

Crown land 2031



First Action Plan

April 2022

industry.nsw.gov.au/lands





Acknowledgement of Country

The Department of Planning and Environment acknowledges the Traditional Custodians, the First Peoples of Australia, and pays respect to Elders past, present and emerging. We recognise that Aboriginal people have unique cultural and spiritual relationships to place and their rich contribution to the community.

Warning: Aboriginal and Torres Strait Islander peoples' should be aware that this publication may contain the images of people who have passed away.

Find out more:

www.dpie.nsw.gov.au

Title: Crown land 2031 First Action Plan

Cover image:

Photography: Destination NSW

Location: Kiama, farmers markets at Coronation Park located on Crown land

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Photography: Destination NSW
Location: Tathra Surf Club located on Crown land

Message from the Deputy Secretary Crown Lands and Local Government



**Melanie Hawyes,
Deputy Secretary Crown Lands
and Local Government**

Crown land 2031 is the state strategic plan for Crown land for the next decade. It sets the vision, priorities, outcomes and overarching strategy for managing Crown land in NSW.

The NSW Government released the plan in June 2021. Throughout its development and community consultation, people expressed how much they value Crown land. They want to see it used to deliver public value and benefits to all communities across NSW for years to come.

Stakeholders also said that the Crown Lands Division of the Department of Planning and Environment needs to think and work differently. The changes needed to deliver a contemporary, fit-for-purpose and online service will take time. This first action plan focuses on putting in place the foundations for transformation and future success.

Under this action plan, the department will modernise systems and processes, making it easier to

do business with the department, improving the customer experience and making information more accessible.

Actions within this plan will create a better framework for managing the full range of land, water, natural, cultural and built assets that sit within the Crown estate and guide investment decisions and future uses of Crown land. For example, we will explore how Crown land can contribute to addressing housing shortages and stress, particularly in areas of regional NSW where increasing demand is outstripping supply.

There will be a greater focus on brokering solutions and outcomes with Aboriginal peoples and other stakeholders, finding common ground to reconcile competing interests in land and delivering multiple benefits – social, environmental, economic and cultural – from Crown land.

The action plan gives us an opportunity to test and pilot new initiatives and ways of working to make sure they are appropriate before we apply them widely.

The aim is to maximise the public value delivered from Crown land.

The department is exploring how to objectively measure public value and provide a shared understanding of how decisions about the use and management of Crown land assets are made.

A public value framework to support decision-making about Crown land is truly ground-breaking work that will evolve and increase in sophistication over time.

I look forward to regularly sharing our stories and achievements on our website as we track our progress in delivering the actions and pilots in this plan and delivering *Crown land 2031* outcomes.

Introduction

[Crown land 2031](#) – the state’s strategic plan for Crown land – is a 10-year commitment to deliver better outcomes and benefits from the use and management of Crown land for the people of NSW.

It sets the vision that Crown land will support resilient, sustainable and prosperous communities across NSW. It also identifies 5 overarching priorities that will be central to all decision-making about Crown land.

Each priority has a set of outcomes that the department will work to achieve.

To deliver the vision and outcomes in *Crown land 2031*, the Department of Planning and Environment – Crown Lands will prepare and implement 3-year action plans. This is the first of those plans. The staged approach will allow the department to adapt, mature and respond to the progress made, lessons learned and changing community expectations.

Crown land 2031 priorities and outcomes are identified in Table 1. The priorities and outcomes have been numbered for ease of reference throughout this document.

“Crown land supports resilient, sustainable and prosperous communities across NSW”

***Crown land 2031* vision**

Table 1: *Crown land 2031* priorities and outcomes

Priorities				
P1	P2	P3	P4	P5
Strengthen community connections with Crown land	Accelerate economic progress in regional and rural NSW	Accelerate the realisation of Aboriginal land rights and native title in partnership with Aboriginal people	Protect cultural heritage on Crown land	Protect environmental assets, improve and expand green space and build climate change resilience
Outcomes				
O1.1	O2.1	O3.1	O4.1	O5.1
Crown land manager network grows in size and capability	Increase in community benefit from investment on Crown land	Land returned to Aboriginal communities	Cultural heritage sites on Crown land are identified and protected	Green spaces in urban areas are increased
O1.2	O2.2	O3.2	O4.2	O5.2
Crown land assets are accessed, activated and sustained	Regional tourism diversifies through activation of Crown land	Multiple co-management initiatives are established	Aboriginal sites on Crown land are identified and protected in partnership with local communities	Environmental values on Crown land are identified, enhanced and protected
O1.3	O2.3	O3.3	O4.3	O5.3
New opportunities for community hubs are identified and enhanced	Innovative industries prosper in the regions	Measurable contribution to national ‘Closing the Gap’ targets	Aboriginal people lead the management of Aboriginal culture and heritage on Crown land	Crown land contributes to climate resilience



Location: Broken Hill Courthouse and gardens located on Crown land

Setting the foundation

The focus areas for this First Action Plan were set out in *Crown land 2031*. They aim to address and respond to current challenges and opportunities and establish the foundations for future reforms. Actions within these focus areas will ensure that by 2031, the department is positioned to deliver outcomes against each of the strategic priorities.

The actions will set a solid base for real, on-the-ground improvements.

- The public value framework will deliver checks and balances to ensure decisions about accessing and using Crown land are made with the public's best interests in mind.
- A new partnership approach with Aboriginal people will reset relationships and unlock new opportunities.
- Better access to information will enable more innovative thinking about how to make better use of Crown land spaces.
- Improved asset management will provide a strong foundation for more strategic investment decisions.
- Better services and clearer guidance will make it easier for customers to interact with the department and get things done.

Together, these actions will mean the department and Crown land users will know what is in the Crown estate and the value (social, economic, environmental and cultural) of these assets. The department will have the IT and business systems in place and a new operating partnerships model to drive delivery of future actions. We will have the right data, the right systems and the right approach to drive outcomes together.

Table 2 summarises the focus areas and actions in this document.

Table 2: Initial focus areas outlined in *Crown land 2031* and summary of actions in this document

Action	Description	Expected delivery
Focus area 1 – Public value framework		
1.1	Build and test a public value framework	Jun 24
1.2	Develop a set of measures for reporting	Jun 24
1.3	Embed public value tools and instruments to support decision-making	Dec 24
Focus area 2 – Aboriginal land rights, land ownership and native title		
2.1	Work with Aboriginal people to create opportunities	Dec 23
2.2	Establish policies and practices that recognise Aboriginal cultural heritage	Jun 23
2.3	Deliver resources and training to build capability	Jun 24
Focus area 3 – Data and information availability		
3.1	Identify system and data improvements	Dec 22
3.2	Improve integration with other systems	Dec 23
3.3	Make more departmental data and spatial information accessible	Dec 23
Focus area 4 - Asset management and land allocation reform		
4.1	Design and begin delivery of a prioritised asset management framework	Dec 24
4.2	Develop strategies for investment in Crown land	Jun 23
4.3	Develop a climate change adaptation plan	Dec 24
4.4	Design and deliver training, tools and assistance programs for Crown land managers	Dec 24
Focus area 5 – Customer experience		
5.1	Develop and apply a strategy to optimise customer service	Dec 22
5.2	Review and reform customer transactions	Jun 23
5.3	Give customers clearer guidance	Jun 23
5.4	Contribute to regional tourism	Jun 23

Further details on these actions and their alignment to *Crown land 2031* priorities and outcomes are set out in the action and delivery schedule tables for each focus area within this document.



Photography: Destination NSW

Location: Fingal Head, Tweed Byron Local Aboriginal Land Council has been appointed to manage this culturally significant land

Piloting change

Crown land 2031 includes a commitment to develop pilot programs to trial and assess the merit of new ideas and approaches before applying them. The pilot projects in this plan will:

- test and try new ways of working
- deliver outcomes in local communities
- capture lessons and evidence for longer-term change, with monitoring and evaluation included in the design
- build trust with stakeholders and contribute to the larger project of transforming Crown Lands.

The department worked closely with the independent NSW Crown Land Commissioner and the Crown Land Taskforce to develop an initial set of 5 pilot projects covering all *Crown land 2031* priorities. A sixth pilot tests how Crown land can support increased social and affordable housing supply. The complete set of pilot projects are summarised in Table 3.



Photography: Destination NSW
 Location: Dubbo, Victoria Park located on Crown land

Table 3: Summary of pilots in this document

Pilot	What it is	Expected delivery
Housing partnerships	Partnering with Aboriginal people, other areas of government and local communities to use suitable Crown land for social and affordable housing development See page 8 for more.	Dec 2023
Activate spatial tool	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. See page 15 for more.	Jun 2023
Commercial marinas	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 to provide secure tenure, investor confidence and a commercial return to the State of NSW. See page 17 for more.	Dec 2023
Solutions brokerage	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. See page 13 for more.	Dec 2023
Aboriginal tourism experiences	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. See page 13 for more.	Dec 2023
Open space	Targeting investment to enhance green and open space networks across the Crown estate, in partnership with Crown land managers. See page 18 for more.	Dec 2022

Work on many of the pilots has already begun. Outcomes and findings from the pilots will inform foundational actions and improvements delivered under this plan over the next 3 years.

Pilot – Housing partnerships



Location: Overlooking Crown land site that will support up to 200 homes to respond to housing shortages in Cooma NSW



Location: Crown land, Cooma NSW; NSW Aboriginal Land Council Chair Danny Chapman, Minister for Lands and Water Kevin Anderson, Deputy Premier Paul Toole and Merrimans Local Aboriginal Land Council CEO Dianne McVeity

Many regions in NSW are affected by acute housing shortages, making delivery of more social and affordable types of housing a major government priority.

To find a solution to this problem, Crown Lands has entered a historic agreement with the NSW Land and Housing Corporation to explore how Crown land can be used to provide much-needed housing through partnerships with Aboriginal people, other areas of government and local communities.

Supporting the delivery of new homes will also achieve broader social and economic outcomes by creating jobs and stimulating local economies to help NSW's recovery from the effects of drought, bushfire, flood and the COVID-19 pandemic.

The first project to come from this shared commitment is underway in the regional town of Cooma. By working in collaboration, Crown Lands, NSW Aboriginal Land Council, Merrimans Local Aboriginal Land Council and the NSW Land and Housing Corporation will enable as many as 200 homes to be built on what is currently Crown land in Cooma.

This project is an example of what can be achieved when Crown Lands works in partnership with other stakeholders to solve important problems affecting our communities. While Cooma is the first community to benefit from these partnerships and will allow the department to pilot new approaches, work is underway to consider opportunities in other areas across NSW.

Focus area 1 – Public value framework

Providing an objective public value framework to guide decision-making about the use of Crown land and assets

People rely on the Crown estate to support a wide range of public and commercial interests, including recreation and sport; green and open space; access to rivers and beaches; community halls; special events; government services; jobs in regional areas; land for housing and protecting the environment; and natural and cultural heritage.

To deliver the best outcomes for communities, the department needs to understand what people value in the Crown estate and be transparent about how competing values are weighed up in decisions about how Crown land and assets are used.

The department is developing a framework that will:

- capture the full range of economic, social, cultural and environmental values that the Crown estate gives the community
- guide decisions about the use of Crown land and assets
- guide decisions about investment in Crown land and assets
- demonstrate and communicate the public value delivered from the Crown estate to all stakeholders
- provide indicators and measures of performance towards delivering the outcomes in *Crown land 2031*.

This framework will be the first of its kind for Crown land. The department will initially test the framework on certain Crown land assets before applying it more broadly.

‘[We need] a mechanism or process for resolving conflicting values and strategic priorities for different parcels of land.’

Local Government NSW

‘Priority must be given to raising an awareness of how Crown land can be used, while ensuring consistency and equity across the state.’

Australian Men’s Shed Association

Table 4: Actions and delivery schedule for public value framework

Action	Description	Expected delivery	Alignment to outcomes				
			P1	P2	P3	P4	P5
1.1	Build and test a public value framework that will define, measure and report on the values generated by the Crown estate.	Jun 2024	All	All	All	All	All
1.2	Develop a set of measures for reporting on the public value generated by the Crown estate.	Jun 2024	All	All	All	All	All
1.3	Embed public value tools and instruments to support decision-making in the access and use of the Crown estate.	Dec 2024	All	All	All	All	All

Caravan parks – how a public value framework may work in practice

Caravan parks are an important contributor to the NSW visitor economy. There are more than 220 tourist caravan parks – 50% of the total number in NSW – operating on Crown land. Many of these parks are managed by Reflections Holiday Parks – a Crown land manager that is run by a professional skills-based board that has demonstrated advanced governance and expertise in Crown land management.

Caravan parks provide accommodation, jobs and opportunities, tourism and visitor experiences and supporting infrastructure for community events in regional areas. They also support the resilience of the NSW community by providing refuge during disasters and emergencies.

A public value framework will capture these benefits and help guide decisions about the future location of, and investment in, these assets.



Photography: Destination NSW

Location: Overlooking Calypso Holiday Park on Crown land beside the Clarence River, Yamba

Focus area 2 – Aboriginal land rights, land ownership and native title

Accelerating the realisation of Aboriginal land rights and interests, and working with Aboriginal communities and stakeholders to unlock benefits from access to land

There is a large and growing backlog of Aboriginal lands claims lodged with the department and awaiting processing. We will not complete these in a timely and useful way if we take a business-as-usual, claim-by-claim processing approach. The department needs to rethink how it works with Aboriginal communities to deliver real, on-the-ground outcomes and opportunities.

The department will support Aboriginal people's connection to Country and make it easier for Aboriginal people to own, manage, access and work on Crown land. The actions in this plan set the foundation for more meaningful, culturally appropriate engagement by:

- focusing on the way the department works with Aboriginal people to unlock land value and realise social, economic, cultural and environmental benefits, including opportunities for housing development
- fostering stronger working relationships to better understand Aboriginal communities' needs and wants
- improving the way Aboriginal land claims are managed and resolved
- using Aboriginal Land Agreements and Indigenous Land Use Agreements to broker solutions, unlock opportunities and deliver multiple outcomes for local communities
- partnering with Aboriginal people to better access and manage cultural heritage on Crown land
- encouraging greater involvement of Aboriginal people in Crown land management through appointment as Crown land managers
- educating Crown land managers and users about Aboriginal rights and interests and their responsibilities
- working with other government partners to realise greater economic opportunities for Aboriginal people from Crown land.

These new ways of working will be tested through a range of pilots and approaches.

70% of respondents indicated it is important or very important to collaborate with Aboriginal groups in each place to improve outcomes.

Consultation summary report for Crown land 2031



Photography: Destination NSW

Location: Men from the Barkindji Nation dancing on the banks of the Darling River, Wilcannia

Table 5: Actions and delivery schedule for Aboriginal land rights, land ownership and native title

Action	Description	Expected delivery	Alignment to outcomes				
			P1	P2	P3	P4	P5
2.1	Work with Aboriginal people to create opportunities to own, manage and access Crown land and be a preferred supplier of products and services.	Dec 2023	n/a	n/a	03.1 03.2	n/a	n/a
2.2	Establish policies and practices that recognise Aboriginal cultural heritage 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.	Jun 2023	n/a	n/a	03.3	04.3	n/a
2.3	Deliver resources and training to build capability in Crown land managers and users about Aboriginal rights and cultural connections to Crown land.	Jun 2024	01.1	n/a	n/a	n/a	n/a



Location: Dungog Common, a historic agreement between the NSW Government and Karuah Local Aboriginal Land Council, has secured Dungog's future as a national mountain biking destination

Pilot – Solutions brokerage

This pilot will establish a systematic approach to realise the aspirations of *Crown land 2031* by facilitating negotiated solutions between the department, Aboriginal Land Councils and other Aboriginal stakeholder groups to increase the social, economic, cultural and environmental benefits from the activation, access and transfer of Crown land.

The department will increase the use of Aboriginal Land Agreements and Indigenous Land Use Agreements to open up new opportunities through the resolution of Aboriginal land rights and recognition of native title interests on Crown land.

The department will enter into a strategic program partnership with NSW Aboriginal Land Council

(NSWALC) and codify our approach to working together to accomplish practical, on-the-ground outcomes in ways that are inclusive and flexible. This work will be guided by Aboriginal stakeholder priorities.

The department may also bring multiple parties together as required to broker more projects and find site-specific solutions.



Location: Terramungamine Reserve is a site of historical significance with over 150 rock carvings

Pilot – Aboriginal tourism experiences

NSW is home to the largest Aboriginal population in Australia. It represents more than 80 different tribal groups, each with a unique story to tell -- from ancient Songlines and Dreaming stories to stories about medicinal plants and bush tucker.

With connections to generations of Aboriginal people who have access to thousands of years of accumulated knowledge, wisdom and lore, Aboriginal tourism operators can guide visitors on

some of the most authentic and accessible adventures in Australia.

Showcasing vibrant contemporary culture is a feature of the NSW Visitor Economy Strategy 2030 and the Crown estate is well placed to support this aspiration and unlock economic opportunities for Aboriginal people.

In partnership with Aboriginal people, pilot locations will be identified on Crown land to:

- engage with local Aboriginal

communities to understand their priorities for the protection and sharing of Aboriginal culture on Crown land

- partner with tourism operators and local Aboriginal communities to foster and develop authentic, accessible, high-quality and compelling Aboriginal cultural visitor experiences
- work with Crown land managers to facilitate these new partnerships.

Focus area 3 – Data and information availability

Improving information transparency and enabling access to information to support decision-making

The Crown land estate – which covers almost half of NSW – is the state’s oldest and most diverse land reservation system.

For a long time, management of this vast and varied estate was entirely paper-based. While much of this information has been digitised, it is located in different systems and is not easy to access. This is causing frustration for the department’s customers and delays in land-use decisions.

To resolve this issue, the department will replace many outdated processes and systems with a more customer-focused digital solution. The department will also partner with other government agencies to expedite access to Crown land data. Consolidating data sources will improve the department’s ability to increase online data access and services for the public and allow customers to conduct their own research on Crown lands and assets.

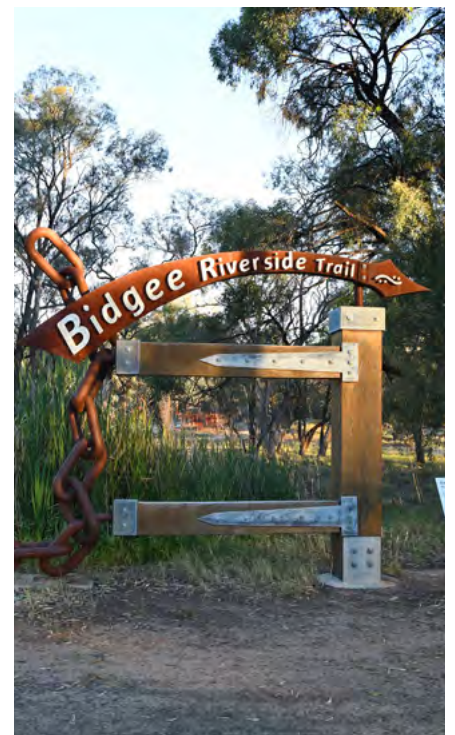
The work program includes implementing CrownTracker, a cloud-based integrated system that enables the department to continuously improve data access and reporting on the status of activities. CrownTracker is replacing existing processes for:

- reserve administration (including reserve creation and updates, appointment of reserve managers and board appointments)
- client information
- Aboriginal Land Claim (ALC) assessments
- dangerous tree management
- compliance case management
- status and ALC search
- request management (external and internal enquiries).

In addition, the Crown Land Manager Portal allows non-council Crown land managers to complete statutory annual reporting, view information on the reserves they manage and apply to be a board member.

94% of respondents indicated that ‘support for making more of our information available and transparent’ is important or very important.

**Consultation summary report for
Crown land 2031**



Location: Hay, Bidgee Riverside Trail
located on Crown land featuring large
public sculptures

Table 6: Actions and delivery schedule for data and information availability

Action	Description	Expected delivery	Alignment to outcomes				
			P1	P2	P3	P4	P5
3.1	Identify system and data improvements to enhance customer experience and improve decision-making. Improvements will provide a more reliable, secure system adaptable for future needs.	Dec 2022	All	All	All	All	All
3.2	Improve integration with other systems by combining spatial (mapping) and other land management data relating to Aboriginal interests, tenures and reserves in the one system.	Dec 2023	All	All	All	All	All
3.3	Make more departmental data and spatial information accessible to customers, government agencies, industry and the public. Publicly available maps will promote better access and use of the Crown estate.	Dec 2023	All	All	All	All	All

CrownTracker system – enhancing information access

The department is building CrownTracker, a new web-based, integrated land administration system to provide a single source of information storage. In 2020, the system enabled the release of a new web portal for non-council Crown land managers. For the first time, managers can transact with the department and capture and share consistent information about the land they manage.

This improved data sharing has allowed the department to publish a new online Crown reserves directory for the public. The directory is helping promote community use and enjoyment of Crown land by providing pictures of reserves, the activities and facilities available and contact details for over 400 Crown reserves managed by volunteers across NSW.

Over time, more publicly accessible portals will be developed and linked to the CrownTracker system to create a one-stop-shop for all Crown land information.



Location: Wallis Lake, Lone Pine Memorial Park on Crown land overlooking Coolongolook River estuary

Pilot – Activate spatial tool

This pilot will test making NSW Crown land data publicly available so communities and stakeholders can do their own research about Crown land more easily. This includes finding out about the purposes for which the land is reserved, and what tenures are in place.

Providing this information on Crown land will transform the way communities and stakeholders interact with the Crown estate. It will provide greater transparency and help communities and stakeholders identify and make decisions on possible opportunities and uses of Crown land.

Focus area 4 – Asset management and land allocation reform

Comprehensive, strategic reform of asset management and land allocation, including leasing, licensing and other forms of tenure

Crown land includes natural and built assets and community infrastructure. It is a unique and complex estate comprising rangelands in the west, forests, grasslands and mountain terrain, through to waterways across NSW, expansive stretches of coastline and the marine estate beyond our shores.

The department is transforming its approach to managing these assets to unlock economic and other opportunities, better manage risk, and deliver strategic investments and economic, social and environmental returns for NSW communities.

A key action will be developing a framework for managing assets that will guide investment decisions, allow for more strategic land-use prioritisation, inform policy and

strategies related to Aboriginal interests, and make assets available for initiatives such as tourism, housing and renewable energy.

A better understanding of our natural, cultural and built assets will help us develop evidence-based strategies, plans, tools and programs to support appropriate economic development activities and better manage assets for maximum public benefit.

The scale and diversity of Crown land and assets – along with the many organisations involved in their management – means that developing this framework will be a major undertaking. We will build it in stages over the coming years.

In 2020, volunteer Crown land managers reported over \$2.25 billion in fixed assets. The built infrastructure that council Crown land managers support far exceeds this value.

2019-20 Crown land manager annual reporting

83% of respondents indicated that providing tools and resources to volunteer Crown land managers is important or very important.

Consultation summary report for Crown land 2031



Location: PCYC Hornsby, multi-purpose facility located on Crown land

Table 7: Actions and delivery schedule for asset management and land allocation reform

Action	Description	Expected delivery	Alignment to outcomes				
			P1	P2	P3	P4	P5
4.1	Design and begin delivery of a prioritised asset management framework. 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.	Dec 2024	All	All	All	All	All
4.2	Develop strategies for investment in Crown land, support appropriate economic development and respond to current challenges such as housing shortages and climate change.	Jun 2023	All	All	All	All	All
4.3	Develop a climate change adaptation plan to protect environmentally sensitive land and assets and manage risk and resource allocation.	Dec 2024	n/a	n/a	n/a	n/a	O5.3
4.4	Design and deliver training, tools and assistance for Crown land managers to better manage assets for public benefit.	Dec 2024	O1.1	n/a	n/a	n/a	n/a

Pilot – Commercial marinas

Leasing arrangements deliver a wide range of commercial, social and community benefits to the people of NSW by facilitating business operations and community activity, and not-for-profit use of Crown land and assets.

This pilot, focusing on commercial marinas, will be the first in a series to test commercial arrangements within high-value sectors. The department will test how commercial leasing can be modernised to align with *Crown land 2031*. This staged approach will help us carry out effective commercial reforms across the diversity of the Crown estate.

In addition to traditional boating uses, modern marinas service a range of community benefits from fine dining to community events. There are approximately 110 marinas in NSW, and most are managed either by Crown Lands or Transport for NSW and leased to commercial operators. The 2 agencies have different tenure and policy arrangements for leases.

The commercial marinas pilot will inform the development of new terms that will support appropriate economic growth and development, while securing a fair market return that can be reinvested in the broader Crown estate.



Photography: Destination NSW
Location: Port Stephens, Anchorage Marina located on Crown land

Upgrading showgrounds – benefits flow from asset renewal and upgrades

During 2019–20, the department put a showgrounds safety program into action to deliver critical upgrades across regional Crown land showgrounds. The program allocated \$9.2 million towards urgent safety repairs at 59 sites and identified clear opportunities for more investment.

The NSW Government then injected a further \$72.47 million as part of its COVID Stimulus funding package that has supported an additional 892 showground improvement projects at 189 showgrounds across the state.

These safety upgrades support regional communities that rely on showgrounds for so many activities and as a place of refuge in times of crisis.

An example of this is the Coffs Harbour Showground, which was used as a pet and animal evacuation centre during the bushfires and has benefited from more than \$7.5 million in essential upgrades.

The new facilities have created more space for communities to engage in dance, health and movement, martial arts, creative arts, emergency service training and educational training courses.

Heavy vehicle and safer public access has been ensured through road upgrades to support large-scale events such as the annual 3-day Special Children's Christmas party, industry expos, and other popular events such as the Crusty Demons, a group of daredevil freestyle motorcyclists.

New CCTV cameras and number plate identification systems provide security and safety for users, groups and clubs that store equipment, and also help manage compliance issues such as illegal use of the grounds, damage to property, and protecting the natural bushland from illegal dumping.

Investments such as these allow the showground to respond to increasing demand and will serve the Coffs Harbour community well.



Location: Coffs Harbour Showground located on Crown land

Pilot – Open space

From parks to open spaces and bushland, Crown land can support quality of life for residents, attract visitors and provide habitats for local wildlife. The Crown estate provides an existing network of green and open space that is managed primarily by volunteer and local council Crown land managers.

The department will explore the use of spatial analysis tools to identify and prioritise land across the Crown estate for open space enhancement. Identifying our natural open space assets will mean the department can target investment, in partnership with Crown land managers, to enhance and maintain green and open space networks for current and future generations.

Focus area 5 – Customer experience

Providing a contemporary and quality customer experience

Customer expectations about ease of engagement, efficiency of services, access to information, clear communication and empathy are motivating government agencies to focus on what is most important to their customers and how to make it easier to do business.

In this first action plan, the department is committing to transform the customer experience by adopting a customer-centric approach, focusing on:

- more efficient and effective access to information and adopting a ‘one-stop-shop’ approach to service delivery to make it easier to do business
- increasing the quality of available data
- reducing processing and customer response times while increasing customer satisfaction levels
- engaging with people in culturally appropriate ways by tailoring communications and activities to better meet individual and community needs
- increasing the public value of Crown land by making it easier to access and use Crown land and growing the Crown land manager network.

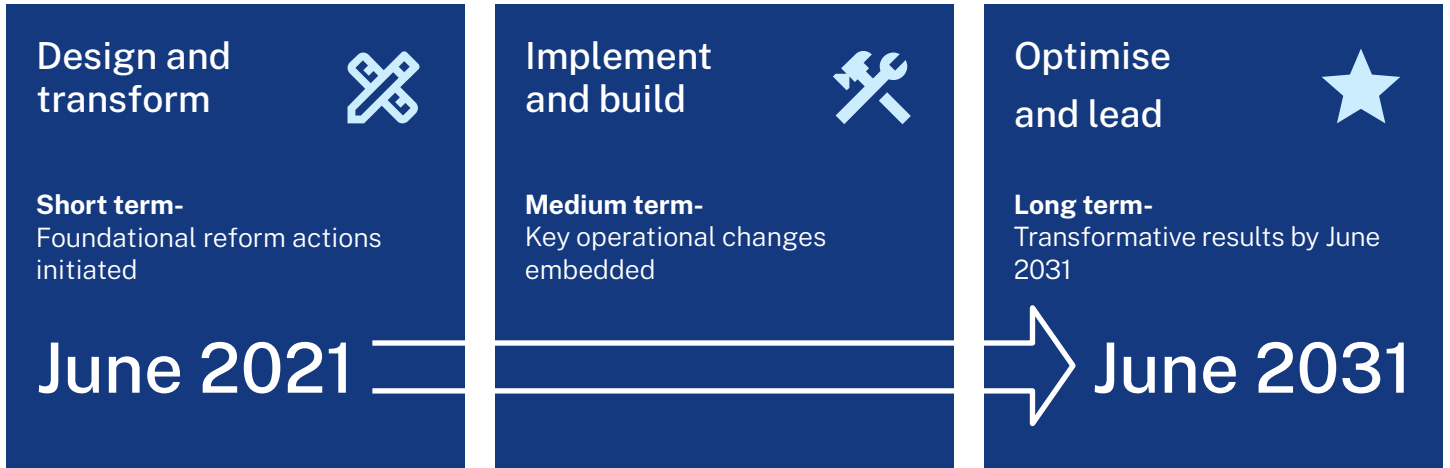
Table 8: Actions and delivery schedule for customer experience

Action	Description	Expected delivery	Alignment to outcomes				
			P1	P2	P3	P4	P5
5.1	Develop and apply a strategy to optimise customer service through more modern, efficient systems that allow for self-service and easy information access.	Dec 2022	All	All	All	All	All
5.2	Review and reform customer transactions 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.	Jun 2023	All	All	All	All	All
5.3	Give customers clearer guidance by developing and aligning policies and procedures with <i>Crown land 2031</i> priorities.	Jun 2023	All	All	All	All	All
5.4	Contribute to regional tourism by promoting greater diversity of use and access through strategic initiatives, partnerships and networks.	Jun 2023	n/a	O2.2	n/a	n/a	n/a

Monitoring and reporting progress

The department will achieve *Crown land 2031* outcomes in short-term (1-to 4-year), medium-term (4-to 7-year) or long-term (7-to 10-year) timeframes, as set out in Figure 1.

Figure 1: *Crown land 2031* ten-year phased approach to achieving outcomes



This first action plan sets out the foundational reform actions and initiatives needed in the short-term to deliver on *Crown land 2031*'s long-term objectives.

The department will report on progress annually on its website, describing what we have achieved in the reporting year and measuring overall progress.

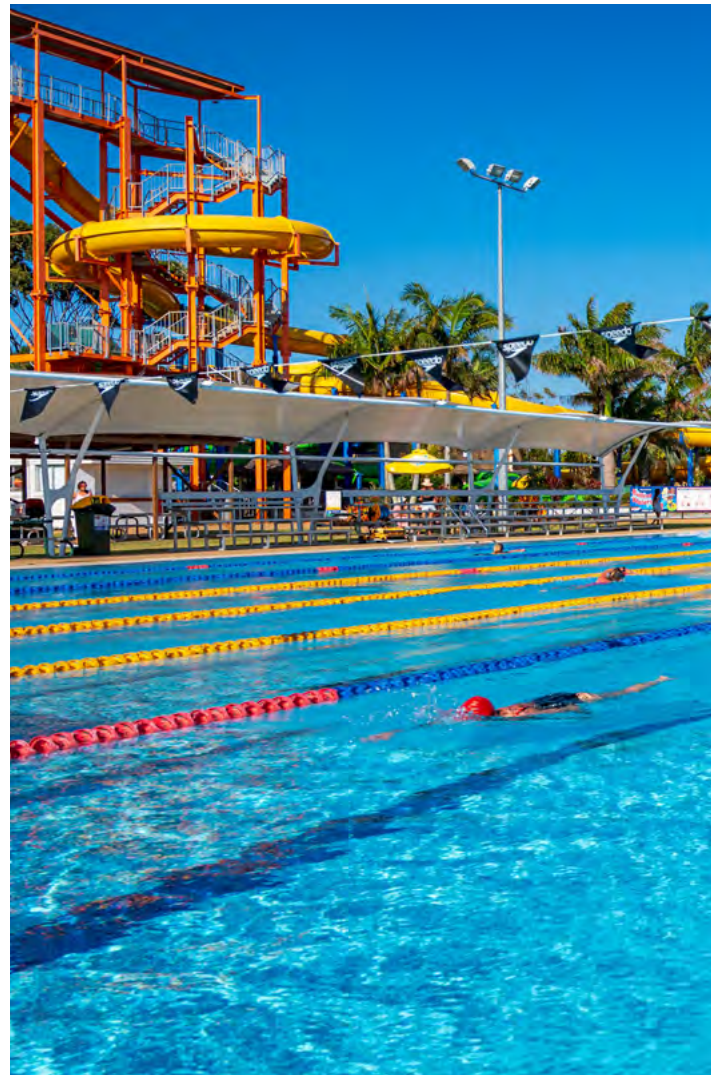
In this early phase, the department will use qualitative and indicative measures to report on its progress, based on information that is available now.

In later phases, we will be able to apply more robust measures. The work in this first action plan to develop a public value framework will allow the department to better articulate, measure and report overall progress toward delivering the outcomes in *Crown land 2031*.

The department will begin to measure progress by:

- including and tracking specific performance indicators for each pilot project
- tracking progress on the delivery of focus area actions
- establishing a baseline for reporting measurable changes across all *Crown land 2031* priority outcomes.

Visit industry.nsw.gov.au/lands for updates on the department's progress.



Location: Ballina memorial pool located on Crown land

