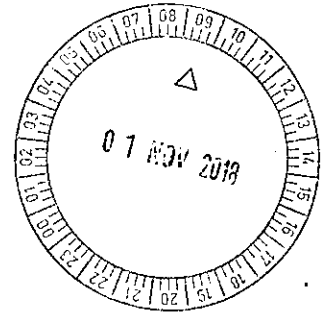


LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

2017-18 ANNUAL REPORTS QUESTIONS PRIOR TO HEARING

Western Australian Land Information Authority

The Committee asked:



1) How frequently do you review your:

a) key performance indicators

Answer:

Key performance indicators are reviewed on an ongoing basis.

b) key performance indicator targets

Answer:

Annually

2) When were your key performance indicators last reviewed?

Answer:

December 2017

3) Can you provide any documentation from your last review of your key performance indicators?

Answer:

See Attachment

4) Can you list any new key performance indicators for this year?

Answer:

There are no new indicators for 2017/18.

5) In relation to credit and debit card payments

- a) Do you allow a person to pay for goods and services with credit or debit card

Answer:

Yes

- b) If so, when a person pays a fee or fine by credit or debit card

- i) What surcharge do you apply to process that card payment

Answer:

Nil

- ii) Do you impose the same surcharge irrespective of which type card is used

Answer:

Not applicable

- iii) Is that surcharge authorised by a legislative Instrument, for example, by regulations

Answer:

Not applicable

- iv) What steps have you taken to ensure compliance with Reserve Bank of Australia Standard No. 3 2016 titled 'Scheme rules relating to merchant pricing for credit, debit and prepaid card transactions'

Answer:

Not applicable

- v) As per the Standard, is your surcharge no greater than the average cost of acceptance of the lowest cost system, not an average of all cost systems?

Answer:

Not applicable



## Western Australian Land Information Authority Key Performance Indicators 2018/19

### Relationship to Government Goals

The following table illustrates the relationship between the Authority's services, the desired outcomes and the relevant Government Goal. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service. Refer to the Outcome Based Management framework section of the Annual Report for further details.

Government Goal	Outcomes	Services
<b>Sustainable Finances</b> Responsible financial management and better service delivery.	The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.	<b>1. Land Administration</b> A land administration service that provides a land information base, certainty of ownership and other interests in land.
	Independent valuations support government's collection of rates and taxes and management of property assets.	<b>2. Valuations</b> An impartial valuations service.
<b>Future Jobs and Skills</b> Grow and diversify the economy, create jobs and support skills development.	Coordinated capture and access to the State's location information.	<b>3. Access to Government Location Information</b> Effective access to land and location information can be demonstrated by improved data capture, access and useability of location information.

# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

**Outcome:** The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.

**Key Effectiveness Indicator (1 of 2):** The land titles register is updated and maintained in a timely and accurate manner.<sup>1</sup>

	Actual 2016/17	Actual 2017/18	Target 2018/19	Actual 2018/19
<b>Timeliness</b>				
Simple and correct documents are registered within 2 working days of lodgement.	N/A	N/A	80%	XX%
<b>Accuracy</b>				
The number of adjusted Certificates of Title arising from identified errors as a percentage of the total Certificates of Title on the land titles register.	N/A	N/A	≤1%	XX%

### Why is this a key indicator of our performance?

Landgate's primary purpose is to ensure and maintain the certainty of ownership and other interests in land through the integrity of its land titles register. Measuring the timeliness and accuracy of service delivery pertaining to land titles transactions provide a reflection of the agency's performance.

Documents are lodged by customers, requiring updates to relevant Certificates of Title in the register. In addition, these updates may identify errors that require rectification to the Certificates of Title. The required changes should be processed in a timely, accurate manner, and both elements are calculated in the two measures provided.

### How were these indicators derived?

The indicators provide a combined view of both automated and manual document lodgement transaction processes, defined by the following:

#### 1. Timeliness

- a. Simple and correct documents represent any combination of the following forms that have been submitted with all required information completed, and are not subject to any dealings:

<sup>1</sup> A revision to the Outcome Based Management framework was undertaken in 2017/18, introducing two new measures for this indicator.

# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

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- i. Discharges of Mortgage,
  - ii. Transfers,
  - iii. Mortgages;
  - iv. Caveats; and
  - v. Withdrawal of Caveats
- b. Registration of a document is a formal change to the land titles register, with relevant adjustments made to a Certificate of Title.

### 2. Accuracy

- a. Identified errors<sup>2</sup> include errors that are reported and/or discovered during an investigation process, that may require a change to a Certificate of Title.
- b. Service performance is monitored by tracking the number of Certificates of Title adjusted due to identified errors. This provides the agency with an overall view of the customers impacted by the changes applied to the land titles register.
- c. As the land titles register is a live system, the total number of Certificates of Title is extracted as nearest to close of business, 30 June annually.

### What do these indicators show?

*To be completed at the end of the financial year 2018/19*

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<sup>2</sup> These figures describing errors on the WA land register are intended as an indication only. What is viewed as an error can be subjective. Similarly, the number of titles recorded as being affected by errors is indicative of the number of customers potentially affected by errors rather than a conclusive number.

# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

**Outcome:** The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.

**Key Effectiveness Indicator (2 of 2):** The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community.

	Actual 2016/17	Actual 2017/18	Target 2018/19	Actual 2018/19
Extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community <sup>3</sup>	52%	XX%	N/A	N/A
<b>Topography</b>				
Completion rate of the annual topographic maintenance plan	N/A	N/A	100%	XX%
<b>Names and Addressing</b>				
Completion rate of names and addressing jobs delivered within ten business days	N/A	N/A	80%	XX%
<b>Property Boundaries</b>				
Completion rate of property boundary related jobs within the agreed benchmarks	N/A	N/A	100%	XX%

### Why is this a key indicator of our performance?

Landgate maintains its strategic land information datasets so that they are fit for purpose and match the level of land related activity and change through cyclical and targeted data maintenance. Currency and relevance relate to how well the data is kept up to date and the support given to requests for new and updated land information received. As the maintenance is needs-based, the achievement of set targets reflects the extent to which these user needs are met and therefore it is an indicator of effectiveness.

<sup>3</sup> A revision to the Outcome Based Management framework was undertaken in 2017/18, replacing the combined measure with three separate indicators.

# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

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### How were the indicators derived?

For 2018/19 the indicators are derived from core land information databases that describe and record the location and physical attributes of the State's land and location data. The currency of the information provides a measure of Landgate's effectiveness in responding to land development and social changes.

#### 1. Topography

The maintenance plan captures and updates topographic data for metropolitan Western Australia on an annual basis, and Bunbury, Geraldton, Albany and Kalgoorlie biannually. Topographic data maintenance is scheduled based on the availability of imagery from the CaptureWA program, government priorities and previous identified changes. Through this process, scans are undertaken, anomalies are analysed and topographic data updated for these areas.

#### 2. Names and Addressing

This database is updated in response to land development requirements submitted by local government areas (LGAs). Working closely with LGAs, naming approvals are completed in line with the geographic naming policy. Landgate ensures it delivers a timely service by benchmarking and communicating the complexity of requests that are being received.

The majority of requests received are of simple to medium complexity, with a completion benchmark of ten working days. Complex requests require additional time and resources to complete, but comprise a minority of the requests received.

#### 3. Property Boundaries

Data accuracy for property boundaries is continuously improved in response to market activity in the land development process. Changes to data are captured and updated in the relevant databases, ensuring certainty of ownership in land is maintained. The indicator provided is derived from the following combination of property boundary activities:

- (a) Update lodgement of layers is an automatic process that contributes to the accuracy of geographic positioning in the database. However, manual update lodgement may be required to rectify systemic anomalies. Timeliness in performing this manual action is maintained by measuring against a benchmark of five business days on 99% of jobs;
- (b) Integration of lodged layers are also triggered and completed automatically, however, system failures may occur due to data conflicts. In this case and with all manually lodged layers, manual integration is required to update the database. Timeliness in performing this manual action is managed by measuring against a benchmark of five business days on 99% of jobs;
- (c) Linking surveys to the control network on Landgate's Spatial Cadastral Database (SCDB) increase location data accuracy, and therefore, supports certainty of

# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

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ownership. Timeliness in performing this action is managed by measuring against a benchmark of five business days on 90% of jobs;

- (d) Resolution of anomalies are conducted to ensure spatial and tenure data remain accurate in Landgate's systems. All reported and identified standard anomalies are rectified within five business days to maintain accuracy of Landgate's databases.

All of the above define the minimum requirements to maintain the land information base and deliver the levels of accuracy, currency and completeness expected by users of the data.

### What do the indicators show?

The indicators show how well Landgate has maintained its topographic, names, addressing and property boundary information overall. They represent averages measured via achievement against benchmarks for each of the core databases. These benchmarks are gauged on Landgate's capacity to satisfy the expected levels of data maintenance and user community requests for new information as well as maintain cyclical revision programs.

*To be completed at the end of the financial year 2018/19*

*In 2018/19 Landgate was effective in meeting overall user expectations as per the following:*

1. *Topography – TBC*
2. *Names and Addressing – TBC*
3. *Property Boundaries – TBC*

*Exceptions against individual targets are described as follows:*

1. *Topography – TBC*
2. *Names and Addressing – TBC*
3. *Property Boundaries – TBC*



# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

**Service 1:** Land Administration

**Service description:** A land administration service that provides a land information base, certainty of ownership and other interests in land.

Key Efficiency Indicator	Actual 2016/17	Actual 2017/18	Target 2018/19	Actual 2018/19
Average cost of maintaining a land information base, certainty of ownership and other interests in land, per Certificate of Title. <sup>4</sup>	N/A	N/A	N/A	\$XX.XX

### Why is this a key indicator of our performance?

The land administration service delivered by Landgate includes a wide range of activities associated with capturing, maintaining and delivering land and location data, with the primary purpose of ensuring that ownership and interests in land are preserved. The final outputs of the service result in an up-to-date and accurate land titles register, capable of producing a Certificate of Title when and as required.

The indicator provides a measure of the full cost of maintaining land titles, including the range of interests, boundaries and ownership relevant to that land. This is a clear indicator of the efficiency with which the land registration system and service is maintained.

### How was the indicator derived?

The average cost refers to the total cost of land administration service per Certificate of Title. The number of Certificates of Title is derived from a live register that records Crown and Freehold land titles for the State of Western Australia. As the register is live, the total number of Certificates of Title is extracted as nearest to close of business, 30 June annually.

The cost of land administration service includes all direct costs and an appropriate share of indirect and overhead recurrent costs.

### What does this indicator show?

*To be completed at the end of the financial year 2018/19*

<sup>4</sup> A revision to the Outcome Based Management framework was undertaken in 2017/18, combining the average Land Information Action (LIA) and Land Registration Action (LRA) indicators into one representing Land Administration Action (LAA).

# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

**Outcome:** Independent valuations support Governments' collection of rates and taxes, and management of property assets.

**Key Effectiveness Indicator (1 of 2):** International standards for accuracy and uniformity of rating and taxing values are met.

	Actual 2016/17	Actual 2017/18	Target 2018/19	Actual 2018/19
Benchmark against international standards for accuracy using Median Ratio Test:				
Gross Rental Value	92.00%	XX.XX%	>92.50%	XX.XX%
Unimproved Value	91.95%	XX.XX%	>92.50%	XX.XX%
Coefficient of dispersion to check uniformity of values:				
Gross Rental Value	3.98%	XX.XX%	<7.00%	XX.XX%
Unimproved Value	6.32%	XX.XX%	<15.00%	XX.XX%

### Why is this a key indicator of our performance?

State and local governments rely on impartial, uniform and accurate property values as a base for levying rates and taxes. Therefore, measuring the uniformity and accuracy of valuations provides a useful indicator of our contribution to their effectiveness in meeting this outcome.

### How was this indicator derived?

The uniformity and accuracy of Unimproved Values are checked against international ratio standards published by the International Association of Assessing Officers (IAAO) in their 'Standard on Ratio Studies'. Coefficient of Dispersion (COD) and the Median Value Price Ratio (MPR) tests are the key standards. These are used extensively in both Australia and New Zealand. Both were adopted as ideal indicators suited to Western Australia. Gross Rental Values are compared against our own standards developed in 1998 along similar lines to the IAAO land value standards.

In relation to the MPR, the IAAO Standards state that "the overall level of appraisal for a jurisdiction.... for vacant land.... should be between 90 percent and 110 percent", and that the "Coefficient of Dispersion (COD) for vacant land should be 20 percent or less". In larger urban jurisdictions dealing with uniform land releases and availability of sales, the COD should be <15%.

## **Western Australian Land Information Authority Key Performance Indicators 2018/19**

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For Unimproved Values the Valuer General of Western Australia has set an MPR standard of >92.5% and a COD of <15%.

While there is currently no international standard for Gross Rental Values, the Valuer General has adopted the same accuracy and uniformity measures applying to Unimproved Values but with a tighter COD target of <7%.

The quality of the outcome is reflected in the extent to which the results exceed the minimum targets.

### **What does this indicator show?**

*To be completed at the end of the financial year 2018/19*

# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

**Outcome:** Independent valuations support Governments' collection of rates and taxes, and management of property assets.

**Key Effectiveness Indicator (2 of 2):** Adjustments of rating and taxing values as a result of Objections and Appeals as a percentage of total values in force.

	Actual 2016/17	Actual 2017/18	Target 2018/19	Actual 2018/19
Adjustments of rating and taxing values as a result of Objections and Appeals as a percentage of total values in force.	0.0247%	XX.XX%	<0.2%	XX.XX%

### Why is this a key indicator of our performance?

The percentage of values amended as a consequence of owners exercising their right to challenge values is a reasonable measure of the integrity and fairness of the values contained in Valuation Rolls.

### How was this indicator derived?

The figure is derived by dividing the number of values that have been amended as a result of an objection or appeal by the total number of rating and taxing values in force.

### What does this indicator show?

*To be completed at the end of the financial year 2018/19*

# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

**Service 2:** Valuations

**Service description:** An impartial valuation service.

Key Efficiency Indicator	Actual 2016/17	Actual 2017/18	Target 2018/19	Actual 2018/19
Average cost per valuation	\$16.69	\$XX.XX	TBC	\$XX.XX

### Why is this a key indicator of our performance?

The number of valuations made and the average cost per valuation provide a reliable measure of overall performance against forecast targets and previous years' outcomes. Some variation does occur from year to year due to the cyclical nature of gross rental valuation (GRV) based general valuations.

During the year X,XXX,XXX values were made at an overall program cost of \$XX.Xm or \$XX.XX per value. This reflects a XX.X% decrease in the cost per value over the previous year as 2018/19 is the year preceding the Perth Metropolitan Region gross rental value based general valuation and hence has the lowest level of activity.

### How was this indicator derived?

Cost per valuation refers to the total cost per value of unimproved and gross rental values including general valuations, interim valuations, objections, appeals and queries made during the financial year, and other valuations including stamp duty, market, and asset valuations, and property related valuation consultancy services.

The total cost includes all direct costs and an appropriate share of indirect and overhead recurrent costs.

### What does this indicator show?

*To be completed at the end of the financial year 2018/19*

# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

**Outcome:** Coordinated capture and access to the State's location information.

**Key Effectiveness Indicator (1 of 1):** Use of location information

	Actual 2016/17	Actual 2017/18	Target 2018/19	Actual 2018/19
Overall satisfaction with the capture of, access to and useability of Government Location Information	72%	XX%	80%	XX%

### Why is this a key indicator of our performance?

The Shared Location Information Platform (SLIP) and Capture WA program support the implementation of the WA Whole-of-Government Open Data Policy by enabling the WA public sector to avoid duplication of costs in the capture, management and sharing of location-based data and information. Customers of this data from across the public and private sectors are surveyed annually to understand how accessible and useful this data is to the community.

### How was this indicator derived?

The satisfaction level is derived through independent survey results obtained during May to June 2018. The survey will be conducted on an annual basis to address this indicator.

The independent survey consists of two online questionnaires; a SLIP survey and a Capture WA survey. Reliability and validity testing was undertaken prior to launch. Data collection was done over a X week period with reminders sent weekly to non-respondents or partially completed surveys. A total sample size of XXX SLIP users and XXX Capture WA users was achieved. Based on a sample size of XXX SLIP users and a sample size of XXX Capture WA users, the combined margin of error at the XX% level of confidence is  $\pm X.X\%$ .

### What does this indicator show?

This indicator shows the level of satisfaction of the publishers and users of public sector location information with regard to the coordinated capture, access and useability this information.

*To be completed at the end of the financial year 2018/19*

# Western Australian Land Information Authority

## Key Performance Indicators 2018/19

**Service 3:** Access to Government Location Information

**Service description:** Effective access to land and location information can be demonstrated by improved data capture, access and useability of location information.

Key Efficiency Indicator	Actual 2016/17	Actual 2017/18	Target 2018/19	Actual 2018/19
Average cost of maintaining and providing access to land and location datasets, per SLIP dataset.	N/A	N/A	TBC	\$XX.XX

### Why is this a key indicator of our performance?

The Shared Location Information Platform (SLIP) and Capture WA program support the implementation of the WA Whole-of-Government Open Data Policy by enabling the WA public sector to avoid duplication of costs in the capture, management and sharing of location-based data and information.

This indicator is the average cost of capturing, managing and sharing this data and information, inclusive of resources and infrastructure required to make the information available for re-use.

During the year X,XXX datasets were made available at an overall cost of \$XX.Xm or \$XX.XX per value.

### How was the indicator derived?

The average cost per dataset refers to the combined resource and infrastructure costs of coordinating and managing the CaptureWA program, SLIP, and support for customers, divided by the total number of SLIP datasets that have been made available for use by the community through these services.

The total cost includes all direct costs and an appropriate share of indirect and overhead recurrent costs.

### What does the indicator show?

*To be completed at the end of the financial year 2018/19*