State Strategic Plan for Crown land

Consultation summary report for the draft plan

November 2020
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### State Strategic Plan for Crown land

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Starting in 2019, the department consulted with key stakeholders, industry, other government agencies, Crown land managers and Aboriginal representatives to develop a draft plan.
State Strategic Plan for Crown land

The community and key stakeholders have actively informed the development of the State Strategic Plan for Crown land.

The NSW Department of Planning, Industry and Environment must prepare a State Strategic Plan for Crown land under the Crown Land Management Act 2016. The plan sets the vision, priorities and overarching strategy for the management of Crown land in NSW for the next 10 years.

Starting in 2019, the department consulted with key stakeholders, industry, other government agencies, Crown land managers and Aboriginal representatives to develop a draft plan.

The department then presented the draft State Strategic Plan to the broader community for feedback, with a 42-day formal public consultation period from 9 July 2020 to 20 August 2020. The department received feedback from the community and key stakeholders, including insights into the value of the Crown land estate and aspirations for its future.

How did we engage, and who participated?

Figure 1 outlines the process for developing the State Strategic Plan for Crown land.

Research phase

Representatives from key stakeholder groups participated in a roundtable workshop and two facilitated strategy sessions during the initial research phase (Table 1). These activities helped to inform development of the draft plan.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Who we are talking to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>Key stakeholders, councils, peak bodies, government agencies, peak Aboriginal bodies, Crown land managers.</td>
</tr>
<tr>
<td>Two stage consultation period:</td>
<td>Everyone is NSW has the chance to provide feedback. We will also loop back with key stakeholders.</td>
</tr>
<tr>
<td>Stage 1: Release draft plan for public information.</td>
<td>We will report back on the key themes we heard from your feedback.</td>
</tr>
<tr>
<td>Stage 2: Submission period (min. of 42 days).</td>
<td>We will let you know when the plan is endorsed by the ministers.</td>
</tr>
</tbody>
</table>

Figure 1
Process for developing the State Strategic Plan for Crown land in NSW
Table 1
Research phase consultation with key stakeholder groups

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 Nov 2019</td>
<td>Roundtable workshop</td>
<td>Attendees for this workshop included Richard Bush, Crown Land Commissioner; the Hon. Rob Stokes MP; the Hon. Melinda Pavey MP; It also included representatives from the following organisations: Department of Planning, Industry and Environment—Crown Lands; Nous Group; Greater Sydney Commission; Local Government NSW; Caravan &amp; Camping Industry Association NSW; Clubs NSW; NSW Farmers’ Association; Racing NSW; Urban Development Institute of Australia—NSW; Surf Life Saving NSW; Now Business Australia; Western Lands Advisory Committee; NSW Aboriginal Land Council; NTS Corp; Harness Racing NSW; NSW Minerals Council; Property Council of Australia; Planning Institute of Australia; Boating Industry Association; Recreational Fishing Alliance; Marine Rescue NSW; Nature Conservation Council of NSW; Office of the Hon Rob Stokes MP, Minister for Planning and Public Spaces; Office of The Hon Melinda Pavey MP, Minister for Water, Property and Housing.</td>
</tr>
<tr>
<td>9 Dec 2019</td>
<td>Strategy lab workshop 1</td>
<td>Participants were internal stakeholders from the following NSW Government agencies, which interact and shape the management and use of Crown land: Aboriginal Affairs NSW; Create NSW; Department of Planning, Industry and Environment—Environment, Energy and Science; Department of Planning, Industry and Environment—National Parks; Forestry Corporation of NSW; NSW Health; Infrastructure NSW; Department of Planning, Industry and Environment—Aboriginal Housing; Department of Planning, Industry and Environment—Place, Design and Public Spaces; Department of Planning, Industry and Environment—Development and Transactions; Regional NSW; Department of Planning, Industry and Environment—Resources and Geoscience; Department of Planning, Industry and Environment—Local Government and Regional Planning; Department of Planning, Industry and Environment—Strategy and Reform; Department of Planning, Industry and Environment—Water; Office of the Registrar General; Destination NSW; Greater Sydney Commission; Department of Planning, Industry and Environment—Fisheries; Department of Premier and Cabinet; Crown Lands Commissioner; NSW Treasury; Department of Planning, Industry and Environment—Strategy and Portfolio Management; Department of Planning, Industry and Environment—Crown Lands; Office of The Hon Melinda Pavey MP, Minister for Water, Property and Housing; Department of Planning, Industry and Environment—Stakeholder Engagement. Representatives from Monash University and Nous Group also attended.</td>
</tr>
</tbody>
</table>
Table 1
Research phase consultation with key stakeholder groups

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Participants</th>
</tr>
</thead>
</table>
| 10 Dec 2019| Strategy lab workshop 2      | Participants were external stakeholders with detailed knowledge and association with the NSW Crown land estate, representing the following organisations:  
- Crown Land Commissioner; Local Government NSW; Caravan & Camping Industry Association NSW; ClubsNSW; NSW Farmers’ Association; Racing NSW; Urban Development Institute of Australia NSW; Surf Life Saving NSW; Business Australia; Western Lands Advisory Committee; NSW Aboriginal Land Council; NTS Corp; Harness Racing NSW; NSW Minerals Council; Property Council of Australia; Planning Institute of Australia; Boating Industry Association; Marine Rescue NSW; Nature Conservation Council of NSW; NSW Crown Holiday Parks (Reflections Holiday Parks); Australian Men’s Shed Association; Girl Guides NSW and ACT; Scouts NSW; Police Citizens Youth Clubs NSW; Agricultural Societies Council of NSW; Lendlease Living Industry; Cemeteries & Crematoria NSW Board; Greater Sydney Commission; Department of Primary Industries; Department of Planning, Industry and Environment—Crown Land; Office of the Hon Rob Stokes MP, Minister for Planning and Public Spaces; Department of Planning, Industry and Environment—Stakeholder Engagement.  
Representatives from Monash University and Nous Group also attended. |

Consultation phase

During the consultation phase, the department engaged with the community and stakeholders to promote awareness and understanding of the content of the draft plan, and to encourage them to provide feedback.

The department released the draft plan for general information on 10 June 2020, ahead of the formal consultation period.

- The formal 42-day consultation period began on 9 July 2020 and closed on 20 August 2020. During this time, the department conducted the following promotion and engagement activities:
  - a social media campaign reaching more than 2 million people (Appendix A)
  - print advertising across three key publications to reach a broad range of people (Appendix B).
  - four online information sessions open to the public, with a total of 202 participants
  - eight online information sessions for key stakeholder groups, with a total of 353 participants representing community organisations, Crown land managers, Local Aboriginal Land Councils, NSW Aboriginal Land Council, Native Title Corporation, the Nature Conservation Council, local government, NSW Government agencies, and Department of Planning, Industry and Environment—Crown Lands staff.
  - During formal consultation, people could make submissions by email or post or by using a form on the department’s website. They could either complete and submit the form online or download it to complete offline as a hard copy before submitting it by email or post (Appendix C).
  - The department received 934 formal submissions. Of these 714 were online form submissions, and 220 were submissions by email or post.
  - Of the respondents, 530 respondents shared that they had heard about the draft plan through social media (Figure 2). Of the 171 people who indicated they had heard about the draft plan through ‘Other’ channels, these channels included word of mouth, through friends or through groups to which they belong.
Where did you hear about the State Strategic Plan for Crown Land?

![Figure 2](image1)

**Figure 2**
How people who made a formal submission heard about the draft State Strategic Plan for Crown land.

Confidentiality preference of submissions

![Figure 3](image2)

**Figure 3**
Confidentiality preference of submissions on the draft State Strategic Plan for Crown land.

- **Figure 3** summarises the confidentiality preference of the submissions. Of the respondents, 24% said they were happy for the department to make public both their submission and their name; and 46% said the department could make their submission but not their name public.

- In 30% of submissions, respondents either asked for both their submission and their name to remain confidential or provided no confidentiality preference. The department treated submissions with no specified confidentiality preference as confidential.
What did we hear?

Research phase

The research phase identified the following themes as important to key stakeholders.

Ministerial priorities

The government, and the responsible ministers, have ambitious priorities for how Crown land can contribute economic, environmental, cultural and social benefits to NSW—the quadruple bottom line. The Ministers would like the following quadruple bottom line framework to help drive all future decision-making concerning Crown land:

• Crown land should be used for developing the green grid for a more livable Sydney.
• Crown land should be managed more strategically and consistently across land categories.
• Government should better leverage the most appropriate use of Crown land to ensure balance between high-value and public uses.
• Government should aim to simultaneously achieve the quadruple bottom line.
• Crown lands should support jobs and economic opportunities in the regions.
• NSW should grow populations in regions to take pressure off Sydney.
• Government should look to achieve the best use of public land through an environmental, social and economic lens.
• Crown lands should adopt a more proactive and engaged approach.
• Government should provide sufficient certainty and duration of tenure to enable investment.

Roundtable workshop

Peak stakeholders contributed key ambitions and issues to address:

• reduce administrative burden for councils
• invest in recreational access to water
• collaborate with other government landowners
• returning land to Aboriginal communities is not benevolence
• understand that managing showgrounds is critical
• surf clubs are evolving but need tenure security.

Strategy labs

These workshops encouraged big-picture vision with diverse stakeholders and experts to challenge current thinking. From these workshops came the following proposed actions.

Workshop 1 (internal stakeholders)

• Upgrade data and information-and-communications technology and boost capability to inform decision-making and the public
• Adopt new ways of working that bring disciplined prioritisation and consistent visibility of internal and regional projects—for example, establish a project management office function, and check flow-on impacts before leaping into new projects
• Improve approach to working with Aboriginal Land Councils—investing more face-to-face time to discuss processes and collaborating to prioritise high-value claims for transfer ahead of claims that are unlikely to meet legislative requirements for approval.
• Consider dealing with like tenures across the state as a group by assigning sole leaders based in regional offices—for example, one for showgrounds, another for scouts, another for Police Citizens Youth Clubs and the like
• Build or recruit skills for collaboration across government and with all types of land managers
• Refresh lower level team structures to match new priorities and create processes for easily reassigning resources as needed.
• Build change management capability.
• Digitise more services—for example, Service NSW.

Workshop 2 (external stakeholders)

• Grant long-term leases on Crown land to expand new models of affordable housing
• Seek a 'new deal', with Aboriginal communities on land
• Share data across the whole NSW Government to inform wiser decision-making
• Use new technology as an economic opportunity: biogas, bioplastics, renewable-energy generation
• Use Crown land in or near towns to support local, regenerative food production
• Encourage integrated land use, multi-use sites, and place making
• Build visitor accommodation where land adjoins national parks or other tourist sites
• Harvest rainfall, capture energy (wind, solar), incentivise value capture from sites
• Encourage multiple use for Crown land and assets, including service co-location—for example, medical practices in caravan parks
• Develop a ‘standard framework’ for community hubs across NSW to enable trusted organisations to thrive on Crown land
• Generate renewable energy on Crown land
• Encourage waste-to-resource enterprises
• Align priorities for regional Department of Planning, Industry and Environment—Crown Lands offices to strategic priorities of their communities
• Make data publicly available on an open platform
• Create frameworks to enable repeatable and reliable processes and outcomes for land managers
• Resolve backlog of Aboriginal land claims using an innovative solution
• Develop a green grid in metropolitan areas
• Youth engagement and crime prevention.

The themes that emerged from the activities in research phase guided the department in preparing the draft plan around the following strategic priorities. These aim to frame Crown land management, inform the ways NSW uses Crown land, and highlight the activities, communities and environments it will support. The priorities are to:

• enable jobs growth, commercial opportunities and sustainable economic progress in regional and rural NSW
• expand green space, sustainable quality of life and climate change resilience
• strengthen and support evolving community connections
• work with Aboriginal communities to realise the potential of their land rights.

The department identified 15 outcomes that map to these priorities. These outcomes—and seven initiatives that will help enable them—will help us focus our practical efforts and enable us to deliver on the priorities of the plan.

Consultation phase

Formal submissions

Key insights from the formal submissions we received from the community and stakeholders during the consultation phase follow.

Priorities

Among the 934 submissions we received, 804 respondents explicitly indicated whether they support the priorities in the draft plan and think they are the best priorities for Crown land over the next 10 years. Of these:

• 52% agreed or strongly agreed that the priorities in the draft plan are the best priorities for Crown land for the next 10 years
• 19% were neutral
• 29% disagreed or strongly disagreed that the priorities outlined in the draft plan are the best priorities for Crown land for the next ten years. Figure 4 summarises these results
• Figure 5 highlights the relative importance of the different priorities in the draft plan for people who made a submission.
Figure 4
Percentage analysis of formal submission responses concerning whether the priorities in the draft plan are the best priorities for Crown land over the next 10 years.

Relative importance of each priority

- **Enable jobs growth, commercial opportunities and sustainable economic progress in regional and rural NSW**
  - Very important
  - Important
  - Neutral
  - Of minor importance
  - Not at all important

- **Expand green space, sustainable quality of life and climate change resilience**
  - Very important
  - Important
  - Neutral
  - Of minor importance
  - Not at all important

- **Strengthen and support evolving community connections**
  - Very important
  - Important
  - Neutral
  - Of minor importance
  - Not at all important

- **Work with Aboriginal communities to realise the potential of their land rights**
  - Very important
  - Important
  - Neutral
  - Of minor importance
  - Not at all important

Number of respondents

Figure 5
Relative importance of each priority, according to the formal submissions on draft State Strategic Plan for Crown land.
Key themes in the feedback from people who shared their opinion on the outcomes in their submissions include:

- mixed support for enabling job growth, commercial opportunities and sustainable economic progress in regional and rural NSW, with 51% of respondents indicating this is important, 14% neutral and 34% indicating it is not at all important or of only minor importance. Comments on this priority reflected concern that using Crown land for economic development would predominantly benefit private interests and would provide only a short-term benefit rather than benefiting the community over the long-term.

- very strong support for the priority of expanding green space, sustainable quality of life and climate change resilience, with 90% indicating this priority is important or very important. Comments on this priority echoed this sentiment, which recognises Crown land for its environmental values, including biodiversity, habitat, connectivity and wildlife corridors, as well as the inherent responsibility to manage Crown land for the benefit of future generations.

- strengthening and supporting evolving community connections received strong support, with 78% indicating this priority is important or very important. Comments on this priority recognised the critical role Crown land and its facilities play in supporting the social fabric of communities such as during natural disasters, for ongoing community use and with planned events.

- moderate to solid support for working with Aboriginal communities to realise the potential of their land rights, with 69% indicating this priority is important or very important. The potential for Crown land to offer opportunities to further Aboriginal land rights and economic development through culturally appropriate jobs and tourism was a key sentiment of the comments on this priority.

Outcomes

Among the 934 formal submissions we received, 802 respondents explicitly indicated whether they supported the outcomes in the draft plan as the best outcomes for Crown land over the next 10 years. Of these:

- 50% agreed or strongly agreed that the outcomes in the draft plan are the best outcomes for Crown land over the next 10 years
- 24% were neutral
- 27% disagreed or strongly disagreed that the outcomes in the draft plan are the best outcomes for Crown land over the next 10 years.

Figure 6 summarises these results.

Figure 7 highlights the relative importance of the different outcomes in the draft plan for people who made a submission.

These are the best outcomes for Crown land over the next 10 years

![Bar chart showing percentage analysis of formal submission responses concerning whether the outcomes in the draft plan are the best outcomes for Crown land over the next 10 years]
Relative importance of each outcome, according to the formal submissions on draft State Strategic Plan for Crown land

**Figure 7**

Relative importance of each outcome, according to the formal submissions on draft State Strategic Plan for Crown land.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Very important</th>
<th>Important</th>
<th>Neutral</th>
<th>Of minor importance</th>
<th>Not at all important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable innovative and sustainable regional industries</td>
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<tr>
<td>Expand regional tourism</td>
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<tr>
<td>Assist new sustainable energy, resources and infrastructure projects</td>
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<tr>
<td>Facilitate investment on Crown land</td>
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<tr>
<td>Prioritise the use of Crown land for green and open space in urban areas</td>
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<tr>
<td>Use Crown Land to expand access to affordable housing</td>
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<td></td>
<td></td>
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<tr>
<td>Support and restore environmental values on Crown land</td>
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<tr>
<td>Manage Crown land to build resilience in a changing climate</td>
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<tr>
<td>Sustain the places where people come together</td>
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</tr>
<tr>
<td>Partner with the organisations that serve our communities</td>
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<tr>
<td>Strengthen and uphold compliance to ensure a fair go</td>
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<td></td>
</tr>
<tr>
<td>Make Aboriginal land transfers a priority and see them as an opportunity</td>
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<td></td>
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<tr>
<td>Contribute to the ongoing recognition of native title rights</td>
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<td></td>
<td></td>
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<tr>
<td>Explore co-management of land to generate mutual benefits</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaborate with Aboriginal groups in each place to improve outcomes</td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

Number of respondents
Key themes emerged in the feedback from people who shared their opinion on the outcomes in their submissions.

• Outcomes that align with economic development and industry received mixed feedback:
  o low support for using Crown land to expand access to affordable housing, with only 19% indicating this was very important or important. A common theme emerging from the comments on this outcome was that affordable housing is not an appropriate use of Crown land and does not align with the purpose of Crown land.
  o guarded support for facilitating investment on Crown land, with 38% indicating this was very important or important. Comments on this outcome around the need for investment to be for an appropriate purpose and for the benefit of the community rather than for private interests.
  o moderate support for assisting new sustainable energy, resources and infrastructure, with 58% indicating this was very important or important, and for supporting innovative and sustainable regional industries, with 60% indicating this is important or very important.
  o expanding regional tourism with 71% indicating this was important or very important. Comments aligned this outcome with environmental values and recreational opportunities.

• Outcomes that align with environmental values received strong support:
  o 87% of respondents indicated that it was important or very important to prioritise using Crown land for green and open space in urban areas. Several comments suggested that this was important in regional areas as well.
  o 85% of respondents indicated that it was important or very important to support and restore environmental values on Crown land.
  o 78% of respondents indicated that it was important or very important to manage Crown land to build resilience in a changing climate.

• Outcomes that align with the value of Crown land to the community received solid support:
  o 66% of respondents indicated it is important or very important to partner with the organisations that serve our communities.
  o 83% of respondents indicated it is important or very important to sustain the places where people come together.

• Outcomes that align with Aboriginal rights received moderate to solid support:
  o 56% of respondents indicated it is important or very important to make Aboriginal land transfers a priority and see them as an opportunity.
  o 62% of respondents indicated it is important or very important to contribute to the ongoing recognition of native title rights.
  o 64% indicated it is very important or important to explore co-management of land to generate mutual benefits.
  o 70% of respondents indicated it is important or very important to collaborate with Aboriginal groups in each place to improve outcomes.

Enabling initiatives

Among the 934 formal submissions we received, 802 respondents explicitly indicated whether they supported the enabling initiatives in the draft plan as the best initiatives to enable delivery of the plan. Of these:

• 50% agreed or strongly agreed that the enabling initiatives in the draft plan are the best enabling initiatives to support delivery of the plan.
• 31% were neutral.
• 19% disagreed or strongly disagreed that the enabling initiatives outlined in the draft plan are the best enabling initiatives to support delivery of the plan.

Figure 8 summarises these results.

Figure 9 highlights the relative importance of each enabling initiative for people who made a submission.
These are the best enablers to support delivery of the plan

Figure 8
Percentage analysis of formal submissions responses concerning whether the enabling initiatives in the draft plan are the best enabling initiatives to support delivery of the plan.

Relative importance of each enabling initiative

- Make more of our information available and transparent
- Standardise leases and licensing for common activities
- Simplify licensing for domestic waterfront structures
- Reduce red tape for government entities managing Crown land
- Provide tools and resources to volunteer Crown land managers
- Build understanding of native title
- Engage and support a new generation of Crown land managers

Figure 9
Relative importance of each enabling initiative according to formal submissions on the draft State Strategic Plan for Crown land.
Key themes in the feedback from people who shared their opinion on the enabling initiatives in their submissions include:

- strong support for making more of our information available and transparent, with 94% of respondents indicating this is important or very important
- standardising leases and licensing for common activities, with 64% of respondents indicating this is important or very important
- the suggestion to simplify licensing for domestic waterfront structures, with 32% of respondents indicating this is important or very important and 30% indicating it is not at all important or of only minor importance. Comments opposing this enabling initiative expressed concern that domestic waterfront structures restrict or prevent desired public access to and recreation on waterfront areas
- significant interest in the proposed initiative to reduce red tape for government entities managing Crown land, with 53% of respondents indicating it is important or very important, 21% neutral and 27% indicating it is not at all important or of only minor importance. Some of the comments on this enabling initiative recognised the potential efficiencies this could generate. Other comments warned of the risk to due diligence processes this could present and expressed concern that reducing red tape could lead to inappropriate development of Crown land
- good support for providing tools and resources to volunteer Crown land managers, with 83% of respondents indicating this is important or very important
- solid support for engaging and supporting a new generation of Crown land managers, with 72% of respondents indicating this is important or very important
- solid support for building understanding of native title, with 71% of respondents indicating this is important or very important.

**Key themes in open feedback**

Analysis of the responses to the open-ended questions in the formal submissions provided information on what respondents value about the Crown land estate, and what their aspirations are for its future.

Table 2 summarises the key themes that emerged.
### Table 2
Key themes in formal submissions on the draft State Strategic Plan for Crown land

<table>
<thead>
<tr>
<th>Theme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public ownership, access and use</td>
<td>Respondents highly value public access to and ownership and use of Crown land. There is very strong support for Crown land being generally available for the people of NSW to use and enjoy, including for access to foreshore areas and waterways. There was significant negative sentiment around the risk of inappropriate development, commercialisation, privatisation or sale of Crown land. Respondents generally saw this as either not of benefit to the people of NSW nor acceptable in the context of intergenerational equity.</td>
</tr>
<tr>
<td>Environmental values</td>
<td>Respondents highly value the biodiversity, habitat, connectivity, green and open space of the Crown land estate. They strongly support the continued protection of these values. Comments recognised the key role of travelling stock reserves in providing habitat and connectivity, as well as the importance of all Crown land in providing resilience in the context of climate change. Comments also suggest that protecting the environmental values of Crown land is particularly critical now, given the damage to bushland areas and green space from the recent bushfire season.</td>
</tr>
<tr>
<td>Recreational use</td>
<td>Respondents highly value recreational use of Crown land. Specified uses include camping, horseriding, mountain biking, dog walking, four-wheel driving, picnicking and enjoying green or open space. Comments also recognised and the link between these opportunities and people’s mental health.</td>
</tr>
<tr>
<td>Economic development</td>
<td>There was significant opposition to the development or use of Crown land for commercial development. However, there was general support for particular industries, such as those associated with Aboriginal land management or recreational activities—for example, tourism.</td>
</tr>
</tbody>
</table>
### Table 2

Key themes in formal submissions on the draft State Strategic Plan for Crown land

<table>
<thead>
<tr>
<th>Theme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aboriginal rights and management</strong></td>
<td>There was support for using Crown land to recognise and further Aboriginal rights as well as opportunities for local Aboriginal employment and business development. Some comments proposed implementing Aboriginal land management practices, such as cool burning, on Crown land. Comments widely acknowledged that the current backlog of Aboriginal land claims is preventing opportunities for development, enhancement and investment on Crown land. Comments also expressed support for the allocation of more resources to address this backlog quickly and effectively.</td>
</tr>
</tbody>
</table>
| **Crown land management**     | Some feedback addressed specific or local issues around Crown land and facilities, including inappropriate use, restricted access, required maintenance of facilities, biosecurity, cemetery space, fencing, weed and feral animal control, kangaroo harvesting and hazard reduction techniques such as grazing livestock. Respondents identified Western lands leases substantially different from other categories of Crown land. Therefore, they require a different approach to management, tenure and governance.  

At a strategic level, there was feedback around Crown land governance, departmental processes, staff resourcing levels, and support and funding for Crown land managers. The need to align any plan for management of Crown land with other local, state and federal policies, plans and strategies was a common concern.  

Respondents strongly support transparency in Crown land management. There were suggestions that an audit or assessment of all Crown land—before the department considers any management decisions, such as disposal or repurposing of Crown land—is a necessary first step to ensure sound data. Making information, such as Crown land maps, available to the public was a common suggestion. |
Of the submissions received by the department, 511 specified the stakeholder categories into which they fit.

Figure 10 highlights the relative importance of the key themes from Table 2 for respondents who identified their stakeholder categories.

Relative importance of key themes to stakeholder groups

- Public access/use/ownership
- Environmental values/Green space
- Recreational use
- Economic development
- Aboriginal rights/management
- Crown Land management/maintenance/local issue
- Mistrust of government/consultation process

**Online information sessions**

We held 12 online stakeholder and community information sessions during the consultation period to support engagement on the draft plan. These information sessions considered the four priorities of the draft plan and their corresponding outcomes. They also considered each of the proposed enabling initiatives and any additional ideas or themes that participants felt were missing from the current draft plan. Information session participants included:

- the Department of Planning, Industry and Environment—Crown lands key stakeholder groups, including a variety of community organisations and Crown land managers
- Nature Conservation Council and associated organisations
- local government (two information sessions)
- Local Aboriginal Land Councils, supported by the NSW Aboriginal Land Council
- NTSCorp
- community members (four information sessions)
- other NSW Government agencies and representatives from across the Department of Planning, Industry and Environment, and Crown lands staff.
Key themes

The following key themes emerged from the information sessions:

- Support for jobs growth was qualified. Conservation and some community stakeholders had reservations about this priority due to fears that some types of job creation could lead to environmental harm or reduced public access to Crown land. Others were positive, supporting government-funded land management roles and private or non-governmental-organisation-sector-led opportunities that leveraged or were otherwise compatible with the other priorities of the plan. Stakeholders widely supported sustainable employment opportunities (ecotourism, Indigenous land management and renewable energy projects)

- ‘Green space’ needs a better definition to distinguish between land for recreation and that for nature conservation. Stakeholders felt that the draft State Strategic Plan did not adequately consider the ecological, biodiversity and climate change benefits from maintaining natural bushland reserves as a form of green space

- Stakeholders showed strong support for retention of public ownership. They were opposed to sales and believe that Crown land should be maintained as a public asset, preserved for community uses and enjoyment in perpetuity. ‘Supporting community connections’ was their preferred priority of the draft State Strategic Plan

- Stakeholders consistently supported Aboriginal land rights and involvement. All stakeholder groups agreed that resolving the current backlog of Aboriginal land claims will not only highly benefit Aboriginal communities, but will also enable economic, environmental and social opportunities for non-Aboriginal communities. There was consistent support for the strong emphasis in the draft plan for new approaches to working with Aboriginal people—a sense that the time for change has come.

- Security and length of tenure are key enablers. Community organisations and key stakeholders agree that this is the most effective way to incentivise co-investment on Crown land. There were some contrary views, however, that long tenures result in alienation of the public domain.

Marketing campaign—social media and print

The objectives of the marketing campaign were to:

- educate communities and raise awareness of the importance of Crown land
- encourage people to participate in an online information session,
- submit feedback on the draft plan.

We selected social media (Facebook) as the lead channel for the campaign, to drive awareness of Crown land and of the draft plan. This was effective in driving users to the feedback page and encouraging primed users to sign up for ongoing email updates about Crown land management. The advertisements that appeared on Facebook are at Appendix A.

The campaign combined prospecting and retargeting audiences and was very successful. It reached more than 2 million people and delivered more than 6.2 million impressions, using video and static assets to convey campaign messaging.

The campaign had a click-through rate of 1.27%, well above the NSW Government benchmark of 0.4—0.49%. There were 33,680 landing page views, with an average cost per landing page view of $1, again far outperforming the NSW Government benchmark of $4.50 per landing page view.

These resulted in 1,686 landings on the submission form page. More than 200 people signed up to receive ongoing information about Crown land management from the department through the linked sign-up form.

Print advertising played a supporting role, reaching a broad cross-section of the NSW population by targeting three reading audiences (metropolitan, regional and indigenous) by newspaper. During the campaign, one ad ran in each of the following publications:

- Daily Telegraph (News Corp)
- The Land (Australian Community Media)
- Koori Mail.

Appendix B shows the print advertisements.
Appendix A—Social media

Facebook

Farming, Agriculture, Country Women’s Association

NSW miscellaneous

Surf lifesaving, surfing

Fishing, boating and water recreation
Youth clubs, Girl Guides Australia, NSW

Caravanning, camping, four-wheel driving

Aboriginal groups
National park, birdwatching, outdoor fitness

Nature conservation, sustainable/renewable energy
Appendix B—Print advertising

Miriam breaks her spell over Oz
MATTHEW MOORE

She has been branded the ultimate witching form and told to go back home to Britain but Miriam Margolyes could not give a fig.

The actress says she is proud of being a “cantankerous old bird” after receiving furious backlash for her criticism of the ugliness and greed of her adopted homeland.

Margolyes, 70, who is best known for playing Professor Sprout in the Harry Potter films, spent part of the year in NSW where she shares a home with her Australian partner Heather Sutherland. She became a citizen in 2013.

For a new BBC documentary series, she embarked on a 10,000km, two-month journey to get to know her adopted homeland.

A publicity stunt for the series, however, did not go according to plan. Negative comments she made about some aspects of Australia, especially Surfers Paradise, provoked uproar on social media.

“There is a brutality there and a greed in Australia which I don’t like,” she said in an interview. “Those horrid structures along the coast, that people should be ashamed of living in Surfers Paradise — it’s disgusting.”

Margolyes (pictured) subsequently admitted she did not blame Australians for getting tired of expats who “mouth off” about the country, but has declined to back down.

“I hope people will not be too annoyed about the things I have to say, but in the end to be honest, I just am if they see. That’s tough. I’m telling it like I see it,” she told Radio Times.

“I’m a cantankerous old bird. But because I love Australia doesn’t mean I don’t want it to be better.”

Fire survivor fights off shark
TOBY VUE

A WOMAN who lost her home when bushfires tore through the NSW south coast has survived a shark attack in Far North Queensland and sensationally declared “I still love sharks.”

Anika Craney, 29, was swimming off Fitzroy Island when she sustained lacerations to her left ankle and a possible fracture in the attack early yesterday.

At the time she was swimming off the private boat, Barefoot II. Skipper Dean Cropp, who used to live in Port Douglas, said Ms Craney was part of a five-member crew who arrived in the Far North only after the border reopened on July 10 to film a documentary series about marine life.

Mr Cropp said he suspected a commercial trawler crew nearby may have triggered it after Ms Craney had been swimming in the area for about three months, initially told him it might have been a false alarm.

A couple of guests on the private boat, however, saw a shark swim to shore to check out the island, Mr Cropp said.

“Just because I love sharks,” he said. “It was a day off as we were waiting for the weather to improve and a couple of the girls wanted to go to check out the island.”

Mr Phillips said it was possible water had washed into the water, which could have triggered a false alarm.

The NSW Government seeks your input into the draft 10-year strategic vision for Crown land.

Around 42% of NSW is Crown land—land owned by the NSW Government on behalf of the community. We are seeking your feedback on the draft State Strategic Plan that will guide how this vast and precious estate will be used in the future.

The draft State Strategic Plan has been developed in consultation with key stakeholders, industry, Crown land managers and Aboriginal representatives, and is now on public exhibition.

More information
To find out more about the draft State Strategic Plan and details of the information sessions:
Visit dpie.nsw.gov.au/ssp
Phone 1300 886 235

Have your say on the vision for Crown land in NSW

Daily Telegraph (News Corp)—15 July 2020

Department of Planning, Industry and Environment | State Strategic Plan for Crown land
Remote-controlled farming gets easier

Farmbot and Inmarsat ink a deal they say will cut man hours and fuel bills, vehicular wear and tear, and emissions.

**The Land**

ON FARM

A secure signal, all the time

Remote-controlled farming gets easier

Farmbot and Inmarsat ink a deal they say will cut man hours and fuel bills, vehicular wear and tear, and emissions. The limitations of remote farm control because of dicey or non-existent cellular phone signals look set to be rapidly overcome with a new deal announced between Farmbot and Inmarsat.

Inmarsat will bypass phone networks using its 13 satellites.

Farmbot managing director Andrew Coppin hailed the deal’s gamechanger.

Not only will a secure signal to farm infrastructure be assured, but Farmbot has developed on-farm devices to open gates and turn pumps on and off.

“You’re probably 10,000 people driving around now checking some points,” said Mr Coppin.

He said things had gone beyond receiving an alert that something was wrong at a certain point on the farm.

On receiving an alert inevitably someone drove there to investigate.

“Now, they can assess the problem with photographs while they’re having a cup of tea in the morning,” he said.

But the real advance was introducing the ability to operate machinery, such as pumps, or gates, remotely, he said. “Although Australian farmers are some of the most detached, which hauls iron ore from Pilbara mines to ports.

Mr Coppin said some existing operations were extremely remote, including a 12,000-square-kilometre farm at Sandover, NT, another in the southern Kimberley, WA, and one in the Simpson Desert.

Mr Tompkins said his company’s technology was a “single device talking to each other within a network, then package the combined information.”

“You can have a mesh of devices talking to each other,” Mr Coppin said.

Farmbot is aiming to have the technology freely available in October.

The company is seeking farmers for trials.

Mr Coppin said some existing operations were extremely remote, including a 12,000-square-kilometre farm at Sandover, NT, another in the southern Kimberley, WA, and one in the Simpson Desert.

The NSW Government seeks your input into the draft 10-year strategic vision for Crown land.

**The Land** (Australian Community Media)—23 July 2020

Department of Planning, Industry and Environment | State Strategic Plan for Crown land 22
By NICK PATON

ONE of Australia’s longest running Aboriginal colleges is in the crosshairs of a Government threat after being stripped of up to $1 million in State Government funding, costing the college jobs and forcing a major reduction in their educational courses and programs.

On July 8, more than 150 people gathered together outside Tauondi Aboriginal College to voice their concerns and protest against the funding cuts. Located in South Australia’s Port Adelaide, Tauondi is an Aboriginal community college which has been delivering nationally accredited courses and non-accredited adult community education programs to the Aboriginal community since 1973.

Taundiri is a Kaurna word which means ‘to penetrate’ or ‘break through’, and acknowledges the traditional owners of the land on which the college is located. Ngarrindjeri activist Shaylem Wilson is a former student of the college and helped to organise the rally.

She told the Koori Mail that as of June 30 the funding cuts made by the SA Government mean that some courses previously run by the college are no longer being offered.

“I began my career at Tauondi College when I undertook a traineeship and from there I ended up working at the college for a further 18 months,” Ms Wilson said.

“I felt compelled to stand up and speak about my experience with the college, and how beneficial the training and skills that I gained from the college has been, understanding the college had been, and the difference it has made to my employability.”

It is a story of the success and education of future mob that government funding has taken away, as well as the social benefits that Tauondi has really given me that brought me to the college.

What makes Tauondi college so special, Ms Wilson said, is that the college provides education and training for the whole person, while upholding Aboriginal culture and community where the college provides the opportunity to work, learn, and interact with Elders too.

Ms Wilson said the funding cuts, along with the cuts to other colleges like Tauondi and the types of training programs, courses, education, and social aspects that have a focus on cultural safety and the preserving of the social dynamics of the college, which have taken years to build.

At Tauondi Aboriginal College, it’s not just about the education a person receives, because the college also acts as a community hub, where mob can meet other mob, and interact with Elders too.”

And we know how special that experience at Tauondi was for me, that is why mob felt safe when they study there.

She said that considering the college was established well over 40 years ago, Tauondi Aboriginal College has for many decades been the number one choice for many Indigenous people to come together in pride and learn.

“Taundiri embraces Aboriginal and Islander People are interested in.”

Ms Wilson said that there aren’t many educational institutions or training facilities around Australia that have a focus on cultural safety and cultural awareness the way Tauondi does and that’s why mob felt safe when they study there.

We are the number one choice in this area that Aboriginal people turn to when they are looking to receive a tertiary education, or to study something new, or even just to further their existing education."

Ms Wilson said.

So if anything, we need more money invested in Aboriginal colleges like Tauondi and the types of training programs, courses, education, and social aspects that have a focus on cultural safety and the preserving of the social dynamics of the college, which have taken years to build.

Ms Wilson said the main reason for the rally was to build community awareness around the recent funding cuts and to demonstrate to the Government that this is the type of thing that the whole community needed and wanted.

“We are rallying and protesting to make the Government aware that the community is not happy with the cuts and they have made,” Ms Wilson said.

The group of protesters rallied for at least an hour outside the college, which Ms Wilson said gave supporters, including staff members, the chance to speak about their own personal experience at Tauondi. "The main issue that kept coming up was how much the funding cuts are going to have a significant impact on some of the courses and programs the college had been successfully running up until now.

Ms Wilson said the amount of people that turned out to support the rally really shocked the community as they didn’t think this college would actually be doing.

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The draft State Strategic Plan has been developed in consultation with key stakeholders, industry, Crown land managers and Aboriginal representatives, and is now on public exhibition.

The NSW Government is seeking your input into the draft 10-year strategic vision for Crown land.

How to have your say

Public exhibition commences
Thursday 9 July 2020

Information sessions:
Online information sessions will be available.

To find out more about the draft State Strategic Plan and details of the information sessions, visit

dpws NSW.gov.au/sfp

Phone 1300 886 235

Visit www.koori.com for more information on the draft State Strategic Plan and details of the information sessions.

Koori Mail—30 July 2020
Appendix C—Submission form

State Strategic Plan for Crown land

Complete this form to give feedback on the draft State Strategic Plan for Crown land. When complete, please return it to us by midnight Thursday 20 August 2020, either by email to cl.enquiries@crownland.nsw.gov.au or by post to PO Box 2155, DANGAR NSW 2309.

Making your submission public

We collect information about you, which may include personal information, to assess submissions in response to Crown land dealings and activities, and to perform other functions required to complete the project. This information must be supplied. If you choose not to provide the requested information, we may not be able to assess your submission.

To promote transparency and an open government, we intend to make all submissions publicly available on our website, or in reports. Your name or your organisation’s name may appear in these reports with your feedback attributed.

If you would like your submission and/or feedback to be kept confidential, please let us know when making your submission. You will be asked for your confidentiality preference at the end of this form.

If you request your submission be kept confidential, it will not be published on our website or included in any relevant reports, however it will still be subject to the Government Information Public Access Act 2009.

Your submission will be stored securely consistent with the department's Records Management Policy and you have the right to request access to, and correction of, your personal information held by the department.

Further information is available in our Privacy statement.

Important information about this form

The fields marked with an asterisk * are mandatory and must be completed in order to submit the form.

Activity
Name of Activity
State Strategic Plan for Crown Land
Our Reference:
SSP Crown Land
Please provide your details

1. First name *

2. Last name *

3. Do you identify as Aboriginal or Torres Strait Islander? *
   - Yes
   - No
   - Prefer not to say

4. Are you completing this survey as part of an organisation? *
   If ‘Yes’ is selected, complete details in Q.5
   - Yes
   - No
   - Prefer not to say

5. Organisation
   If you answered ‘Yes’ to Q.4

6. Postal/street address *

7. Suburb *

8. State *

9. Postcode *
10. Email *


11. Which of the following options best indicates your current or past use or interest in Crown land in New South Wales? *

*Please select all that apply*

<table>
<thead>
<tr>
<th>Option</th>
<th>Description</th>
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<tbody>
<tr>
<td>I am a Crown land manager</td>
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<td>I am a Showground society manager</td>
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<td>I am involved with a community or volunteer group that uses or maintains Crown land facilities</td>
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<td>I am a member of a Commonwealth or state peak body with operations on Crown land</td>
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<td>I have a lease to use Crown land</td>
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<td>I have a licence to use Crown land</td>
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<td>I use Crown land for my business</td>
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<td>I am an Aboriginal Land claimant over areas of Crown land</td>
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<td>I am a Native title claimant over areas of Crown land</td>
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<td>I use Crown land for recreation</td>
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<td>I use Crown land when travelling away from home or visiting other places</td>
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<td>I care about Crown land management as a resident of New South Wales</td>
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<td>Other</td>
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Other

*If you selected Other, please provide details (1,500 characters):*

Please select all that apply:

- Open or green space
- Community use
- Aboriginal land rights
- Biodiversity
- Jobs and economic growth
- Renewable energy
- Other

**Other**

*If you selected Other, please provide details (1,500 characters):*
Strategic Plan priorities

The draft State Strategic Plan identifies four strategic priorities to guide Crown land management and inform the ways in which Crown land is used, and the activities, communities and environments it will support. These priorities are:

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Expand green space, sustainable quality of life and climate change resilience</th>
<th>Strengthen and support evolving community connections</th>
<th>Work with Aboriginal communities to realise the potential of their land rights</th>
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<tbody>
<tr>
<td>Enable jobs growth, commercial opportunities and sustainable economic progress in regional and rural NSW</td>
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More information on these priorities is in section 3.3 of the draft plan (PDF).

Please provide your feedback

13. These are the best priorities for Crown land over the next 10 years.*

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<td>Disagree</td>
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<td>Strongly disagree</td>
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14. Please rate each of the priorities from 'Very important' to 'Not important at all'.

Enable jobs growth, commercial opportunities and sustainable economic progress in regional and rural NSW.

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Expand green space, sustainable quality of life and climate change resilience

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Strengthen and support evolving community connections

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Work with Aboriginal communities to realise the potential of their land rights

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Do you believe that any changes should be made to these priorities, or are there any new priorities you would like to suggest?

*Please provide details (1,500 characters):*
## Strategic Plan outcomes

The draft State Strategic Plan identifies 15 outcomes to focus our practical efforts and enable us to deliver on the priorities of the plan. These 15 outcomes are mapped to the four priorities in the table below:

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Outcomes</th>
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</thead>
<tbody>
<tr>
<td>Enable jobs growth, commercial opportunities and sustainable economic progress in regional and rural NSW</td>
<td>Prioritise the use of Crown land for green and open space in urban areas</td>
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<tr>
<td></td>
<td>Use Crown land to expand access to affordable housing</td>
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<td></td>
<td>Support and restore environmental values on Crown land</td>
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<td></td>
<td>Manage Crown land to build resilience in a changing climate</td>
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<td></td>
<td>Sustain the places where people come together</td>
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<td></td>
<td>Partner with the organisations that serve our communities</td>
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<td></td>
<td>Strengthen and uphold compliance to ensure a fair go</td>
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<td></td>
<td>Make Aboriginal land transfers a priority – and see them as an opportunity</td>
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<td></td>
<td>Contribute to the ongoing recognition of native title rights</td>
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<td></td>
<td>Explore co-management of land to generate mutual benefits</td>
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<td></td>
<td>Collaborate with Aboriginal groups in each place to improve outcomes</td>
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</tbody>
</table>

More information on these outcomes is in section 3.3 of the draft plan (PDF).

Please provide your feedback

15. These are the best outcomes for Crown land over the next 10 years. *

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16. Please rate each of the outcomes from 'Very important' to 'Not at all important'.

Support innovative and sustainable regional industries

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Expand regional tourism

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Assist new sustainable energy, resources and infrastructure projects

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Facilitate investment on Crown land

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Prioritise the use of Crown land for green and open space in urban areas

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State Strategic Plan for Crown land

Use Crown land to expand access to affordable housing

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Support and restore environmental values on Crown land

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Manage Crown land to build resilience in a changing climate

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Sustain the places where people come together

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Partner with the organisations that serve our communities

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Strengthen and uphold compliance to ensure a fair go

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Make Aboriginal land transfers a priority – and see them as an opportunity

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<tr>
<th>Please select</th>
<th>Very important</th>
<th>Important</th>
<th>Neutral</th>
<th>Of minor importance</th>
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Contribute to the ongoing recognition of native title rights

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Explore co-management of land to generate mutual benefits

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Collaborate with Aboriginal groups in each place to improve outcomes

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</table>
Do you believe that any changes should be made to these outcomes or would you like to suggest any other outcomes the department should address in the State Strategic Plan?

Please provide details (1,500 characters):

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**Strategic Plan enabling initiatives**

The draft plan identifies seven enabling initiatives to support delivery against the strategic priorities and objectives of the plan. These enablers are:

- Make more of our information available and transparent
- Standardise leases and licensing for common activities
- Simplify licencing for domestic waterfront structures
- Reduce red tape for government entities managing Crown land
- Provide tools and resources to volunteer Crown land managers
- Build understanding of native title
- Engage and support a new generation of Crown land managers

More information on these enablers is in section 4 of the draft plan (PDF).
Please provide your feedback

17. These are the best enablers to support delivery of the plan.*

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<td>Strongly agree</td>
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<tr>
<td>Agree</td>
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<tr>
<td>Neutral</td>
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<tr>
<td>Disagree</td>
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<tr>
<td>Strongly disagree</td>
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18. Please rate each of the enablers from 'Very important' to 'Not at all important'.

Make more of our information available and transparent

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Standardise leases and licensing for common activities

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Simplify licensing for domestic waterfront structures

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Reduce red tape for government entities managing Crown land

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## State Strategic Plan for Crown land

Provide tools and resources to volunteer Crown land managers

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Build understanding of native title

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Engage and support a new generation of Crown land managers

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Do you believe that any changes should be made to these enabling initiatives, or are there any other enabling initiatives you would like to suggest?

*Please provide details (1,500 characters):*
Other feedback

19. Please provide any other comments about the draft State Strategic Plan for Crown land.

*Please provide details (1,500 characters):*
20. Where did you hear about the State Strategic Plan? *

Please select all that apply:

- [ ] Social media
- [ ] Print media
- [ ] Radio
- [ ] Google search
- [ ] Crown Lands website
- [ ] Ad in local paper
- [ ] Correspondence from the department
- [ ] Other

Other

If you selected Other, please provide details (1,500 characters):
You cannot complete your submission until you indicate your confidentiality preference below.

Note: Submissions will be published on the NSW Department of Planning, Industry and Environment website unless marked as confidential. All personal information will be handled in accordance with the Privacy and Personal Information Protection Act 1998.

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<tr>
<th>Confidential</th>
<th>I would like my submission including my name and any contact details to be treated as confidential and not published</th>
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<tr>
<td>Semi-public</td>
<td>I would like my submission to be published but want my name and contact details to be confidential and not published</td>
</tr>
<tr>
<td>Public</td>
<td>Please publish my submission including my name and contact details</td>
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</tbody>
</table>

Privacy & confidentiality

Please indicate your confidentiality preference from the following options: *

- [ ] Confidential
- [ ] Semi-public
- [x] Public

Thank you for your submission on the draft State Strategic Plan for Crown Land. All feedback is valued by the department.

If you have any questions, please contact us on 1300 886 235 or email cl.enquiries@crownland.nsw.gov.au