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# Crown land year in review 2022 - 23

Progress update on the delivery of *Crown land 2031*

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December 2023

[dpe.nsw.gov.au](http://dpe.nsw.gov.au)



# Acknowledgement of country

The Department of Planning and Environment acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

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Artwork (left) by Nikita Ridgeway

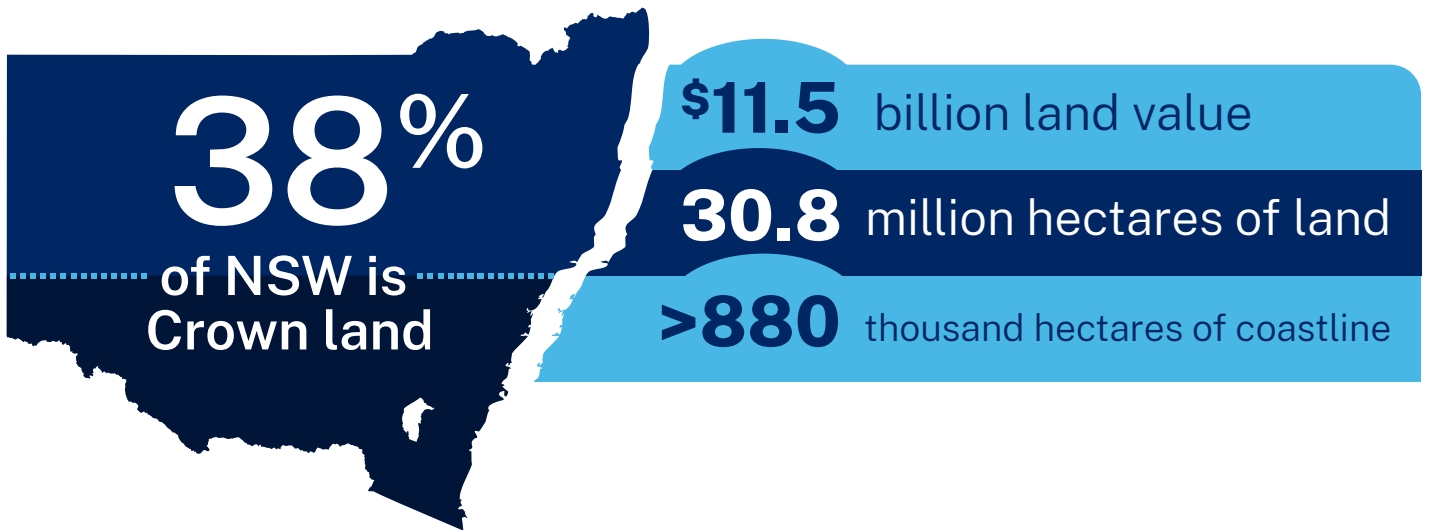
Cover image: Picnic table at Dungog Common, Department of Planning and Environment Image Library (22035022)



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# The value of Crown land



## Supporting health and wellbeing



**850+**

**Community facilities**  
including community halls, surf clubs,  
Scout and Guide halls



**950**  
Cemeteries

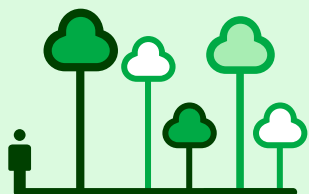


**260**

**Showgrounds  
and racecourses**



**2500+**  
**Sporting  
facilities**



**4000**

**Parks and passive  
recreation areas**



**160**

**Childcare  
& aged care  
facilities**

## Participation in managing Crown land



**8200+**

**Reserves managed  
by Crown land  
managers**

**1200**

**Crown land managers**



**2500**

**Volunteers managing statutory land manager boards**

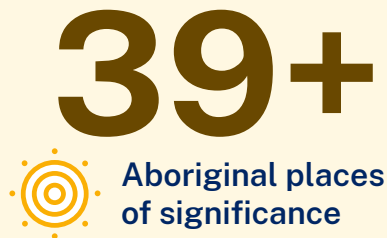
**4%**

**Board members  
who identify as  
culturally or  
linguistically  
diverse**

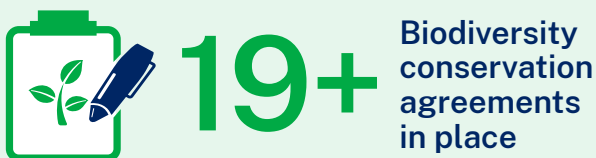
**Women  
board members**

**30%**

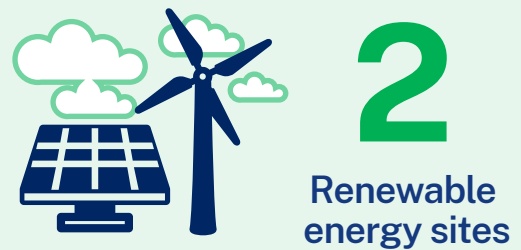
## Supporting Aboriginal people to care for, protect and manage land



## Protecting our environment



## Supporting climate resilience



## Supporting economic opportunities



Data within this infographic is continually evolving and metrics are current as at October 2023

# About us

Crown Lands, within the NSW Department of Planning and Environment, is responsible for managing Crown land, including parks, reserves, roads, assets, infrastructure and cemeteries.



Crown land is held by the NSW Government on behalf of the public. It is a unique and complex estate covering around 38% of the state<sup>1</sup>. It comprises rangelands, forests, grasslands and mountainous terrain through to waterways, expansive stretches of coastline and the marine estate beyond our shores. The Crown estate – land, assets and infrastructure – is diverse and can be used in many different ways.

The government and the community work in partnership to manage the Crown estate. Over 17,000 reserves are directly managed by Crown Lands and we work with a network of community organisations such as local councils, corporations and volunteer boards who manage 8,200 reserves. We also oversee the management of 238 commons. A portion of the Crown estate is also managed through tenures. This includes western land leases and other leases and licences.

<sup>1</sup> Most of which is in the far west of NSW and held under perpetual lease.

## Our Priorities

'Crown land 2031 - State Strategic Plan for Crown land' guides the management and use of Crown land and its assets and infrastructure to deliver public value in innovative ways. The strategic plan aims to better manage, use and activate Crown land to support local communities, tourism, Aboriginal land rights and interests, public amenity and the environment.

There are 5 key priorities in the plan. These are to:

1. strengthen community connections with Crown land
2. accelerate economic progress in regional and rural NSW
3. accelerate the realisation of Aboriginal land rights and native title in partnership with Aboriginal people
4. protect cultural heritage on Crown land
5. protect environmental assets, improve and expand green space and build climate resilience.

# Our achievements

We are making significant progress towards delivering the priorities set out in *Crown land 2031*. We have been putting in place the foundations for transformation and future success. The following sections outline a selection of our key achievements in 2022–23.

## Community connections

We have been working to strengthen community connections and maximise the public value derived from Crown land.

### Delivering public value

We have developed a public value framework to guide decision-making about the use of Crown land and assets. The framework also provides a foundation to better communicate the public value of Crown land.

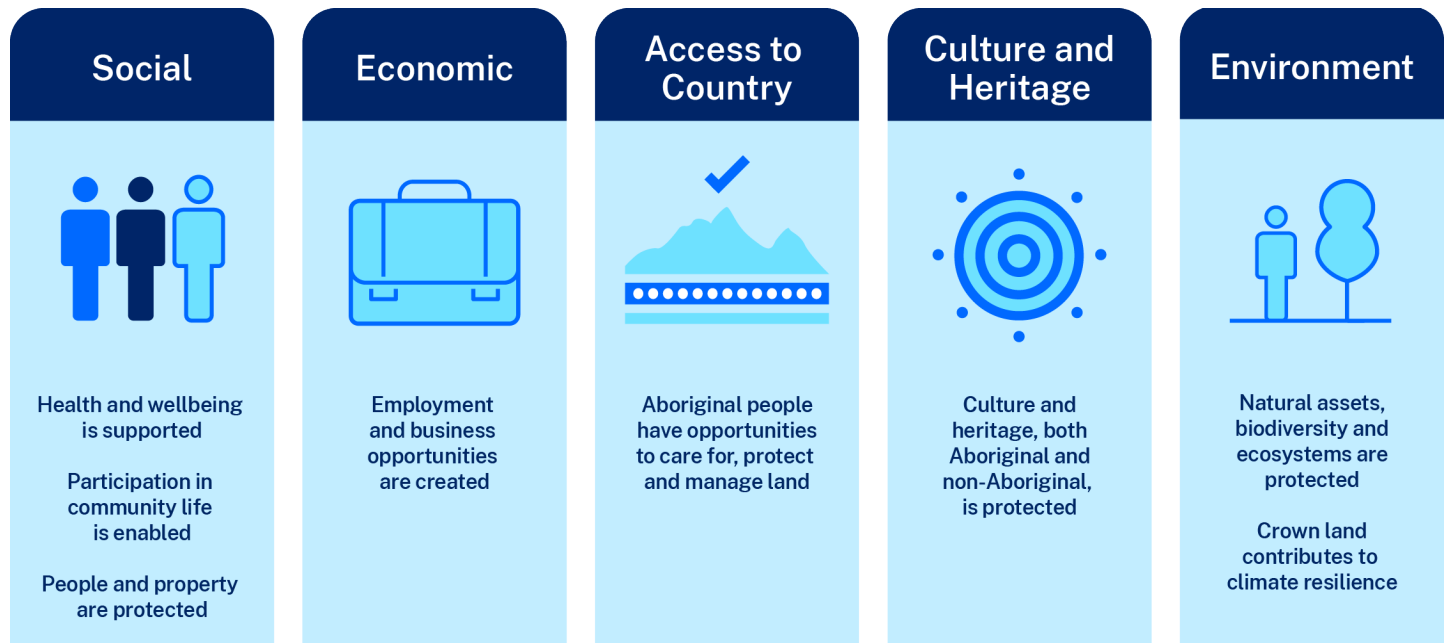
Crown land contributes to economic productivity, the social fabric of communities, environmental sustainability and cultural connections across NSW. It is a finite resource, often subject to competing interests from different stakeholder groups.

The framework helps overcome the challenges this presents by providing a tool to balance competing interests in Crown land, ensuring that changes in the use of Crown land maximise overall public value and strengthen existing decision-making requirements.

The framework aims to:

- deliver better outcomes for communities by ensuring decisions about Crown land maximise overall public value
- ensure the decisions made are evidence-based and consistent
- improve transparency and build stakeholder trust
- promote the public benefit of Crown land
- balance social, economic, access to Country, culture and heritage and environmental factors when making decisions about Crown land.

In the context of Crown land, public value can be described as the positive outcomes or benefits that Crown land provides to the people of NSW. These outcomes and benefits are grouped into the pillars of the framework, which provide the foundation for the development of decision-making tools and measures to track our success.



## Asset management

Crown land includes a diverse range of natural assets, built assets and community infrastructure. We are changing the way we manage these assets to deliver economic, environmental and social benefits for the people of NSW.

We are modernising our asset management framework to help us better manage Crown land assets and provide safe and equitable access to a range of community uses. The framework will be used to guide investment decisions and ensure we continue to derive value from the Crown estate and its assets and keep pace with changing community expectations.

While we are working to reform our approach to managing assets, we continue to deliver asset renewal and upgrades across NSW.



### Tibooburra airstrip upgrade

Tibooburra Aerodrome in the far north-west of the state is a vital piece of infrastructure that connects remote communities with the rest of NSW and Australia.

As part of a statewide investment in Crown reserves, the aerodrome received \$200,000 to repair and regrade its dirt runway. This followed a \$720,000 investment to reseal the main bitumen runway, taxiway and apron areas with fresh asphalt and new line markings, which was completed in May 2022.

The aerodrome allows emergency services such as the Royal Flying Doctor Service, Rural Fire Service, NSW Police, the flying Padre, the Plague Locust Commission and tourist operators to provide vital services and support to the outback economy.

### Zig Zag Railway restored

The historic Zig Zag Railway, located 15 minutes from the Blue Mountains, has been returned to life, and passenger services have resumed following a joint volunteer and NSW Government effort to restore the icon after fire and flood damage.

The NSW Government provided more than \$5.9 million to rebuild the locomotive workshop and construct a car park, pedestrian crossing and amenities block.

Zig Zag Railway also rebuilt its safety management system and network rules, procedures and policies. It was granted accreditation to resume passenger services by the Office of the National Rail Safety Regulator.

Zig Zag Railway is a tourist and heritage icon that attracts up to 80,000 visitors a year. This investment to support the volunteers to get it back on the tracks will be great for tourism, business and jobs in the Lithgow and Blue Mountains regions.







## Transforming customer experience

### Service NSW partnership

Crown Lands manages an extensive and diverse public land and asset portfolio. We receive 35,000 customer enquiries per year and have partnered with Service NSW to improve the way we handle our customer enquiries.

Service NSW provides contact centre services for a wide range of government agencies and is now the single point of entry for incoming customer enquiries for the Crown Lands 1300 number.

This partnership ensures our customers receive seamless service for all enquiries. A dedicated and specialised team provide a more streamlined and consistent call process through a modern system managed and supported by Service NSW. This partnership has already seen a significant increase in first-call resolutions for our customers, with 28% of calls being resolved by Service NSW.

### Customer-needs analysis

We have conducted a customer-needs analysis to guide business process improvements. We issued 3,000 surveys to a diverse range of customers and received around 600 submissions. This has allowed us to better understand and identify our diverse customer groups and their unique needs and experiences, including key pain points when dealing with our agency.

The survey highlighted that our customers are seeking more self-service options and would like to better understand the status of their enquiries and the steps to resolution. We also learned that our website is generally helpful. However, we could enhance the user's experience and better serve our customers by making improvements in some areas of the site.

We are using the findings from this review to develop a customer service strategy to deliver a more contemporary and quality customer experience and make it easier to do business with us.

## Supporting our volunteers

The Crown land manager network manages thousands of public reserves across NSW on behalf of their communities. Volunteers are vital, and we have been working to deliver enhanced tools, processes and programs to better assist and support our volunteer Crown land managers.

### Investing in volunteers

We have completed the Crown Land Manager Operational Review to identify how the department can better support its network of more than 900 Crown land manager organisations, which includes corporations, incorporated organisations and volunteer boards. The report's findings have enabled Crown Lands to take some immediate actions, including a renewing our training program and orientation sessions for new volunteers. We are also using the findings to develop a volunteer investment strategy to guide the growth and sustainability of the Crown land manager network over the coming years.

### Crown Reserves Improvement Fund

The [Crown Reserves Improvement Fund](#) benefits the community, boosts our economy and contributes to the cultural, sporting and recreational life of NSW. It supports our Crown land managers by providing funding for repairs, maintenance projects, pest and weed control, new recreational infrastructure and environmental initiatives. In 2022–23, the Crown Reserves Improvement Fund offered funding for 264 projects, totalling \$16.5 million in grants.

### Celebrating Crown land volunteers

Volunteers play a significant role in managing Crown reserves such as recreational facilities, nature reserves, community halls and showgrounds. Their efforts greatly benefit the community.

Annually we celebrate our volunteers through the Crown

land manager awards program. The awards recognise the outstanding efforts of hard-working Crown land volunteers and organisations who go above and beyond to devote their time to help manage local Crown land reserves and support their communities.



Fence replacement project at Pinnacle Lookout, Orange funded by Crown Reserve Improvement Fund 2022–23



The newly extended and upgraded Balranald Community Hall, which is part of the Homebush Recreation Reserve in the Riverina area of western NSW, was funded by the Crown Reserves Improvement Fund



### Crown land volunteer congratulated for more than 25 years of service

In April 2023, 96-year-old World War II veteran Ian Litchfield OAM was congratulated for more than 25 years' service managing a war memorial reserve and conducting Anzac Day services in the Central Tablelands.

Mr Litchfield is one of NSW's oldest Crown land manager volunteers and is dedicated to helping his community. Together with 6 other volunteers, he maintains the Lowther Hampton War Memorial Reserve and hosts annual Anzac Day and Remembrance Day services.

'It's important to keep active and contribute to your community but as much as I've enjoyed my role it will soon be time to hand over the reins', he said.

# Accelerating economic progress

We have been transforming our asset management approach to unlock economic and other benefits and deliver strategic investments and economic returns for NSW communities. We have also been working to diversify regional tourism by enhancing and activating Crown land.



## Commercial marinas pilot

We have started a commercial marinas pilot program to trial modernised Crown land leasing practices and policies.

The pilot delivered a new Crown Lands marina leasing framework. We are negotiating contemporary lease terms with several marina operators and we will continue to identify and transition marina operators to the new framework.

The new leases provide security of tenure, investor confidence and, importantly, enhanced public value and commercial return, which is used to help fund Crown Lands services and initiatives.

## Regional tourism site upgrades

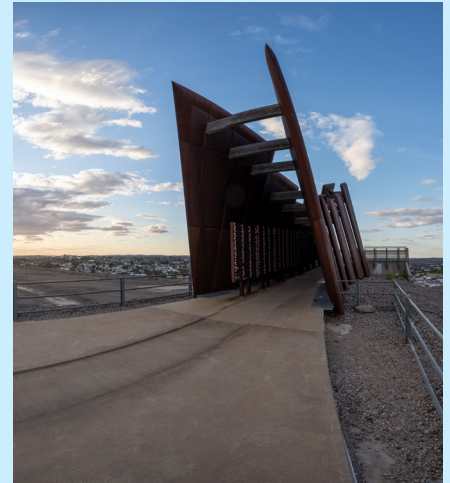
We contribute to tourism by activating and enhancing Crown land and assets to deliver social and economic benefits to the people of NSW. We have been working to diversify and improve regional tourism to facilitate and support local jobs and economic activity for regional communities in NSW.

## Line of Lode reserve upgraded

Broken Hill's Line of Lode Reserve is a unique Crown land reserve that provides a tourist lookout and pays tribute to more than 800 people who lost their lives to mining since the 1880s.

The NSW Government invested \$5.67 million to upgrade the reserve. The project involves redesigning, expanding and refurbishing the complex to improve café and restaurant facilities and support a broader range of functions and events.

The investment supports regional jobs and material suppliers and provides travellers with a reason to visit Broken Hill, which will have lasting benefits for locals and visitors.



## Albury Showground upgrade attracts more visitors

Albury Showground has become a highly sought-after camping ground following NSW Government upgrades worth \$1,081,000. Upgrades included new amenities, sewage, drainage, electricity and water connections for caravan and campervan sites.

The upgrades have transformed the showground into a more desirable stopover for campers. Attracting more travellers who spend money in Albury's shops and cafes will support local jobs and help boost regional tourism.

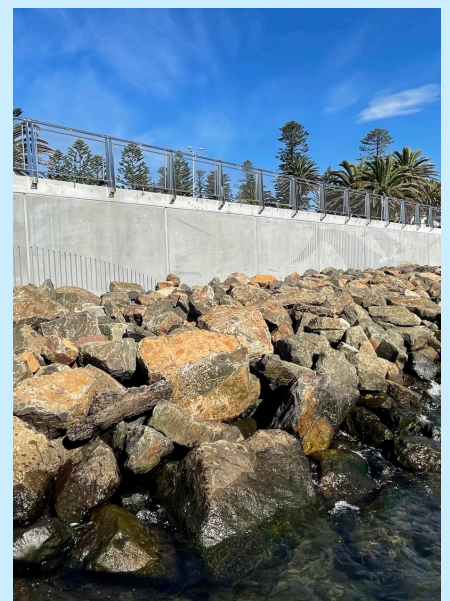
## New seawall for the Kiama Harbour walk

A \$3 million NSW Government project to install a new seawall and waterside walk has been completed, improving the safety, accessibility and appearance of Kiama Harbour.

The project included construction of a new seawall, an adjacent accessible footpath and ramp, new street furniture, a seating area, stainless steel handrails and balustrades and landscaping.

Kiama Harbour is a popular South Coast destination for boating, fishing and walking. The seawall provides the area with stronger protection against coastal weather and connects people to local attractions like the rockpool and blowhole.

The accessible coastal path gives people safe and easy access to the foreshore so they can enjoy its natural beauty all year round, enhancing Kiama's appeal as a great place to live and holiday.



# Realising Aboriginal land rights and interests

*Crown land 2031* recognises the importance of Aboriginal land rights and native title interests. It supports a partnership approach with Aboriginal land holders to promote enterprise and economic development.



The strategy helps Aboriginal people get access to and exercise their interests in the land.

The NSW *Aboriginal Land Rights Act 1983* creates a system of legal rights to compensate Aboriginal communities for the dispossession of their land by allowing the return of some Crown land to Aboriginal land councils. Under the Act, local Aboriginal land councils have a legislated role to deliver social and community benefits with the economic benefits derived from claimed land.

During 2022–23 we granted 545 Aboriginal land claims equating to 9,265 hectares of land granted to 67 local Aboriginal land councils. This has set new records for Aboriginal land claim assessments within a financial year and represents real outcomes for local communities. While we have made significant progress and improvement, we acknowledge there is still a great deal of work to do.

Returning land to Aboriginal people provides tangible economic, social and cultural benefits to Aboriginal communities and the broader community. The government will continue to work through undetermined

land claims and facilitate the return of eligible land to Aboriginal land councils.

We have established an Aboriginal community engagement team dedicated to delivering outcomes-focused and culturally attuned concierge-style customer service. Since the team's inception, it has engaged with over 62 Aboriginal land councils to deliver local outcomes, which is more than half of the state's local Aboriginal land council network.

The program of work we are undertaking to realise Aboriginal land rights and interests is aligned with and contributes to achieving [NSW's commitments to Closing the Gap](#) (Target 15A).

The Closing the Gap framework is an Australian Government strategy that aims to reduce disparity between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians on key health, education and economic opportunity targets. Closing the Gap Target 15A aims to achieve a 15% increase in landmass subject to Aboriginal and Torres Strait Islander people's legal rights or interests by 2030.

## Partnering with Aboriginal people to deliver housing

We have completed a housing partnership pilot, which involved partnering with Aboriginal communities to unlock Crown land for housing in regional areas. It will provide a mix of private, social, affordable and key-worker housing.

A multi-agency working group comprising Crown Lands, Land and Housing Corporation and Regional NSW was formed to identify and pursue opportunities for housing

developments on public land across the state, including lands that are subject to Aboriginal land claims.

The first project under this new approach is in Cooma, where the NSW Government reached agreement with Merrimans Local Aboriginal Land Council to make land available for up to 300 new homes. Under the agreement, NSW Land and Housing Corporation will develop stage one, delivering up to 150 house lots. Merrimans Local Aboriginal Land Council will develop stage 2, expected to deliver up to a further 150 homes.

Further potential housing sites and projects are being assessed.



### Land claim win for tourism and culture

Following a successful Aboriginal land claim by Worimi Local Aboriginal Land Council, Crown Lands has returned 10.6 hectares of land adjoining the sand dunes near Gan Gan Road, Anna Bay.

The claim provides unrestricted access to land on the northern sand dunes, which the land council already owns. This creates new opportunities for cultural, social and economic benefits.

The land council operates Sand Dune Adventures, which offers a leading Aboriginal-guided tourism experience that blends the excitement of riding a quad bike across the largest coastal sand dunes in the southern hemisphere with sharing in the Aboriginal culture and heritage of the sands.

The land claim was identified for priority assessment by Crown Lands in partnership with Worimi Local Aboriginal Land Council.

# Protecting cultural heritage

We have been working to identify and protect cultural heritage, both Aboriginal and non-Aboriginal, on Crown land.

Many Crown land reserves and assets have a rich and complex history, and we are committed to ensuring culturally significant sites are identified, protected and maintained for current and future generations.

We are identifying and protecting culturally significant Aboriginal sites on Crown land in partnership with local communities. We want Aboriginal people to lead the

management of Aboriginal culture and heritage on Crown land.

We play an important ongoing role in protecting cultural heritage and Aboriginal heritage in NSW. While we have made progress, we acknowledge there is still a great deal of work to do.



## Historic maritime site has been preserved

South Head Signal Station at Vaucluse, one of Sydney's most historic maritime sites, has been preserved for future generations, with completion of a \$1.9 million NSW Government upgrade.

Work included a new 23.5 metre flagstaff, along with repairs and upgrades to roofs, windows, doors, handrails, walkways and the kitchen. Maintenance was also carried out on 2 nearby cottages.

This investment has improved an iconic landmark on Crown land that is one of the highlights of the coastal walk at Vaucluse.

## Murray Conservatorium of Music upgrade

This Victorian era building in Albury has significant local heritage value and provides a secure home for the not-for-profit Murray Conservatorium of Music.

The NSW Government invested \$2 million for priority repairs, maintenance and upgrades on the landmark building.

The upgrade work included installing a new roof, stormwater systems and internal and external lighting. There were also electrical upgrades, cement mortar repairs, exterior and interior painting and remediation of penetrating damp.

Other upgrades included new reverse cycle air conditioning, refurbished bathrooms with improved accessibility for people with a disability and improved ramped access at the entrance and rear of the conservatorium.

The Murray Conservatorium of Music building is a heritage and architectural icon for Albury and this investment will protect it for future generations to use and enjoy.



# Protecting environmental assets and building climate resilience

We are committed to identifying, protecting and expanding our environmental assets, improving and expanding green space and building climate-change resilience.

## Sustainability

Using Crown land to deliver renewable energy projects will reduce greenhouse gas emissions and support the NSW Government's commitment for the state to be net zero by 2050. It will also contribute to job creation and economic growth and increase energy security and public value.

The 2 largest renewable energy locations on Crown land – Silverton Wind Farm (199 MW) and Broken Hill Solar Farm (53 MW) – service 131,000 homes, have generated

721,713 MWh of energy and avoided 583,000 tonnes of carbon dioxide (CO<sub>2</sub>) emissions. We are in the process of negotiating agreements for new projects in the far west and central west of the state.

We partnered with the Office of Energy and Climate Change to explore renewable energy development on Crown land in the Balranald region. We completed a formal expression of interest process that generated significant interest in the future use of Crown land for renewable energy.



Silverton Wind Farm



Broken Hill Solar Farm



## Environmental resilience program

Our ongoing bushfire mitigation program includes maintaining fire trails, creating asset protection zones and running hazard reduction burns to protect our community and the environment. We are also partnering with Aboriginal communities to encourage the use of traditional land management practices, including cultural burning, to care for Country and mitigate the risk of bushfire.

We support cultural burning as a component of our bushfire mitigation program, and we will continue to support Aboriginal community-led expansion of cultural burning to heal Country and build environmental resilience.

Cultural burning is not an alternative method of hazard reduction but rather a cultural practice. It follows protocols involving Elders and knowledge holders who lead and conduct burns in a way that responds to the health of Country. This practice has biodiversity benefits, reduces fuel loads and reduces the potential impacts of a bushfire on life, property and the environment.



Cultural burning at Batemans Bay

## Coastal and marine estate management

The NSW coast includes a range of highly valued, diverse and dynamic landscapes, much of which is Crown land. This including most beaches, headlands and regional estuaries. Managing the coastal zone is complex. Crown Lands, working in partnership with stakeholders, progressed numerous coastal management projects over 2022–23 to help protect and sustain the coastal and marine Crown estate.

We have supported and engaged with local government and other stakeholders to strategically manage the NSW coastline by preparing and implementing coastal management programs.

We have also been prioritising threats to the marine estate by leading and contributing to actions in the [NSW Marine Estate Management Strategy 2018–2028](#). During 2022–23, we managed 3 strategy projects and supported the progression of a further 6. This included working with NSW Department of Primary Industries – Fisheries to develop 7 landowner consent strategies for domestic waterfront structures for priority boating estuaries in NSW.

To complement the release of these strategies, we also revised our domestic waterfront licences guidelines. Together, these strategies and guidelines provide greater transparency and simplify the authorisation process for private jetties and wharfs in estuaries.

## Remediation of sites

We are responsible for managing environmental assets, including areas of high ecological value, improving and expanding green space and building resilience to climate change across Crown lands.

We ensure that environmental values on Crown land are identified, enhanced and protected. In 2022–23, we undertook projects to [remediate Crown land sites](#) and return them to usable community land.

### Dural Quarry clean up

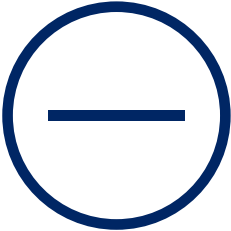


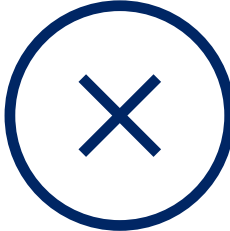
The NSW Government invested \$400,000 to clean up the former Dural Quarry.

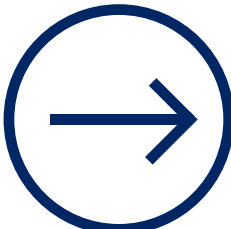
Crown Lands managed the project, which included removing more than 214 tonnes of waste and doing geotechnical and environmental studies to determine if further action or rehabilitation is needed. The studies will also determine the stability of the site and inform any future decision about opening the former quarry up as public open space.

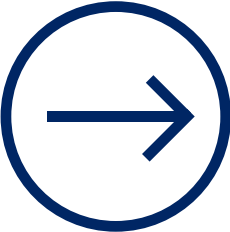
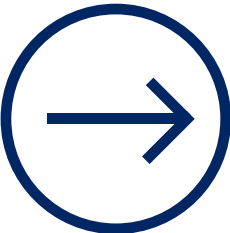




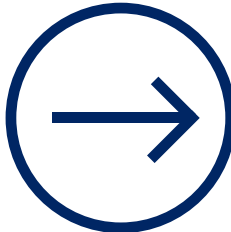
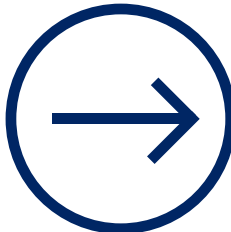
# First action plan update

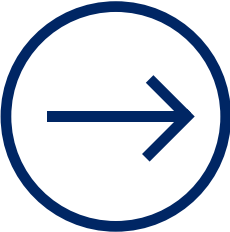
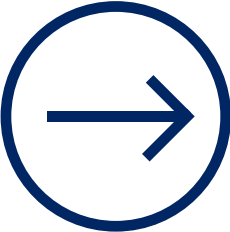
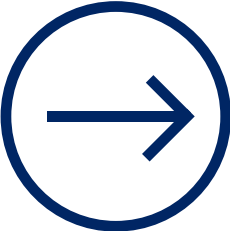
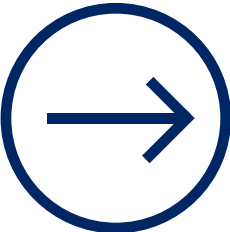
We will implement *Crown land 2031* through successive 3-year action plans. The first action plan was published in April 2022 and lays the foundation to reform how we manage and use Crown land. This section gives a progress update on the delivery of the first action plan as of 30 June 2023.

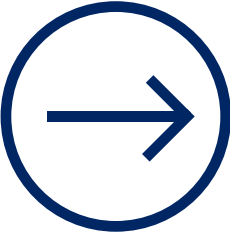
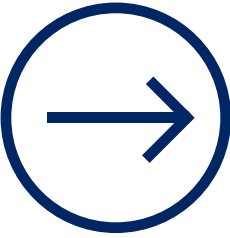
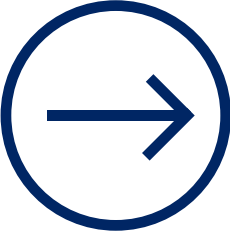
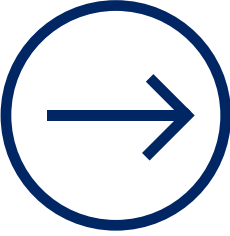
			
<b>Not started</b> Work has not yet commenced	<b>In progress</b> Work has commenced and progressing	<b>Completed</b> Work is now complete or transitioned to business as usual	<b>Closed</b> Work will not go ahead


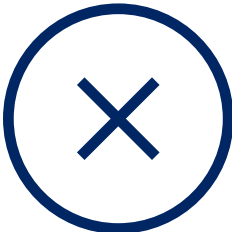
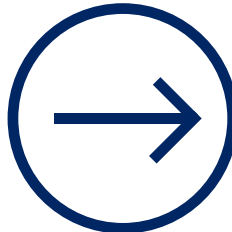
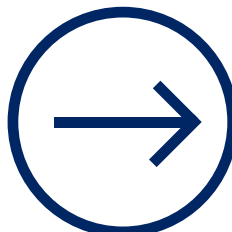
Action	Status	Update
<b>Focus area 1 - Public value framework</b>		
<b>1.1</b> <b>Build and test a public framework</b> that will define, measure and report on the values generated by the Crown estate  <b>Due: December 2024</b>		<p><b>Progress to date:</b> The public value framework has been developed and is now being implemented. It outlines how Crown land is valued, how this value can be measured and communicated and how it will be incorporated into decision-making.</p> <p>The first measures, as outlined in the value of Crown land infographic, have been included within this report and will be reviewed and refined as our data grows.</p> <p><b>Next steps:</b> We are developing decision support tools to help guide different types of decisions made about Crown land. The framework will also be refined and expanded as data improves and our experience using public value thinking in decision-making grows.</p>

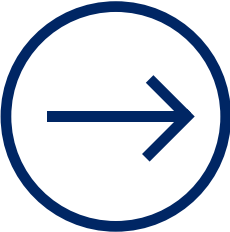

Action	Status	Update
<b>Focus area 2 - Aboriginal land rights, land ownership and native title</b>		
<p><b>2.1</b> <b>Work with Aboriginal people to create opportunities</b> to own, manage and access Crown land and be a preferred supplier of products and services</p> <p><b>Due: December 2024</b></p>		<p>We have targets to support Aboriginal employment opportunities and encourage sustainable growth of Aboriginal businesses.</p> <p>We have been working to create new opportunities for cultural, social and economic benefits. The transfer of land to Worimi Local Aboriginal Land Council provides unrestricted access to the land and new opportunities for the quad bike tourism business that operates on the sand dunes.</p> <p><b>Next steps:</b> We are developing a plan to further promote the use of our Aboriginal suppliers list to our staff and Crown land manager network.</p>
<p><b>2.2</b> <b>Establish policies and practices that recognise Aboriginal cultural heritage</b> on Crown land and support Aboriginal people's connection to Country. This action will support all Aboriginal people's participation in the management of Crown land.</p> <p><b>Due: June 2023</b> (revised to December 2024)</p>		<p><b>Next steps:</b> We are developing resources, including guidance material and fact sheets, to help our staff and Crown land managers support Aboriginal people's connection to Country and recognise Aboriginal cultural heritage. We are also compiling information packs to assist specific audiences such as tenure and licence holders.</p> <p>We are working to develop a process to record Aboriginal sites, which includes developing a new spatial layer in our geographical information system.</p> <p>The scope and time frame for this package of work has been revised to ensure new practices are fit for purpose.</p>
<p><b>2.3</b> <b>Deliver resources and training</b> to build capability in Crown land managers and users about Aboriginal rights and cultural connections to Crown land</p> <p><b>Due: June 2024</b></p>		<p>An enhanced Crown land manager training program has been delivered to further educate our Crown land managers and help them better understand Aboriginal land rights and connection to Country.</p> <p>The program included a review of existing training material, development of instructional videos and delivery a series of training sessions and workshops.</p>

Action	Status	Update
<b>Focus area 3 - Data and information availability</b>		
<p><b>3.1</b> <b>Identify system and data improvements</b> to enhance customer experience and improve decision-making. Improvements will provide a more reliable, secure system adaptable for future needs</p> <p><b>Due: December 2022</b></p>		<p>A data improvement strategy and governance framework has been developed and implemented to guide improved transparency of and access to information.</p> <p>A dedicated Data Working Group has been established to identify ways to improve data quality and availability to enhance customer experience and decision-making.</p>
<p><b>3.2</b> <b>Improve integration with other systems</b> by combining spatial and other land management data relating to Aboriginal interests, tenures and reserves in the one system</p> <p><b>Due: December 2023</b></p>		<p><b>Progress to date:</b> We have identified a range of opportunities to improve system integration. This work is being prioritised, taking into consideration available budget and resources.</p> <p><b>Next steps:</b> Our Data Working Group will establish a register for ongoing tracking and prioritisation of potential projects.</p>
<p><b>3.3</b> <b>Make more departmental data and spatial information accessible</b> to customers, government agencies, industry and the public. Publicly available maps will promote better access and use of the Crown estate</p> <p><b>Due: December 2023</b></p>		<p>We are undertaking a data gateway project that will enable data about Crown lands to be shared with our stakeholders.</p> <p><b>Progress to date:</b> The technical provisions and the application interface to enable external data sharing have been completed.</p> <p><b>Next steps:</b> We are now working to ensure data quality and reliability prior to making data publicly accessible.</p>

Action	Status	Update
<b>Focus area 4 - Asset management and land allocation reform</b>		
<p><b>4.1</b> <b>Design and begin delivery of a prioritised asset management framework.</b> Key to this will be developing a risk-based approach to building a comprehensive asset register. This will start with an audit to establish what natural, cultural and built assets are in the Crown estate and their risks and opportunities</p> <p><b>Due: December 2024</b></p>		<p>We are developing an asset management framework that will guide investment decisions and support a more strategic approach to managing our assets.</p> <p><b>Progress to date:</b> We have developed the first Strategic Asset Management Plan for Crown land. This is a significant step towards a more proactive and strategic approach.</p> <p><b>Next steps:</b> We are now working to implement the strategy and develop a comprehensive asset register and lifecycle management of managed assets.</p>
<p><b>4.2</b> <b>Develop strategies for investment in Crown land,</b> support appropriate economic development and respond to current challenges such as housing shortages and climate change</p> <p><b>Due: June 2023</b> (revised to September 2023)</p>		<p><b>Progress to date:</b> We are finalising a strategy to enhance investment in the Crown estate, which will help us maximise public value.</p> <p><b>Next steps:</b> The scope and time frame of this action has been revised to include development of an action plan to support the strategy and ensure its implementation is effective.</p>
<p><b>4.3</b> <b>Develop a climate change adaptation plan</b> to protect environmentally sensitive land and assets and manage risk and resource allocation</p> <p><b>Due: December 2024</b></p>		<p><b>Progress to date:</b> We are holding regional risk assessment workshops to identify and prioritise key climate change risks for Crown land at a regional level.</p> <p><b>Next steps:</b> We will develop actions to address the key risks identified. A risk register will be used for ongoing tracking and reporting of our progress. We will also continue to monitor and include new risks and actions as they are identified.</p>
<p><b>4.4</b> <b>Design and deliver training, tools and assistance programs for Crown land managers</b> to better manage assets for public benefit</p> <p><b>Due: December 2024</b></p>		<p><b>Progress to date:</b> We have completed an operational review to provide insights about our current Crown land managers and reserves.</p> <p>A range of tools such as training and YouTube instructional videos have been delivered to assist and support our Crown land manager network.</p> <p><b>Next steps:</b> We are using the findings from the review to optimise our resources to better support our Crown land manager network and inform the design and development of a volunteer investment strategy.</p>

Action	Status	Update
<b>Focus area 5 - Customer experience</b>		
<p><b>5.1</b> <b>Develop and apply a strategy to optimise customer service</b> through more modern, efficient systems that allow for self-service and easy information access</p> <p><b>Due: December 2022</b> (revised to December 2023)</p>		<p><b>Progress to date:</b> A customer needs analysis has been undertaken to help us understand the current customer sentiment and provide insights into our customer needs to improve their experience when interacting with us.</p> <p><b>Next steps:</b> The findings will be used to guide business process improvements and inform development of a customer service strategy. A dedicated customer service working group has been established to lead development and delivery of the strategy.</p>
<p><b>5.2</b> <b>Review and reform customer transactions</b> by exploring ways to streamline processes and digital capability, giving customers a range of self-service options. The department will investigate transitioning activities, where practical, to a dedicated customer service entity such as Service NSW and Revenue NSW</p> <p><b>Due: June 2023</b> (revised to December 2023)</p>		<p><b>Progress to date:</b> We have partnered with Service NSW to deliver a contemporary and streamlined customer experience. We have transitioned our application forms to online forms for increased accessibility. A new licencing matrix has also been developed to inform and expedite decision-making on matters including the use of permits and deemed licences.</p> <p><b>Next steps:</b> A project is underway to develop new workflows and practices for Crown road purchase applications. This project will streamline the process, reduce timeframes and provide clear and proactive information to our customers. We are improving our sales and enquiries application process to decrease processing times. The time frame was extended to allow comprehensive user testing prior to finalising and implementing reforms.</p>
<p><b>5.3</b> <b>Give customers clearer guidance</b> by developing and aligning policies and procedures with Crown land 2031 priorities</p> <p><b>Due: June 2023</b> (revised to December 2024)</p>		<p><b>Next steps:</b> Several internal policies and procedures are being reviewed to improve customer experience and support our priorities outlined in <i>Crown land 2031</i>. We are also simplifying and improving our website information and navigation to provide clearer guidance. The time frame has been extended to ensure all website content is reviewed and organised for optimised usability.</p>
<p><b>5.4</b> <b>Contribute to regional tourism</b> by promoting greater diversity of use and access through strategic initiatives, partnerships and networks</p> <p><b>Due: June 2023</b> (revised to June 2024)</p>		<p>We are developing a tourism strategy to outline a strategic approach for the activation of Crown land for tourism purposes.</p> <p><b>Progress to date:</b> We conducted a series of stakeholder workshops to establish a practical approach to tourism for Crown land that will deliver social and economic benefits for NSW.</p> <p><b>Next steps:</b> We will finalise the tourism strategy. The time frame amendment will ensure stakeholder feedback is incorporated into the strategy.</p>

Action	Status	Update
<b>Pilot</b>		
<p><b>1</b></p> <p><b>Housing partnerships –</b> partnering with Aboriginal people, other areas of government and local communities to use suitable Crown land for social and affordable housing development</p> <p><b>Due: December 2023</b></p>		<p>Crown Lands and Land and Housing Corporation entered a memorandum of understanding to explore how Crown land can be used to address housing stress by developing land for residential housing.</p> <p>The first project under this shared commitment was in Cooma. Crown Lands, Land and Housing Corporation and Merrimans Local Aboriginal Land Council identified the site and worked together on a proposal to develop the land for residential housing. A development application has been submitted to Snowy Monaro Council for appraisal and approval.</p>
<p><b>2</b></p> <p><b>Activate spatial tool –</b> making Crown land data publicly available to give communities and stakeholders greater insight into their relationship with public land and access to information about that land</p> <p><b>Due: June 2023</b></p>		<p>This pilot will not progress as part of the first action plan. While we investigated options to develop a bespoke tool, we concluded helping our stakeholders and customers access existing tools would provide the best combination of value for money and quality and achieve the intended outcomes. The public can now identify Crown land and roads via the <a href="#">NSW Planning Portal</a> Spatial Viewer.</p>
<p><b>3</b></p> <p><b>Commercial marinas –</b> establishing new commercial leasing arrangements within a high-value sector. Contemporary lease terms will be negotiated with commercial marina operators who use and occupy Crown land. Providing secure tenure, investor confidence and a commercial return to NSW</p> <p><b>Due: December 2023</b></p>		<p><b>Progress to date:</b> A new marina leasing framework has been developed. Lease terms under the new framework have been negotiated with several commercial marina operators.</p> <p><b>Next steps:</b> The framework will continue to be rolled out within the marinas operators will be transitioned to the new framework. A pilot evaluation will guide improvements to the commercial leasing portfolio.</p>
<p><b>4</b></p> <p><b>Solutions brokerage –</b> increasing the use of Aboriginal land agreements and Indigenous land use agreements to settle multiple Aboriginal land claims and interests and work with Aboriginal stakeholders to unlock opportunities from access to lands</p> <p><b>Due: December 2023</b></p>		<p><b>Progress to date:</b> A reference group has been established to advise and lead development of a new framework to increase the use of land agreements and Indigenous land use agreements. A new Aboriginal Land Agreement template has been developed and implemented. The new framework is being developed.</p> <p><b>Next steps:</b> We will finalise and implement the new framework.</p>

Action	Status	Update
<b>Pilot</b>		
<p><b>5</b></p>	<p><b>Aboriginal tourism experiences</b> – partnering with Aboriginal people to explore how Aboriginal culture can be protected and shared through visitor experiences delivered by or in partnership with Aboriginal service providers</p> <p><b>Due: December 2023</b></p>	<div style="text-align: center;">  </div> <p>The Aboriginal tourism experiences pilot is testing new engagement tools and methods to identify, develop and execute a series of Aboriginal tourism projects.</p> <p><b>Progress to date:</b> We have partnered with Reflections Caravan Parks to trial new and authentic Aboriginal cultural immersion experiences, including activities in its holiday program.</p> <p>We are also exploring options unlock access to land for commercial tourism and identifying and mapping potential pathways to enable Aboriginal people to lead and operate tourism opportunities.</p> <p><b>Next steps:</b> We will undertake a pilot evaluation with a view to expand the pilot program to support and enhance capability within our Crown land manager network.</p>
<p><b>6</b></p>	<p><b>Open space</b> – targeting investment to enhance green and open space networks across the Crown estate, in partnership with Crown land managers</p> <p><b>Due: December 2022</b></p>	<div style="text-align: center;">  </div> <p>The open space pilot successfully tested the use of spatial analysis tools to prioritise land across the Crown estate for open space enhancement.</p> <p>The spatial analysis tools were useful and provided a fast and efficient review of large areas of the Crown estate to identify sites and help target investment to enhance and maintain green space and open space networks for current and future generations.</p>



