountability framework for the Strategic Regional Integrated Transport Plan (SRITP), formally the Central West and Orana Transport Plan.

Background

[The CNSWJO values the NSW Government's commitment to strategic transport planning and welcomes the SRITP's role in addressing Central NSW's unique needs. For the SRITP to be truly effective, an accountability framework must be in place—one that includes regular consultation with regional councils, transparency, and a clear roadmap for implementation.](#)

CNSWJO values the NSW Government's focus on strategic transport work and urges stronger collaboration between government agencies and councils to ensure the SRITP reflects our shared principles of;

- mutual respect;
- thoughtful contribution;
- acting in the public interest;
- timely and appropriate responsiveness;
- willingness and commitment; and
- accountability and transparency.

By embedding these values in the SRITP, the plan can achieve the comprehensive, long-term outcomes that Central NSW needs.

Two key projects will be progressed subject to the release of the SRITP;

- establishment of a partnership between the Regional Transport Technical Committee (TTC), Transport for TfNSW (TfNSW), and other key stakeholders; and
- road safety.

This region seeks to have the value it brings to the State recognised in the funding framework. For example, see Appendix A for the Bridges Assessment Case Study.

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Sub messages;

- 14.1 CNSWJO calls for ongoing, formal engagement with Central NSW councils to ensure the SRITP truly reflects regional priorities and local insights.**
- 14.2 Align the SRITP with the State Disaster Mitigation Plan, Regional Disaster Adaptation Plans, and other regional strategies for a cohesive approach to resilience and growth.**
- 14.3 Ensure the SRITP includes a clear, actionable implementation pathway to move from planning to real, on-ground outcomes that benefit Central NSW.**
- 14.4 Embed regular progress updates and reviews to keep the SRITP adaptable to evolving regional needs and priorities.**
- 14.5 Commit to providing the necessary resources and support to bring the SRITP's vision to life, ensuring Central NSW is fully prepared for future transport demands.**

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15. Identified CNSWJO Priority Transport Projects**Statement**

This region has identified its transport priorities using Infrastructure Australia and Infrastructure NSW guidelines.

Background

CNSWJO has carefully identified Central NSW's transport infrastructure priorities to align with the guidelines set by Infrastructure Australia and Infrastructure NSW. Through a targeted Multi-Criteria Analysis (MCA) that incorporates economic, social, environmental, and cultural impacts—our Quadruple Bottom Line (QBL) approach—we're focused on projects that deliver tangible, measurable value to our communities.

Working alongside RDA Central West and a strategic transport consultant, we've applied a cost-benefit analysis aligned with state and federal project selection standards. This method has helped us identify critical projects that address both immediate needs and long-term regional resilience—an essential focus given the increasing climate and economic pressures on our communities.

For these identified priorities to deliver real impact, they must be supported by both state and federal funding. We're advocating to have these essential projects incorporated into state and federal investment plans, ensuring the resources and backing necessary for their success. By securing this support, we're setting up Central NSW for strengthened connectivity, resilience, and an enhanced quality of life—building a foundation for our region's future.

Sub-messages:

- 15.1 In partnership with RDA Central West and expert consultants, CNSWJO has identified projects that align with state and federal priorities.**
- 15.2 Every project aims to deliver economic, social, environmental, and cultural benefits that matter to Central NSW communities.**
- 15.3 Our infrastructure priorities aren't just about today—they're investments in the region's long-term stability and adaptability.**
- 15.4 We call on state and federal partners to fund these priorities, embedding Central NSW's needs into broader infrastructure agendas.**

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15.5 Working collaboratively with RDA Central West and using the expertise of a strategic transport consultant, the region presents the following as its transport infrastructure priorities.

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CNSWJO Priority Transport Projects

Local Government Area	Project Name	Project Description	Phase	Rank Across Region	Project Number
Orange	Upgrade of Orange CBD	In conjunction with TfNSW, Council plans to review configuration of Summer St (Mitchell Hwy) including traffic turning movements at intersections along Summer St, Council plans to refurbish the CBD which is more than 25 years since it was last upgraded. The project will include upgraded pedestrian and cycle facilities, on street and off-street parking, as well as access issues within the CBD.	1. Early stage	1	1
Bathurst	Hampden Park Road & Littleborne Street Roundabout Construction	Establishment and construction of a new roundabout for the intersection of Hampden Park and Littleborne Street, Kelso. Roundabout required to facilitate the expansion of both commercial and industrial growth direct state highways with regional and metro markets.	2. Real potential	2	2
Lithgow	Lithgow Main Street Revitalisation	Renewal and amenity upgrades for Lithgow's Main Street, including replacement of footpaths, stormwater infrastructure, green scaping and road surface. This project seeks to revitalise the character of the CBD precinct, supporting small local business and trade in Lithgow.	2. Real potential	3	3
Orange	Southern Feeder Road Stage 5 – Roundabout at the intersection of Escort Way, Southern Feeder Road and Northern Distributor Road	Project is located on the Condobolin to Orange strategic corridor and aims to provide a safe and efficient intersection with the Orange orbital roads which effectively provide an efficient heavy vehicle bypass of the Orange CBD area off the Mitchell Hwy. The current arrangement of the intersection is a staggered tee intersection and its replacement as a roundabout has been supported in the past by the RMS / TfNSW.	2. Real potential	4	4

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Orange	Southern Feeder Road Stg 6c	<p>THE SOUTHERN FEEDER ROAD (SFR) Provides a link across the south of the city, enabling the existing north-south streets to connect to this road and for traffic to then be distributed along the SFR to provide access to growth to areas in the south, especially the Shiralee residential area, Forest Rd hospital precinct and Huntley Rd/airport precinct. Eventual connection with the Escort Way to the West in later stages will provide more direct links between the Bathurst Region to the East of Orange, through to the Regional Transport Hub in Parkes on the Newell Highway and the agricultural industry centres of Canowindra and Manildra, thereby increasing productivity by achieving distance and time savings.</p> <p>The SFR can be delivered in discrete stages as follows:</p> <p>Stg 6c Cargo Road intersection upgrade Construction of a roundabout at the intersection of Cargo Road.</p>	1. Early stage	5	5
Orange	Southern Feeder Road Stg 6b	<p>THE SOUTHERN FEEDER ROAD (SFR) Provides a link across the south of the city, enabling the existing north-south streets to connect to this road and for traffic to then be distributed along the SFR to provide access to growth to areas in the south, especially the Shiralee residential area, Forest Rd hospital precinct and Huntley Rd/airport precinct. Eventual connection with the Escort Way to the West in later stages will provide more direct links between the Bathurst Region to the East of Orange, through to the Regional Transport Hub in Parkes on the Newell Highway and the agricultural industry centres of Canowindra and Manildra, thereby increasing productivity by achieving distance and time savings.</p> <p>The SFR can be delivered in discrete stages as follows:</p> <p>Stg 6b Canobolas Road to Cargo Road Construction of a staged section of the Western leg of the Southern Feeder Road from Canobolas Road to Cargo Road. This project will upgrade the existing road network to a regional road standard across the main Western Rail Line along the Ploughmans Lane alignment.</p>	2. Real potential	6	6

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Orange	Southern Feeder Road - Stg 6a	<p>THE SOUTHERN FEEDER ROAD (SFR) Provides a link across the south of the city, enabling the existing north-south streets to connect to this road and for traffic to then be distributed along the SFR to provide access to growth to areas in the south, especially the Shiralee residential area, Forest Rd hospital precinct and Huntley Rd/airport precinct. Eventual connection with the Escort Way to the West in later stages will provide more direct links between the Bathurst Region to the East of Orange, through to the Regional Transport Hub in Parkes on the Newell Highway and the agricultural industry centres of Canowindra and Manildra, thereby increasing productivity by achieving distance and time savings.</p> <p>The SFR can be delivered in discrete stages as follows:</p> <p>Stg 6a Pinnacle Road to Canobolas Road Construction of a staged section of the Western leg of the Southern Feeder Road from Pinnacle Road to the Canobolas Road thus completing the Link from the Mitchell Highway via the existing Ploughmans Lane and linking with the Northern Distributor Road.</p>	1. Early stage	7	7
Lithgow	Glen Alice and Glen Davis Road Upgrade	Rehabilitation and upgrade of Glen Alice and Glen Davis Road to improve resilience and freight transport effectiveness. Total project length approximately 30 kilometres.	2. Real potential	8	8
Lithgow	Lithgow bridge and causeway upgrade program	This program seeks to replace Lithgow's vulnerable bridges and causeways with flood resistant or resilient alternatives. This includes bridge raising or replacing causeways with bridges. The two initial projects include the Geordie Street causeway replacement with a bridge, and the lifting of the Glen Davis Road bridge	3. Ready to proceed	9	9
Lachlan	Condobolin By-pass - Stage 1	Upgrade and reconstruction of existing roads around the town of Condobolin - Stage 1 Lachlan & Dennison Sts.	2. Real potential	10	10

Attachment 3 CNSWJO Transport Advocacy Plan

Orange	Southern Feeder Road Stg4b	<p>1. THE SOUTHERN FEEDER ROAD (SFR)</p> <p>Provides a link across the south of the city, enabling the existing north-south streets to connect to this road and for traffic to then be distributed along the SFR to provide access to growth to areas in the south, especially the Shiralee residential area, Forest Rd hospital precinct and Huntley Rd/airport precinct. Eventual connection with the Escort Way to the West in later stages will provide more direct links between the Bathurst Region to the East of Orange, through to the Regional Transport Hub in Parkes on the Newell Highway and the agricultural industry centres of Canowindra and Manildra, thereby increasing productivity by achieving distance and time savings.</p> <p>The SFR can be delivered in discrete stages and the project described is:</p> <p>Stg 4b Shiralee Rd to Pinnacle Rd (Project estimate \$8.8M; 2-5 year timeframe subject to funding)</p> <p>This is a key element which will create a new linkage from the west of the city to South Orange, as well as provide a connection from the new Shiralee residential area to employment areas around Forest Rd.</p>	2. Real potential	11	11
Parkes	Orange Road Upgrades	Rehabilitation and widening of The Henry Parkes Way from Parkes/Orange boundary to cater for HML vehicles	1. Early stage	12	12

Attachment 3 CNSWJO Transport Advocacy Plan

Orange	Southern Feeder Road Stg 6d	<p>THE SOUTHERN FEEDER ROAD (SFR)</p> <p>Provides a link across the south of the city, enabling the existing north-south streets to connect to this road and for traffic to then be distributed along the SFR to provide access to growth to areas in the south, especially the Shiralee residential area, Forest Rd hospital precinct and Huntley Rd/airport precinct. Eventual connection with the Escort Way to the West in later stages will provide more direct links between the Bathurst Region to the East of Orange, through to the Regional Transport Hub in Parkes on the Newell Highway and the agricultural industry centres of Canowindra and Manildra, thereby increasing productivity by achieving distance and time savings.</p> <p>The SFR can be delivered in discrete stages as follows:</p> <p>Stg 6d Cargo Road to Escort Way Construction of a staged section of the Western leg of the Southern Feeder Road from Cargo Road to Escort Way. This project will upgrade the existing road network to a regional road standard along the Ploughmans Lane alignment.</p>	2. Real potential	13	13
Lachlan	ROSI Condobolin to Orange Corridor MR 61 Henry Parkes Way	ROSI Condobolin to Orange Corridor MR 61 Henry Parkes Way	1. Early stage	14	14
Orange	Northern Distributor Road and Telopea Avenue Intersection Upgrade	Provide a roundabout at the intersection of Northern Distributor Road (Mitchell Hwy), Telopea Avenue and Farrell Road which is currently controlled by two sets of traffic signals in close proximity.	1. Early stage	15	15
Blayney	Spring Hill Road Initial Sealing	Reconstruction and initial sealing of 3 km of Spring Hill Road involving, raising of road levels, widening, modify vertical and horizontal road alignment, addition and upgrade of drainage infrastructure, establishment of roadside table drains, removal of roadside hazards and will provide connection to a sealed road in Cabonne Shire	2. Real potential	16	16
Cowra	Low level bridge replacement - Lachlan River in Cowra	There is a low-level timber bridge across the Lachlan River in Cowra, immediately downstream of the existing high-level bridge. This low-level bridge is rapidly approaching the end of its useful life. A report has been prepared investigating options for the replacement of this bridge, including alternative alignments. This project is Option 3 of the recent report and proposes the replacement of the low-level bridge on its existing alignment.	3. Ready to proceed	17	17

Attachment 3 CNSWJO Transport Advocacy Plan

Lachlan	Condobolin By-pass - Stage 3	Upgrade of level rail crossing and intersection with Maitland St, Jones Lane and Henry Parkes Way - Stage 3	1. Early stage	18	18
Lithgow	Marrangaroo Access Improvements	Construction of a grade separated interchange at the intersection of Reserve Road, Marrangaroo to support the long term residential, commercial and industrial growth of Lithgow. Through the delivery of Lithgow's review of its Employment Lands Strategy, it is identified that this is the best publicly owned opportunity for large scale growth of the Lithgow LGA.	1. Early stage	19	19
Blayney	Hobby's Yards Road Upgrade	Upgrade of pinch points and sections of roads with hazardous alignment or poor crash history. Widening, straightening of horizontal and vertical alignments. 9 metre seal on 10 metre formation. 5 kilometres of reconstruction works and 2 kilometres of pavement rehabilitation	2. Real potential	20	20
Bathurst	Durham Street - Stewart to Peel Street Upgrade	The reconstruction of Durham Street between Stewart to Peel Street is required to facilitate the changing capability and capacity requirements for expanding development to the northwestern eastern side of Bathurst. The reconstruction works will include intersection widening at Durham & Stewart St intersection and including additional width provision through to Peel Street. The installation of traffic lights at the Durham and Peel Street intersections will be required to coordinate/synchronise traffic volume flow from the Great Western Highway.	1. Early stage	21	21
Weddin	Henry Lawson Way proposed rehabilitation, lifting of roadway and reseal to Forbes Shire.	Reconstruction, lifting of roadway (0.2m) and resealing of 15 km of Henry Lawson Way involving, tree removal, modify vertical and horizontal road alignment, addition and upgrade of drainage infrastructure, establishment of roadside table drains, removal of roadside hazards and improvement of road safety treatments.	1. Early stage	22	22
Lachlan	Condobolin By-pass - Stage 2	Upgrade and reconstruction of existing roads around the town of Condobolin - Stage 2 Melrose Street	1. Early stage	23	23
Blayney	Belubula Way Upgrade	Upgrade of pinch points and sections of roads with hazardous alignment or poor crash history. Widening, straightening of horizontal and vertical alignments. 9 metre seal on 10 metre formation. 4 kilometres of reconstruction works and 3 kilometres of pavement rehabilitation	1. Early stage	24	24
Lithgow	Sodwalls Tarana Road upgrade	Upgrade of the Sodwalls Tarana Road to strengthen pavement, widen the alignment in key areas, reduce vegetation and renewal overlying seal. Importance of projects relates to its key linkage between Lithgow, Oberon and Bathurst.	1. Early stage	25	25

Attachment 3 CNSWJO Transport Advocacy Plan

Orange	Roundabout - Peisley and Moulder Street intersection	Construction of a new roundabout at the intersection of Moulder Street (collector road) and Peisley Street (Regional Road) to improve safety at this busy tee-intersection, facilitate more permeable traffic flows through the Orange CBD and provide better access to the Southern Feeder Road.	2. Real potential	26	26
Lithgow	Main Road 531 Upgrade	Upgrade of Main Road 531 (Barton Avenue, Pipers Flat Road and Portland Cullen Bullen Road) for resilience and safety improvements for local traffic. Project seeks to improve pavement integrity, increase width and improve geometry over the 26-kilometre length.	1. Early stage	27	27
Blayney	Northern Section Bypass – Mid Western Highway to Orange Rd, via Industrial Estate.	Northern bypass of Blayney Township which provides widespread access to agricultural land, manufacturing, mining, and state transport networks.	2. Real potential	28	28
Bathurst	Hereford Street Low Level Bridge Replacement	The reconstruction of Gilmour Street ais required to facilitate the changing capability and capacity requirements for expanding development to the northeastern side of Bathurst. The upgrades will also require the demolition and construction of a new larger replacement bridge across the Macquarie River.	1. Early stage	29	29
Cabonne	Belubula Way Upgrade	To upgrade the road to accommodate increased vehicle movements between towns and villages 10 metre formation with a 9-metre seal. Drainage structure upgrades to improve resilience through floodplain	1. Early stage	30	30
Orange	Clergate Road Stage 4	Undertake the upgrade and widening of Clergate Road from Industry Drive to Pearce Lane	1. Early stage	31	31
Forbes	Lachlan Valley Way Missing Link	8.8km of new road to join Lachlan Valley Way East to Lachlan Valley Way West. This project will include a grade separated railway overpass over the inland rail.	1. Early stage	32	32

Attachment 3 CNSWJO Transport Advocacy Plan

Forbes	Forbes Eastern Bypass	The Forbes Eastern Bypass is to provide a heavy vehicle link to the Forbes Central West Livestock Exchange, Central West Industrial Park, and provides for an alternative transport route for the Newell Highway in the case that the Newell Highway is closed between Forbes and Daroobalgie. Forbes Shire Council is proposing a heavy vehicle bypass suitable for road train access to connect the Newell Highway and Main Road 377. This project will improve access to the Forbes Central West Livestock Exchange (regional facility), Central West Industrial Park as well as improve the amenity of Forbes by diverting freight movements onto the heavy vehicle bypass. The current network connectivity and accessibility conditions of the transportation network in and around Forbes are limiting the potential economic productivity and efficiency of the regional economy. The proposed Eastern Bypass will improve road network connectivity and accessibility for freight from the east and south of Forbes to the north. Capital Value: \$200M	1. Early stage	32	33
Blayney	Southern Section Bypass – Orange Rd to Mid-Western Highway near Blayney Waste Management Facility.	Southern bypass of Blayney Township which provides widespread access to agricultural land, manufacturing, mining, and state transport networks.	1. Early stage	33	34

Attachment 3 CNSWJO Transport Advocacy Plan

Cowra	Lachlan and Kendal St Realignment to connect Lachlan Valley Way and Mid-Western Hwy - (Western Road Plan # 12)	<p>The current intersection of B81 and A41 occurs at traffic lights at Kendal Street and Lachlan Street at the western side of the bridge over the Lachlan River in Cowra. This intersection is a constraint point as entrance onto Lachlan Street from B81 prior to the traffic lights is via a "T" intersection less than 40m north of the traffic lights. This configuration produces queuing problems and requires heavy vehicles to use adjacent lanes to perform turning manoeuvres. It is proposed to divert north-south traffic further along Redfern Street, over a new mid-level bridge across the Lachlan River to join the Mid-Western Highway at a new roundabout on the eastern end of the existing bridge at the intersection with Lachlan Valley Way. This would necessitate the relocation of an existing tennis court complex Redfern St - Lachlan St - needs rerouting as Heavy Vehicles pose a risk to oncoming traffic given narrow road pavement. (Canowindra Road - Mid/Western Hwy Kendal St intersection). the project would require an extension and another crossing. The internal conflict is not addressed by the Bypass. There is no existing road on this alignment. It is proposed to create a new road to provide an alternative crossing of the Lachlan River and to eliminate an existing constraint in the road network. In a recent traffic survey (2012), 100% of heavy vehicles travelling entering Cowra from the north on B81 proceeded south; all of them had to use the existing constrained intersection. If this project is not undertaken, the incidence of delays and accidents at the existing signalised intersection is likely to increase. This project has also been identified as Option 2 in a recent study investigating options to replace a low-level timber bridge across the Lachlan River.</p>	2. Real potential	34	35
Parkes	MR238 - Eugowra Road Resilience	<p>Includes road widening and minor realignments, with a focus on improving all drainage structures and points of flooding susceptibility to increase the flood immunity and resilience of the route, given its regular use for a strategic detour for the Orange Road (East Parkes) and Newell Highway (South Parkes) closures.</p>	1. Early stage	35	36

Attachment 3 CNSWJO Transport Advocacy Plan

Cowra	Heavy Vehicle Bypass - Cowra - (Western Road Plan # 9)	<p>Council has recently concluded a study to determine the preferred route for a heavy vehicle bypass of the main street of Cowra. This study was instigated by community demand through the development of the Cowra Land- Use Strategy and subsequent redevelopment plans for the main street. The aim of the bypass is to reduce conflict between traffic and pedestrian priorities in the main street, not only making the CBD area safer for pedestrians but reducing travel times and operating costs for heavy vehicles</p> <p>The current road is the main street of Cowra. There is nothing inherently wrong with the road itself other than it funnels heavy vehicles through the CBD, creating conflict with pedestrians. The Cowra community has requested Council to find a way to remove heavy vehicles from the CBD. An options study has been completed and a preferred route for a heavy vehicle bypass has been adopted by Council through extensive community consultation. If this work is not completed, the conflict between heavy vehicles and pedestrians will continue in the CBD, inevitably leading to injuries/accidents. The construction of this bypass will also facilitate the development of a transport hub with the potential to provide a nodal link with a reopened railway line. An REF has been prepared for the preferred route.</p>	2. Real potential	36	37
Cowra	Mid-western highway / Lachlan Valley Way intersection efficiency improvements	<p>Council has completed AIMSUM traffic simulation modelling and SIDRA intersection analysis of the intersection of Lachlan Valley Way and Mid-Western Highway (Grenfell Road) for two cases:</p> <ul style="list-style-type: none"> • Base case; existing traffic volumes • 2048 case including traffic growth <p>The analysis indicates</p> <ul style="list-style-type: none"> • Level of service D (am peak) and F (pm peak) for the base case when the timber low level bridge is out of service (e.g. extended flood period, maintenance) • Level of service D (am peak) and F (pm peak) for the 2048 case with the timber low level bridge in service <p>An intersection upgrade treatment is required to improve network efficiency for heavy vehicles in both directions using the Hume Highway to Forbes / Parks Lachlan Valley Way link. A suitable treatment has not been investigated at this stage but is likely to be traffic signals.</p>	2. Real potential	36	38

Attachment 3 CNSWJO Transport Advocacy Plan

Lachlan	Abercrombie Road rehabilitation and safety upgrade	Rehabilitation, upgrade and widening of 9kms of The Tablelands Way Route (Abercrombie Road) to improve road safety and tourism accessibility.	1. Early stage	37	39
Lithgow	Wolgan Road Reconstruction	Post-21/22 disasters, the Wolgan Road alignment was deemed unsafe and due to the complexity of the instability, permanently closed. Strategic designs are complete for the reconstruction of the route in an alternate location, and the tender for concept design, environmental and geotechnical services and technical advice is nearing completion.	2. Real potential	38	40
Orange	Road Upgrade of Beasley Road, Lucknow	The project will upgrade 2.5m of Beasley Road from Blunt Road to Forest Road. The work will include formation and pavement widening, improvements to vertical and horizontal geometry and pavement strengthening.	1. Early stage	39	41
Cabonne	Banjo Paterson Way Freight Route Upgrade	Widening of road with pavement strengthening to accommodate increasing freight task. 10 metre formation with an 8-metre seal. Addressing alignment issues that pose safety risks	1. Early stage	40	42

Attachment 3 CNSWJO Transport Advocacy Plan

Parkes	Southern Ring Road	<p> Parkes Shire Council has identified the need for new road infrastructure to cater for the ever-increasing freight vehicle movements in and through the Parkes township. A six-stage ring road plan has been formulated to improve the level of service for the Newell Highway and Henry Parkes Way by diverting heavy traffic from identified choke points inside the township. It is envisioned that, with the increasing push for access to higher performance vehicles and longer truck combinations that the ring road system will eventually cater for road-train sized vehicles. Road Usage: The Henry Parkes Way carries approximately 4100 vehicles per day through Parkes of which about 250 are heavy vehicles. Eugowra Road carries over 2000 vehicles per day from Parkes with a significant heavy vehicle component during harvest. Changes: Productivity of freight transport has been the major focus over the past few years with the push for high productivity vehicles, HML, and expansion of the RAV areas. The NSW Transport Master Plan recognises that road freight will grow over the next 20 years (estimated to double) which will directly affect Parkes. The Problem: At present there are substandard intersections through Parkes which is the major inhibitor of HPV access from the Hub and Newell Highway eastward to Sydney and to the major grain receival centre at Muginoble. The current urban conflict between local traffic and trucks is also a major concern for the Parkes community. Solution: The Southern Ring Road will move freight more efficiently from the Newell Highway and National Logistics Hub eastward and to the major grain receival centre at Muginoble. It would provide very real and significant benefits to the agricultural as well as the freight industry. It will remove heavy vehicles from the Parkes retail district, significantly improving local access, amenity and safety. The Parkes Southern Ring Road Project involves the construction of 2.0km of new and upgraded roadway linking the Newell Highway south of Parkes to Henry Parkes Way to the east. The project also includes a creek/rail overbridge that will alleviate existing conflict points at three railway level crossings. Note that chainage 0 - 1.0km from the Newell Highway to Back Yamma Road will be constructed by Parkes Shire Council in 2013/14 </p>	2. Real potential	41	43
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Attachment 3 CNSWJO Transport Advocacy Plan

Cowra	Mary Gilmore Way - Barmedman to Orange (this is Warranderry Way). Western Road Plan #36a b c and d)	Shared project: Weddin / Cowra / Cabonne / Orange. Road widening - known as Mary Gilmore Way but known as 237 - Warranderry. This road widening project would allow an additional link between the Riverina and the Central West to be classified as B-Double approved. The original road was not designed to carry heavy vehicles. Over the past 10 years, Council has undertaken a road widening, pavement construction and bridge construction programme to upgrade this Regional Road. This widening project would be the final section, opening the road to B-Doubles. 6m wide pavement. The pavement needs to be extended to 8m wide to allow safe passage of B-Doubles. The majority of the route has been constructed to an acceptable standard. There is only 7.4km remaining to be widened on Mary Gilmore Way and 6.2km on Gooloogong Road. Road freight will only continue to increase in size and volume. With increasing demands for freight efficiency, this haulage route should be upgraded as soon as funds are available	2. Real potential	42	44
Cabonne	Nangar Road Freight Route Upgrade	Widening of road with pavement strengthening to accommodate increasing freight task. 10 metre formation with an 8-metre seal. Pavement strengthening to withstand increasing freight task	1. Early stage	43	45
Cabonne	Obley Road Freight Route Upgrade	Widening of road with pavement strengthening to accommodate increasing freight task. 10 metre formation with an 8-metre seal.	1. Early stage	44	46
Cowra	West Cowra drainage channel improvements	The West Cowra drainage channel drains stormwater through residential and industrial zones in West Cowra. During prolonged or high intensity rainfall events particularly when associated with elevated heights in the Lachlan River, flooding issues in the vicinity of the channel are exacerbated. A study has been prepared that provides options to relieve these issues. This project aims to implement the proposed options.	2. Real potential	45	47
Oberon	Abercrombie Road rehabilitation and safety upgrade	Rehabilitation, upgrade and widening of 9kms of The Tablelands Way Route (Abercrombie Road) to improve road safety and tourism accessibility.	1. Early stage	46	48

Attachment 3 CNSWJO Transport Advocacy Plan

Cowra	Western Distributor Heavy Vehicle Bypass - Cowra - (Western Road Plan # 9)	<p>A preferred route for a heavy vehicle bypass of Cowra has been adopted by Council through the completion of an options study and through extensive community consultation. The proposed heavy vehicle bypass will reduce the conflict between heavy vehicles and pedestrians within the Cowra CBD, and increase transport efficiency for freight vehicle by reducing travel times.</p> <p>The western distributor link of the Cowra heavy vehicle bypass will provide an efficient heavy vehicle link between</p> <ul style="list-style-type: none"> • Lachlan Valley Way southbound to the Hume Highway and; • Lachlan Valley Way northbound to Forbes and the Parkes National Logistics Hub. <p>The western distributor link will commence at the Airport Road intersection with Mid-Western Highway and link to Lachlan Valley Way at a new roundabout north of Bulkhead Road. Heavy vehicle efficiencies will be gained through a shorter length of travel on the link and by avoiding the current intersection of the Mid Western Highway and Lachlan Valley Way.</p>	2. Real potential	47	49
Weddin	Keiths Lane proposed rehabilitation, widening and reseal including intersection with Forbes Shire.	Reconstruction and resealing of 6.6 km of Keiths Lane involving, removal of trees growing at edge of existing road, raising of road levels, widening, modify vertical and horizontal road alignment, addition and upgrade of drainage infrastructure, establishment of roadside table drains, removal of roadside hazards and will provide connection to a sealed road to Forbes Shire	1. Early stage	48	50
Blayney	Old Lachlan Road upgrades	Old Lachlan Road is predominately an unsealed route which requires upgrades to provide access to farmland by heavier vehicles. Project proposes upgrade of pinch points, inaccessible sections, drainage improvements and roadside hazards along a 10km section of Old Lachlan Road.	1. Early stage	49	51
Cowra	Cowra Intermodal Hub (relies on Blayney/Demondrille line, maybe combine - bypass as well)	A location for a future road/rail Hub has been identified, south of the Cowra Train Station. The location includes an existing siding. The Hub is proposed to be located at the old wool scouring plant, just south of station near the Lachlan Valley Rail maintenance house	1. Early stage	50	52

Attachment 3 CNSWJO Transport Advocacy Plan

Orange	Pinnacle Road Upgrade	Upgrade and widen the formation of Pinnacle Road to the LGA Boundary to enhance its function as a tourist route servicing attractions such as Mt Canobolas and the regions food and wine destinations. Upgrades will also improve safety outcomes for cyclists and vehicles. The upgrade will improve connections to the south of Orange and the CBD. Once the Southern Feeder Road is completed, Pinnacle Rd will connect to the strategic orbital road network vital to Orange's economic development.	1. Early stage	51	53
Lithgow	Browns Gap Road slope stability program	Browns Gap Road continues to suffer the impacts of isolated slope mobilisation. This project seeks to upgrade and improve the route to better respond to periods of protracted rainfall. Piezometers and inclinometers have been installed to measure movement and inform design.	2. Real potential	52	54
Bathurst	Gilmour & Hereford Street Reconstruction and Signalised Intersection	The reconstruction of Gilmour Street is required to facilitate the requirements for expanding development in Kelso and Laffing Waters. The upgrade scope will require the complete remodelling of the Gilmour and Hereford Street intersection, the upgrade and widening of Hereford Street to cater for traffic volumes as an arterial feeder road.	2. Real potential	53	55
Cowra	Belubula Way - Trunkey Creek to Canowindra (Western Road Plan # 43 a, b, c and d) ((one blockage in Cabonne preventing it to be b-double. Last bit in major freight piece)	Shared project: Blayney / Cowra / Cabonne. The pavement along these sections of Belubula Way is very narrow and poses safety risks for traffic especially heavy vehicles. Because of the narrow lane widths passing traffic moves onto the gravel shoulder causing bitumen edge break and edge drop off which increases safety issues. The road has a significant amount of heavy vehicles many which travel from Mid-Western Highway to areas west of the Cowra Shire boundary. If widening works are not undertaken on Belubula Way, the pavement will deteriorate further and become narrower, impacting on road-freight productivity for locals and regional heavy traffic. Belubula Way connects the Mid-Western Highway south of Blayney to townships of Canowindra & Forbes. Widening of Belubula Way. Wearing surface comprising of D/D 7/10mm stone sprayed bitumen. Pavement structure will include 200mm of gravel for base, RMS specifications. • Recent counts (2011) show a daily traffic volume of 210 AADT with 24% HV – assumed servicing local agriculture and regional freight between Blayney and Parkes. • Currently, the route is not of a standard for B-Double use however the Shire has a shire wide approval for BDouble use which would include this road. • This project aims to widen the sealed road pavement in the remaining narrow sections 11.5-12.9km, 13.5- 15.6km and 16.7-18.7km from the Belubula River on Cowra Council's western boundary with Cabonne Council. A total of 5.5km of widening is required to complete Cowra Council's portion of Belubula Way to 7m sealed road standard significantly reducing bitumen edge break and edge drop off caused by inadequate sealed road widths	2. Real potential	54	56

Attachment 3 CNSWJO Transport Advocacy Plan

Parkes	Airport Flood Immunity - Orange Road	Includes upgrade of Orange road to provide flood immune access to the airport supporting necessary services during periods of Natural Disaster such as those experienced during the November 2022 storm event. Key areas include a major culvert upgrade approximately 4km East of Parkes. Additionally, Kamandra Lane is upgraded to provide an alternate access to the Airport in the event of a similar Natural Disaster to AGRN1034. Upgrade on Kamandra Lane includes construction of a bridge across the Billabong Creek.	1. Early stage	55	57
Forbes	Gap Road Heavy Vehicle Upgrade	3.7km of road widening and the realignment of the intersection of Keiths Road in Weddin Shire.	1. Early stage	56	58
Forbes	Haynes Crossing	Replace single lane, load limited bridge. Is the transport link between Main Road 236 and a significant grain and agricultural precinct. During wet periods, sidetrack through Ooma Creek is flooded and the detour is significant.	1. Early stage	57	59
Cabonne	Gumble Road Freight Route Upgrade	Widening of road with pavement strengthening to accommodate increasing freight task. 10 metre formation with an 8-metre seal.	1. Early stage	58	60
Parkes	Parkes Airport Runway Extension	Extension of existing 04/22 main runway by approx. 500m to enable larger aircraft to operate in and out of Parkes Regional Airport. By extending the runway to meet the future demand would enable the potential service for increased air freight to domestic and regional markets. Pavement upgrades to existing runway would also be required for increased capacity and higher PCN	1. Early stage	59	61
Cabonne	Lake Canobolas Road Widening	Upgrade road to a 13m seal width to provide cycling lane for length. Replace Molong Creek Bridge, including widening. Will necessitate earthworks and bank stabilisation to accommodate new road width.	1. Early stage	60	62
Forbes	Warroo Heavy Vehicle Route	Warroo Bridge Road is currently a 3.9 km arterial local road that is deficient in width and there are various sections requiring complete rehabilitation. For the route to be fully upgraded, TfNSW is replacing the Warroo Bridge over the Lachlan River in the near future. Approach works have already begun for the new bridge.	1. Early stage	61	63
Cowra	Morongla Rd - from Lachlan Valley Way to Olympic Way	Link road Morongla Rd - from Lachlan Valley Way to Olympic Way. Links 2 villages - Morongla to Wattamondara. Council have already prepared a funding submission. The road is narrow creating edge breaks. Volumes of grain movements and livestock are significant given the Livestock Exchange on the Olympic way.	2. Real potential	62	64

Attachment 3 CNSWJO Transport Advocacy Plan

Parkes	MR348 - Peak Hill Tullamore Road Seal Extension	Includes a 40km widening and seal extension of the Peak Hill - Tullamore Road corridor. Project includes road realignment of substandard curves (both horizontally and vertically) bridge construction and roadside safety improvements. This will deliver another strategic heavy vehicle link East / West within the Shire building resilience in the event of severe flooding and catering for productivity movements during harvest and supporting regional events (ABBA Festival) by alternate routes.	1. Early stage	63	65
Forbes	Battery Hill Road Heavy Vehicle Route	Battery Hill Road connects Wirrinya Road to the Newell Highway and is 17.1 km's long. The road is mostly unsealed, and the sealed section is narrow. The route requires widening and sealing.	1. Early stage	64	66
Forbes	West Plains Heavy Vehicle Route	West Plains Road and Bogies Island Road are local, mostly unsealed roads, that connects a significant agricultural producing area and Lake Cowal Gold Mine, to the Newell Highway. It is proposed to widen and seal the 27.1 km's.	1. Early stage	64	67
Parkes	Trundle to Parkes Flood Resilience	Upgrade of key drainage structures between Trundle to Parkes along MR350 (The Bogan Way), SR83 (Middle Trundle Road) and MR61W (Henry Parkes Way) to enable access during storm events, and ability to travel at a quicker interval post-flooding event. Trundle was cut off from road travel for 3-4 days post November 2022 (AGRN1034) storm event.	1. Early stage	64	68

Attachment 3 CNSWJO Transport Advocacy Plan

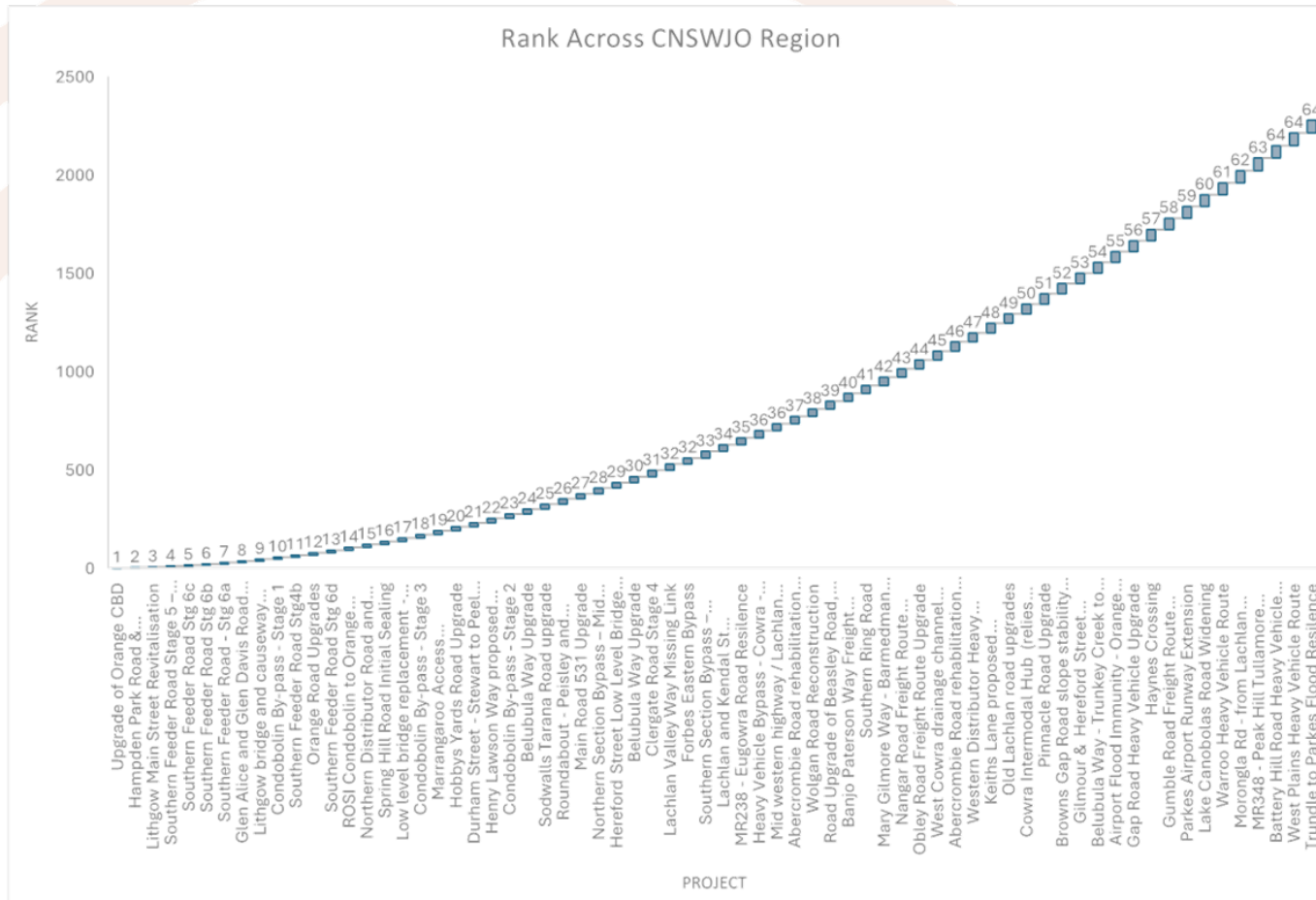


Figure 6 Priority Projects Ranked Across CNSWJO

Attachment 3 CNSWJO Transport Advocacy Plan

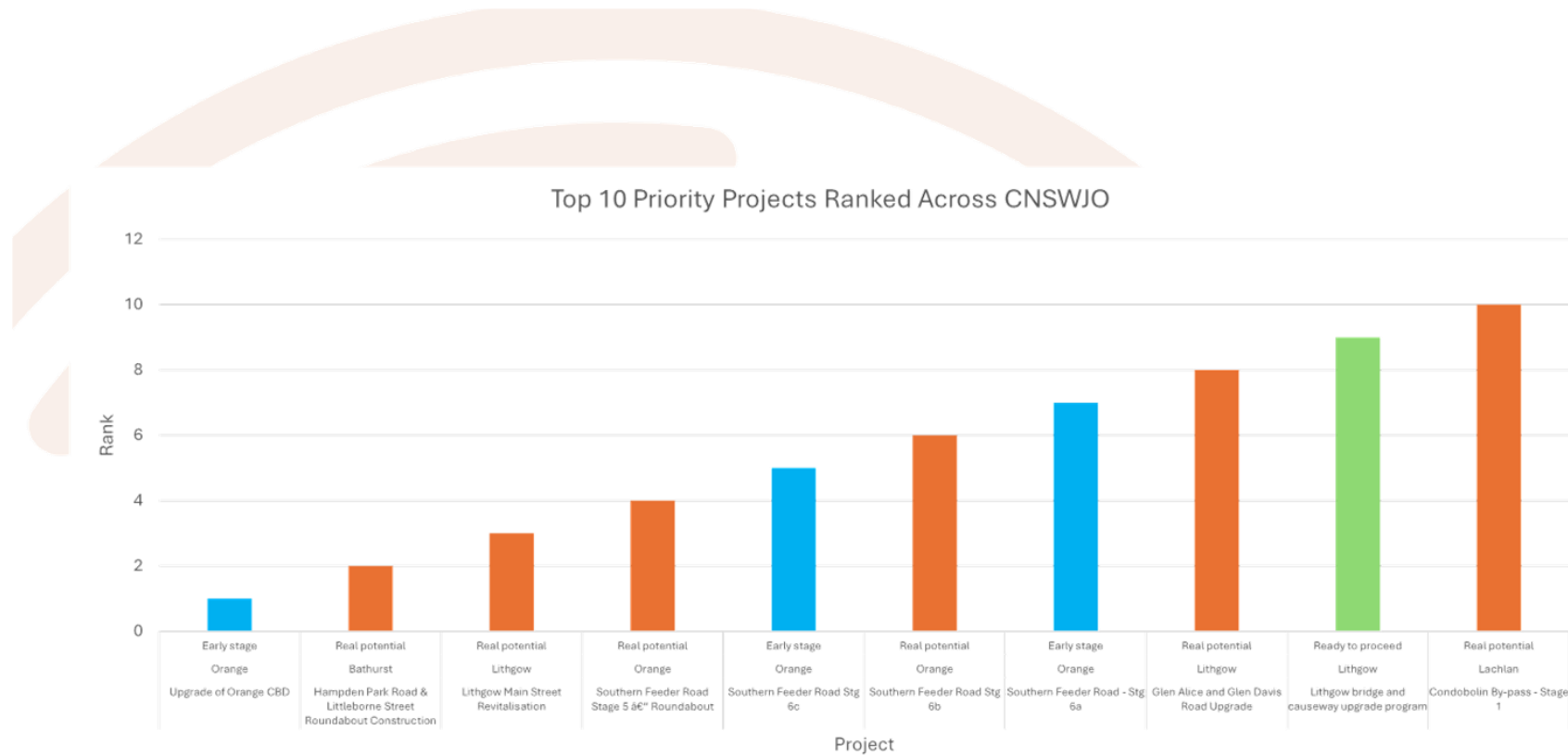


Figure 7 Top 10 Priority Projects Ranked Across CNSWJO

Attachment 3 CNSWJO Transport Advocacy Plan

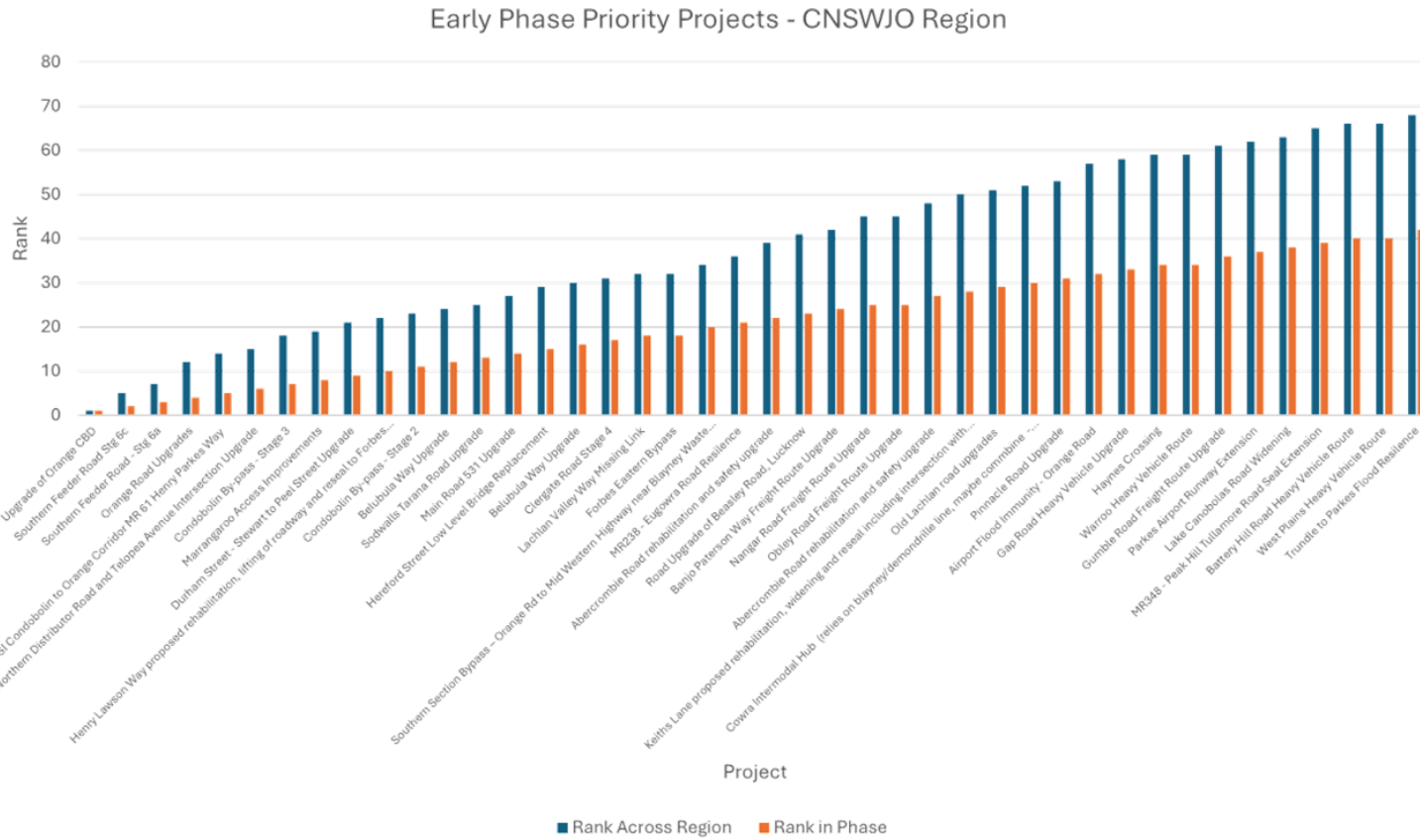


Figure 8 CNSWJO Priority Projects in the Early Phase - The problem to be resolved by the infrastructure investment has been defined and relevant options to solve the problem have been identified and considered at a scoping level.

Attachment 3 CNSWJO Transport Advocacy Plan

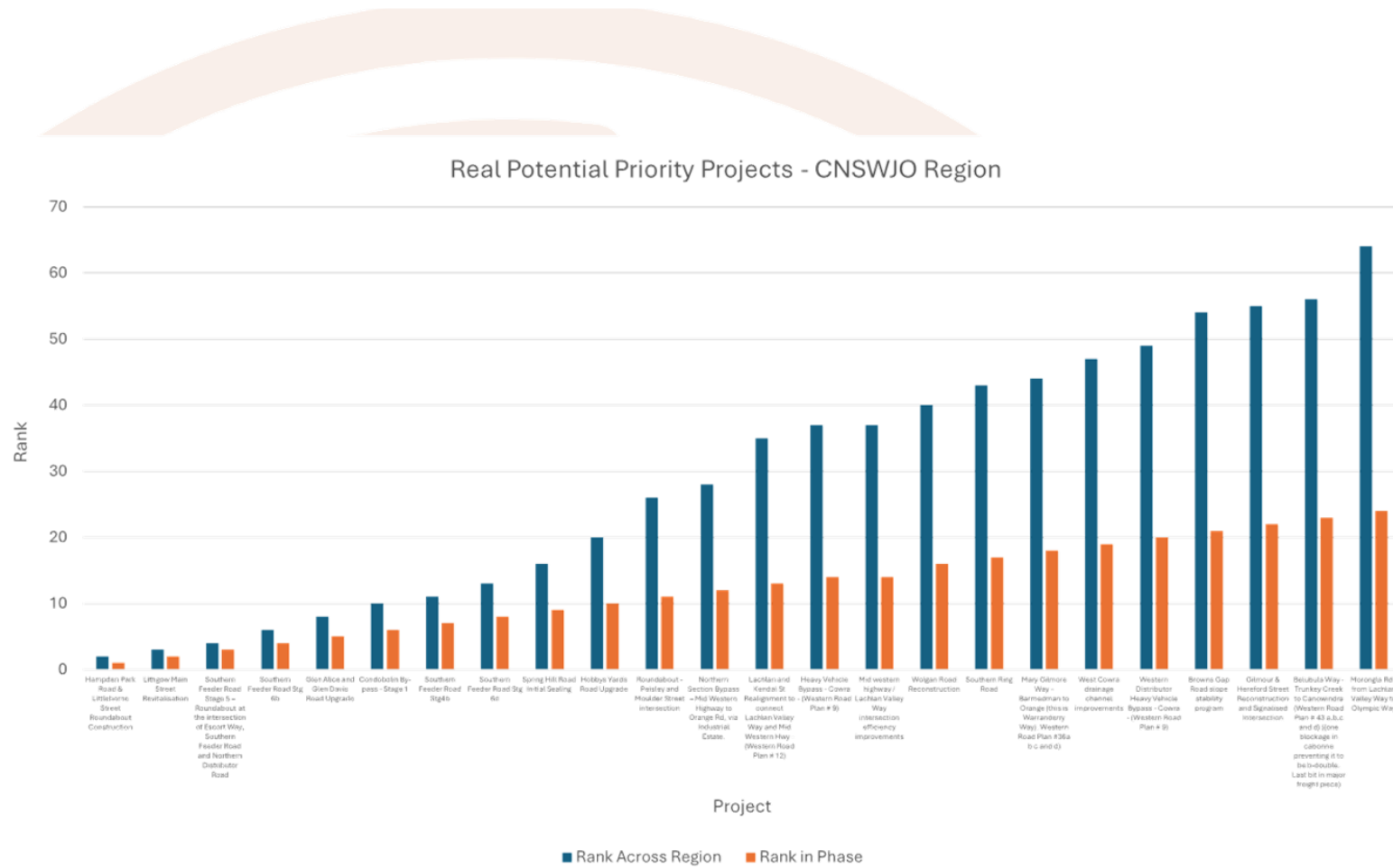


Figure 9 CNSWJO Priority Projects in the Real Potential Phase - The problem analysis is advanced, with significant work completed to develop solutions, including identifying a preferred option, risk assessments, environmental assessments, development applications, and concept design.

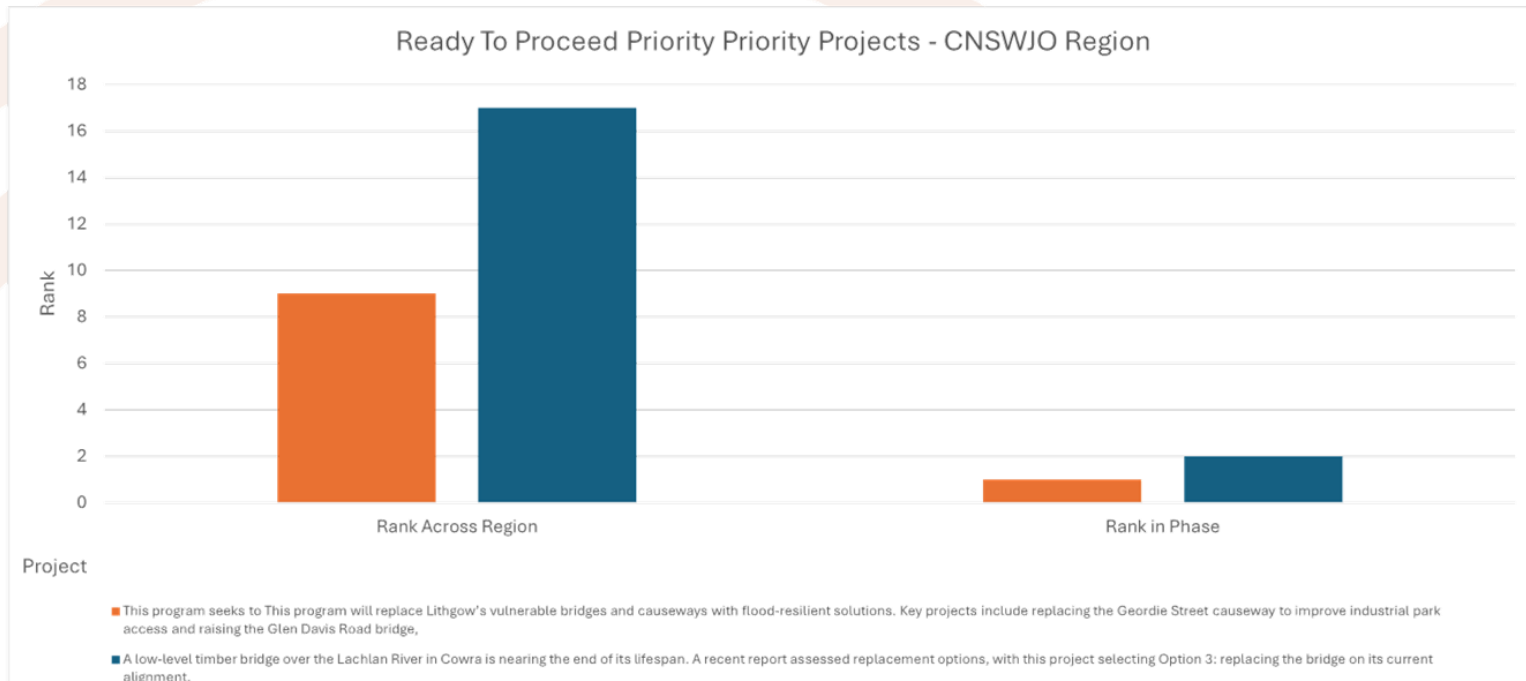


Figure 10 CNSWJO Priority Projects in the Ready to Proceed Phase - A fully developed solution addressing the problem has been integrated into the council's strategic plan and budget. A cost-benefit analysis, showing significant benefits, is complete, alongside a detailed delivery plan with cost and risk assessments ensuring on-time, on-budget delivery

[Back to the 15 Key Transport Messages](#)

Appendix A – Bridge Assessment Case Study

CASE STUDY

Bridge Assessments in Central NSW

What happened

At the request of member Councils this region applied through the Fixing Country Roads program for bridges to be assessed. Advice and support from Riverina Regional Organisation of Councils enabled the funding request. This program was 100% funded by the State and administered through Centroc now known as Central NSW Joint Organisation (CNSWJO). This led to cost savings on the aggregated procure, the State only having to deal with one entity instead of 10 and Councils only needing to deal with the ROC rather than the funding entity. Centroc gained a small income stream from the provider as it managed the contract on behalf of eleven Councils.

What was achieved

The project was completed September 2019. From CNSWJO perspective the aggregated procure has led to 164 bridges being assessed at a lower price than anticipated, one contact for Councils, the provider and the State. There were also regional learnings and next steps for members to consider with regards to this asset class. The region has progressed further collaborative work on bridges building on this work.

Shared value

Value to the State

- One entity to deal with, CNSWJO, experienced in regional projects and offering a compliant procurement and contract management framework. This region estimates the State spends 3 hours per month managing this contract. The life of the contract including variations is 12 months. Instead of 36 hours in administration, or one week, it would have been 10 weeks assuming each Council were as easy to deal with as CNSWJO.



- Aggregated procurement delivers cheaper pricing and a better ROI to the State – quite simply, more bridges being assessed for the same price.
- CNSWJO manages Council staff turnover and other risks that lead to slippage. With their deep knowledge of Council personnel CNSWJO is able to assure project delivery including altering internal timeframes in the project to manage Councils’ capacity to engage.
- Regional learnings from the project inform further action. In an ideal world the State would be party to these conversations to help optimise the program going forward.
- Councils with staffing challenges are taken on the journey, deliver outcomes, and give consideration to future engagement.
- Road safety outcomes as bridges are closed or in other ways managed depending on their status.

Value to members

- Councils with staffing challenges are taken on the journey, deliver outcomes, and give consideration to future engagement.
- Cheaper pricing for bridges being assessed outside the grant using the same provider as a contract extension.
- Councils deal with Centroc staff using known CNSWJO processes which offer compliance and with which they are comfortable rather than unknown grant administrators.
- Regional management means less staff time and costs dedicated to the project, for example reporting to Councils and the funding entity, the procurement process and contact management are all delivered by CNSWJO.
- Road safety outcomes.
- Asset management outcomes.

Value to contractor

- One entity to deal with rather than 11.
- Experienced at regional programming, CNSWJO smooths the way for the contractor with member Councils and provides
- The contractor recognises this value by paying a management fee.

Value to JO

- Regional advice leads to further regional programming embedding the value to members of CNSWJO.
- Success of project leads to further regional programming embedding the value to members of CNSWJO.
- Income stream from management fee from the contractor helps with financial sustainability.



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