



Norco Co-operative Limited

Project Renaissance – Ice Cream Facility Upgrades

Founded in 1895, Norco Co-operative Limited (Norco) is one of Australia's oldest and most iconic 100% farmer-owned dairy co-operatives. With 326 active members across 199 farms in northern NSW and south-east QLD, Norco operates across milk, ice cream, and agricultural products—serving both domestic and export markets. Their Lismore facility is a hub for premium dairy manufacturing and innovation.

 Lismore, New South Wales
 Advisory services, master planning, design and construction

Project scope

Wiley partnered with Norco to deliver a significant brownfield upgrade to their ice cream production facility in Lismore, NSW. The scope included a multi-stage expansion to boost annual production capacity by 20 million litres and future-proof the site for innovation and growth.

Wiley supported Norco through all phases—from grant acquisition to final commissioning—including:

- master planning and design for expansion
- new spiral freezing technology and packaging equipment
- construction of new production and services areas
- upgrade of refrigeration systems and key utilities
- management of fire engineering, hv, and regulatory approvals.

Work was carried out within a live manufacturing environment, requiring meticulous coordination to maintain hygiene standards and production continuity.

Early involvement enabling strategic funding and phasing

Wiley's early engagement was instrumental in securing a multi-million-dollar grant from the Federal Government's Regional Growth Fund. Working closely with Norco, Wiley developed a buildable, staged solution that met strict compliance requirements while allowing Norco to maintain output of its popular Hinterland range throughout construction.

Design challenges included:

- preserving heritage-listed features within a modern expansion
- flood-resilient infrastructure and elevated installation of critical systems
- integration of new fire and hv services into an existing facility layout.

Managing complexity in a live environment

Wiley's brownfield expertise enabled Norco to continue producing premium ice cream during every phase of construction. Site access and works were planned in detail to protect product integrity and operational safety.

Key strategies included:

- phased handover and equipment staging
- controlled entry to work zones to manage contamination risk
- sequenced upgrades to reduce disruption to existing utilities and services.

Business value to client

Wiley added value through:

- securing regional growth funding
- long-term production and energy efficiency gains
- enhanced product capability and throughput
- infrastructure to support future growth and product innovation
- protecting local jobs and supporting the co-op's farmer members.



"We've seen the demand for our ice-cream manufacturing services really strengthen over the past few years, and the new facility allows us to expand capacity, attract new customers and create innovative flavours—without compromising on our core lines."

Michael Hampson, Norco CEO (at time of project delivery)



Complex services



Live environment



High hygiene



Advisory Services

