

LEEP Action Plan Refresh

LEEP - Top 10 Focus Areas

1. Employment Land Enabling Program

- Plan for, identify subsidy gap, and seek funding to deliver enabling works (utilities, civils, due diligence) across industrial sites by 2027.
- Align to Growth Management Strategy and precinct-level uplift priorities.
- Supports attraction of industries already identified: advanced manufacturing (e.g. priority industries aligned with the Future Made in Australia National Interest Framework), defence, logistics, renewable energy supply chains, and eco-tourism hubs.
- *Rationale: Lithgow has approx. 1300 businesses with limited expansion opportunities - activating serviced land is a prerequisite to growth.*

2. Health & Aged Care Precinct Expansion

- Establish the Health, Ageing & Innovation Hub workforce pipeline through the Adaptive Skills Hub by 2026, integrating TAFE/uni programs.
- Workforce pipeline and precinct planning through Adaptive Skills Hub and health provider / education partnerships.
- Implementation 2028-35 with target to attract new providers.
- *Rationale: Already a large employment sector (1,256 jobs in 2019, 14% of workforce), over-60s grew 30% since 2001 and demand for aged care services will rise sharply.*

3. Adaptive Skills Hub Expansion

- Secure NRF/FJIA/NREA funding for maintenance and expansion (skills, STEAM Academy) over 2026-28.
- Position as the region's frontline reskilling centre during disruption peak (2028-31) with annual refresh of training streams through 2035.
- Target construction, logistics, health, and clean energy roles.
- *Rationale: global best-practice identifies adaptive skills training as the single most effective program for building resilience during economic transition.*

4. Rapid Response Workforce Plan

- Build immediate response capacity as coal exits from 2030-40.
- Finalise closure-readiness protocols with coal employers and unions by 2026.
- Regional Workforce Adaptive Capacity Plan to be delivered in 2026, and reviewed in 2028 and 2031, covering redeployment pathways, redundancy triggers, and support packages.
- *Rationale: Plan now to support redeployment of mining and energy workers, as well as affected supply chains, during peak disruption.*

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5. Lithgow Future Fund

- Develop governance structure in 2026 and seed funding business case by 2027.
- Investment vehicle operational from **2030s**, recycling value uplift from land and project contributions into the regional economy.
- Grow into a long-term endowment vehicle, ensuring intergenerational fairness and capturing value uplift from major projects.
- *Rationale: ensure the benefits of today's transition are retained for younger people long after coal and power stations close.*

6. Redundant Mine/Power Site Masterplans

- Deliver 1-2 site masterplans by 2027 (e.g. Wallerawang, Centennial, Mt Piper buffer lands).
- Visible reuse projects to be in delivery stages by early 2030s, providing confidence during disruption.
- *Rationale: Aligns with global best practice: early, visible reuse for new industry - energy storage, advanced manufacturing, tourism, and cultural heritage precincts.*

7. Key Precinct Placemaking

- Targeted improvements to Main Street, Station Precinct, and civic spaces 2025-28.
- Embed placemaking as a core transition tool to attract investment, improve liveability, and retain younger residents.
- Ongoing grant-funded renewal program to 2035 to support liveability and investment attraction.
- *Rationale: essential for livability, attracting families, and investor readiness.*

8. Seven Valleys Cultural & Tourism Initiatives

- Develop an Adventure & Eco-Tourism Hub (feasibility studies 2025-27; implementation 2028-35).
- Expand tourism economy contribution by 5% GVA by 2036, capturing flows from Western Sydney (2.5m residents; \$5bn visitor economy).
- *Rationale: Build on Lithgow's proximity to 4 million Blue Mountains visitors per year.*

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9. Community Engagement Program

- Reset Engagement Plan with annual workshops (first in Oct/Nov 2025), reference groups, and a digital storytelling portal.
- Maintain annual updates and transparent feedback tracking through 2035.
- *Rationale: Aligns with community priorities: stronger local voice, fairness, and inclusion.*

10. LEEP Scorecard & Dashboard

- Launch public-facing transition scorecard by 2026 with milestones at 2028, 2031, and 2035.
- Develop metrics aligned to the 'Critical Decade' timeline: redeployment rates, land activation, new jobs, and investment attracted.
- *Rationale: Build trust and transparency.*

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LEEP Action Plan 'Reset'

This 'reset' creates a 10-year action horizon but makes the next three years (2025-2028) the decisive phase.

Community engagement is not 'separate' but embedded across governance, community workshops, placemaking, precinct development, and workforce planning.

A Workshop is proposed for Oct/Nov 2025 as a new action to validate the reset with community and to contribute to the CSP overlap.

LEEP Action Plan 'Stages'

- **2025-2028** - Critical early intervention: Redeployment, reskilling, and adaptive capacity at maximum urgency. Attract new industries to diversify the economy. 'Deep Transition' actions tied to 2025-28 (critical years), 2028-31 (disruption peak), 2031-35 (stabilisation).
- **2028-2031** - Disruption management: Workforce displacement peaks; new industries scaling. Accelerate visible, high-confidence projects (health hub, skills hub, mine site reuse).
- **2031-2035** - Stabilisation: Consolidation of renewables, tourism, health, manufacturing, and adaptive industries.

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PART A – Governance

Goals

- Secure Lithgow’s voice in the NSW FJIA design and rollout.
- Ensuring future generations are not left disadvantaged.
- Ensure the LEEP governance function is integrated into Council’s overall accountability cycles.
- Transparency and clear accountability.
- Value capture to ensure the community of the Lithgow LGA benefits from change.
- A Future Fund to provide long-term stability and opportunity.

No.	Action	Next 3 yrs priority (2025-2028)	Over 10 yrs	Engagement Required	Reset Notes
1 7.6.1	Review LEEP governance vehicle in light of NSW FJIA rollout LEAD – ELT	Review and update 2025-26 to best reflect Lithgow’s interests. Advocate for Lithgow FJIA Office.	Ongoing monitoring, post- handover to NSW FJIA	Council, EEC, community, NSW Government. PARTNERSHIP - Finance & Governance, Councillors (policy alignment), LEEP Team (resources for analysis)	Reprioritised - need to strengthen Lithgow’s position “ <i>deep transition.</i> ” - important to influence early during FJIA design.
2 7.6.2	Strengthen collaboration mechanisms, (working groups, cross-sector MOUs) LEAD - LEEP Team	Establish priority groups (Health, Skills, Tourism, Placemaking, Workforce) over 2026. Expand to advanced manufacturing and defence in 2027. Ensure Councillors see tangible working groups they can report back to their communities.	Expand over decade as new industries emerge. Present proposed new groups to Council via EEC.	Stakeholder workshops PARTNERSHIP - People and Place (business/industry engagement)	Expanded - cross-sector coordination critical early. Aligns with Councillor Visioning Workshop theme of working together / whole-of-region partnerships.

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<p>3 7.6.1 (h)</p>	<p>Public reporting / accountability frameworks LEAD - LEEP Team</p>	<p>Develop metrics to reflect ‘critical decade’ milestones (2026, 2028, 2031). Include in Council’s Annual Report for visibility. Launch a public scorecard / dashboard to reinforce transparency.</p>	<p>Include in Council’s Annual Reports. Align to FJA reporting requirements to avoid duplication.</p>	<p>Public consultation on scorecard. PARTNERSHIP - Finance & Governance (metrics), Communications (reporting)</p>	<p>Reframed - metrics now aligned to “<i>deep transition</i>” timeline. Aligns with Councillor Visioning Workshop theme of transparency and trust.</p>
<p>4 7.1</p>	<p>Value capture mechanisms (planning contributions, precinct-level uplift, developer agreements) LEAD - Finance & Governance, People & Place</p>	<p>Undertake feasibility and modelling by 2026, in advance of major projects. Operationalise by 2027 to capture land uplift into Community. Ensure Council can show the community how new projects contribute back into local services and infrastructure. benefits and infrastructure. Regional Framework Approach to community benefit sharing.</p>	<p>BAU</p>	<p>Council, landowners, developers, NSW Govt, CNSWJO. PARTNERSHIP - LEEP Team (resources for studies/analysis), ELT (project pipeline)</p>	<p>Reframed - ensures Lithgow retains benefits from transition projects, aligns with REDS/Regional Plan and builds financial. Councillor Visioning Workshop noted that the community must benefit from change, so value capture responds directly.</p>

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<p>5 7.5</p>	<p>Establish Lithgow Future Fund (transition endowment model) LEAD- Finance and Governance</p>	<p>Develop concept, governance structure, and seed funding case by 2027.</p> <p>Councillors want <i>“the importance of ensuring a fair transition for younger people and those who will live with the outcomes long after the mines and power stations close”</i></p>	<p>Grow into long-term investment vehicle for jobs, skills, Placemaking and grant co-contributions (2030s and beyond)</p>	<p>Councillors, Community, state/federal partners</p>	<p>New –creates enduring funding base beyond government cycles, following regional transition best practice. Councillor Visioning Workshop identified intergenerational resilience and fairness and a Future Fund responds directly.</p>
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PART B – Engagement

Goals

- Clear and early communication about the realities of transition and the opportunities it brings.
- Working together across sectors and with the community to manage change.
- Resetting the Engagement Plan ensures LEEP engagement aligns with the CSP cycle.
- Council will coordinate with stakeholders and advocate to other levels of government for long-term funding commitments.

No.	Action	Next 3 yrs priority (2025-2028)	Over 10 yrs	Engagement Required	Reset Notes
6 N/A	Engagement Plan reset and develop ongoing Engagement Plan LEAD – LEEP Team	Host Oct/Nov 2025 Community Workshop to review reset approach & align with CSP, collaborative funding.	Keep annual update through 2035	Community workshop PARTNERSHIP - People and Place (responsible for CSP)	New – embeds the “ <i>deep transition</i> ” narrative. Manage CSP alignment. Aligns with Councillor Visioning Workshop call for <i>clear local voice in state systems.</i>
8 7.1.1	Community portal and storytelling LEAD – LEEP Team	Long-term communication channels (including social media)	Early content (2025-26) on “ <i>deep transition</i> ” for community understanding	Community input on stories PARTNERSHIP - People and Place - Communications (design/delivery)	Refocused - plain- language storytelling is central to engagement.
9 7.2	Culinary festival and placemaking LEAD - People and Place	Deliver Culinary festival 2026-28, link to Main street placemaking. Align event + precinct upgrades to showcase resilience and community pride.	Evolve Culinary festival into a permanent cultural/tourism anchor for Lithgow’s visitor economy.	Local businesses, Chamber of Commerce residents, visitors PARTNERSHIP – LEEP Team (funding/support for placemaking elements)	Added - leverages grant-funded placemaking to enhance Lithgow CBD & engage community. Early, visible win; provides platform to explain “ <i>deep transition</i> ” Positively.
10 N/A	Include Council logo on LEEP branding henceforth LEAD - LEEP Team	Update LEEP branding to add the Council logo (including the website)	N/A	Councillors	Added - Update all LEEP branding (website, reports, presentations) to include Council logo.

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PART C - Precincts, Strategic Planning & Investment

Goals

- Leadership team advocacy and investment attraction is a core focus of LEEP.
- Feasibility and promotion activities are critical to converting projects into investment deals.
- Promoting Lithgow’s ‘industrial offer’ across multiple industry sectors.
- Ensuring readiness for new industries to start-up or relocate.
- Re-use of redundant coal sites to provide new employment opportunities.
- Tourism, Health and caring services, and lifestyle industries are central to Lithgow’s future diversification.
- Cultural identity and attractive town centres are important to investment attraction.

No.	Action	Next 3 yrs priority (2025-2028)	Over 10 yrs	Engagement Required	Reset Notes
11 7.1.2	Transport & logistics readiness (train, freight electrification) LEAD - LEEP Team	Complete feasibility studies & advocacy 2025-27. Part of ‘ <i>Employment Land Activation Program</i> ’ project	Implementation 2028-35	Federal government, NSW government, Councillors, FJIC, industry participants, land owners.	Accelerated - critical to industry attraction, change and growth.
12 7.1.5	Defence & precision manufacturing hub LEAD - LEEP Team	Complete feasibility studies & advocacy 2025-27. Part of ‘ <i>Employment Land Activation Program</i> ’ project	Implementation 2028-35	Federal government, NSW government, Councillors, FJIC, industry participants, land owners.	Accelerated - critical to industry attraction, change and growth.
13 7.2	Adventure & eco-tourism hub. LEAD – People and Place	Complete feasibility studies & advocacy 2025-27. Part of ‘ <i>Employment Land Activation Program</i> ’ project	Implementation 2028-35	Federal government, NSW government, Councillors, FJIC, industry participants, land owners, tourism industry operators. PARTNERSHIP – LEEP Team	Accelerated - critical to industry attraction and supporting Lithgow’s positioning.

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<p>14 7.1.6 7.1.10</p>	<p>Promote broad industrial investment opportunities LEAD - LEEP Team</p>	<p>Complete feasibility studies & advocacy 2025-27. Allow for the skills of miners to diversify into other industries.</p>	<p>Ongoing 2028-2035</p>	<p>Federal government, NSW government, Councillors, FJIC, industry participants, land owners, tourism industry operators. PARTNERSHIP– People and Place</p>	<p>New – critical to attract a broad range of industries. Proposed projects to be put to Council early. <i>A Case for Economic Change (2020)</i> emphasised creating industry clusters and leveraging Western Sydney linkages and locality to Western Sydney Aerotropolis to attract new employers. This action operationalises those directions by packaging Lithgow’s industrial offer and marketing it to investors.</p>
<p>15 7.2.2</p>	<p>Destination Marketing LEAD – People and Place</p>	<p>Implement Seven Valleys marketing and branding strategy.</p>	<p>Continuing implementation 2028-35</p>	<p>Councillors, industry participants, tourism industry operators. PARTNERSHIP – LEEP Team</p>	<p>Accelerated - critical to industry attraction and supporting Lithgow’s positioning.</p>
<p>16 7.3.1</p>	<p>Health, ageing & innovation hub. LEAD - LEEP Team</p>	<p>Workforce pipeline, precinct planning 2025-28. Part of ‘<i>Health and Aging Innovation Hub</i>’ project.</p>	<p>Implementation 2028-35</p>	<p>Health providers, education. PARTNERSHIP– People and Place</p>	<p>Accelerated - highest near-term jobs multiplier. Proposed projects to be put to Council early.</p>

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<p>17 7.1.2</p>	<p>Employment land activation LEAD– People and Place</p>	<p>Complete Growth Management Strategy. Consider other enabling studies.</p>	<p>Implementation 2027-35</p>	<p>Federal government, NSW government, Councillors, FJIC, industry participants, land owners. PARTNERSHIP – LEEP Team for specific projects / sites + funding for wider studies.</p>	<p>Accelerated - critical to industry attraction.</p>
<p>18 7.1.4</p>	<p>Waste management & circular economy LEAD – WWW&W</p>	<p>Progress Pinedale Resource Recovery Precinct proposal</p>	<p>Implementation 2027-35</p>	<p>NSW Government, Councillors. PARTNERSHIP – LEEP Team</p>	<p>Accelerated - Pinedale added.</p>
<p>19 7.7.4</p>	<p>Incorporate key actions of the Integrated Water Cycle Management Plan, focusing on projects to support water-intensive industries in Lithgow. LEAD – WWW&W</p>	<p>Progress Clarence to Wallerawang water pipeline project planning</p>	<p>Construction</p>	<p>Federal government, NSW government, Councillors, Centennial Coal.</p>	<p>New</p>
<p>20 N/A</p>	<p>Engage and assist local planning applications for large-scale projects. LEAD - People and Place</p>	<p>Provide Advice on significant planning proposals in the Lithgow LGA including Greenspot Wallerawang, Portland Foundations, Shell and others.</p>	<p>Provide Advice on significant planning proposals in the Lithgow LGA.</p>	<p>Federal government, NSW government, Councillors, FJIC, industry participants, land owners. PARTNERSHIP – LEEP Team</p>	<p>Refocused</p>

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<p>21 7.1.4</p>	<p>Redundant mine/power site reuse LEAD - LEEP Team</p>	<p>1-2 masterplans by 2027</p>	<p>Delivery 2030's</p>	<p>Federal government, NSW government, Councillors, FJIC, industry participants, land owners. PARTNERSHIP – People and Place</p>	<p>Accelerated - visible outcomes during disruption. Proposed projects to be put to Council early. <i>A Case for Economic Change</i> (2020) reinforced the urgency of unlocking employment lands.</p>
<p>22 N/A</p>	<p>Key Precinct Placemaking LEAD – Infrastructure and Project Delivery</p>	<p>Targeted improvements in priority precincts (Main Street, station precinct, civic spaces); led by Infrastructure and Project Delivery</p>	<p>Ongoing precinct renewal program to establish Lithgow as a liveable, investable, attractive town.</p>	<p>CSP alignment, local business forums, project-level 'place' engagement. PARTNERSHIP – LEEP Team / People and Place</p>	<p>Reprioritised – enhance CBDs, improve investor readiness, integrate with employment land strategy. Placemaking as a core transition tool.</p>
<p>23</p>	<p>10-Year Economic Transition Roadmap LEAD - LEEP Team</p>	<p>Develop a Lithgow-specific "timeline of transition changes," mapping Mt Piper's baseload → firming → reserve modes, and integrating renewables and other new industries (ref – Gladstone Region Economic Transition Roadmap)</p>	<p>Ongoing review of timeline. Update to align with state and national planning (Net Zero Plan, AEMO projections).</p>	<p>External stakeholders</p>	<p>New - Using Gladstone's Economic Transition Roadmap as a reference point strengthens Lithgow's advocacy, demonstrating that a coal-based region of smaller scale still requires coordinated, staged investment.</p>
<p>24 7.1.9</p>	<p>Managing the impacts of State Significant Development LEAD – People and Place</p>	<p>Assess the impacts of additional population on services, infrastructure and housing as a result of State Significant Development (SSD) projects, as well as maximising benefits</p>	<p>Ongoing 2028-2035</p>	<p>Councillors, industry participants PARTNERSHIP– LEEP Team</p>	<p>New – refer to Mid Western Regional Council report by PwC showing how large-scale renewable projects can overwhelm housing, infrastructure, and services if not managed proactively.</p>

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PART D - Innovative, Agile & Skilled Workforce

- New skills are an important part of Lithgow’s future
- Local Education and Training
- Working toward worker protections before disruption peaks.
- Apprenticeships, cadetships and graduate programs can build a new generation of skilled local workers.
- More school-to-work pathways and opportunities for young people.

No.	Action	Next 3 yrs priority (2025-2028)	Over 10 yrs	Engagement Required	Reset Notes
25 7.4.9	Adaptive Skills Hub (STEAM Academy) - Extend and embed LEAD - LEEP Team	Critical to secure expansion 2025-28 for a reskilling response. Grant applications (NRF, FJIA, NREA) pursued 2025-28. Launch new STEAM & green skills streams.	Keep annual refresh through 2035. Maintain grant pipeline 2028-35 if required.	Federal government, NSW government, students, employers, educators, unions	Retained, higher urgency. Central/core component of LEEP transition plan.
26 N/A	Protocols with coal employers LEAD - LEEP Team	Finalise by 2026	Phased out as coal exits	Employers, Unions, Net Zero Authority	Urgent - secure protections before closures.
27 N/A	Regional Workforce Adaptive Capacity Plan LEAD - LEEP Team	Finalise in 2025, update 2028, 2031. Focus workforce development on skills to improve adaptive capacity.	Refresh to 2035	Union & employer engagement, skills and training providers	Retained
28 N/A	Education & training pathways plan LEAD - LEEP Team	Advocate to align TAFE / uni / school programs 2025-26	Refresh to 2035	Education providers	Retained
29 7.5.1	Rapid response plan (closures) LEAD - LEEP Team	Finalise in 2025	Test & refresh at 2028, 2031	Councillors, Employer/Union/ community input	Retained – closure / winding- down risk rising.
30 4.10.3	Skills / training audit LEAD - LEEP Team	Complete first audit by 2025	Test & refresh at 2028, 2031	Industry survey	Retained

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31 N/A	Regional University Study Hub LEAD - LEEP Team	Planning and funding bids by 2027	Delivery 2028-32	Federal government, NSW government, student/academic input	Retained
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