



OUR Plan

Statement of Corporate Intent
2023/24



Vision

Our vision is to fully harness the value of “*where*” to power a thriving Western Australia.

Purpose

Landgate supports the sustainable economic, social and environmental management and development of land in Western Australia by securing land interests, valuing property and providing and promoting the use of location information and services.

Values

- **Commit and act.** We do what we say we will do. We take personal responsibility.
- **Dynamic and engaged.** We are passionate, proud and enthusiastic. We make it easy to do business with us.
- **Innovate and achieve.** We think about tomorrow in what we do today. We celebrate success.
- **Honest and true.** We are supportive and respectful. We communicate openly.

Culture

Through agreed behaviours, Landgate nurtures a culture that strives for a shared **purpose**, values **learning**, and is focused on delivering **results**.

We perform our functions under the *Land Information Authority Act 2006* and act in a cost-effective manner, in accordance with prudent commercial principles.

We deliver value
to the State
through three
core functions:



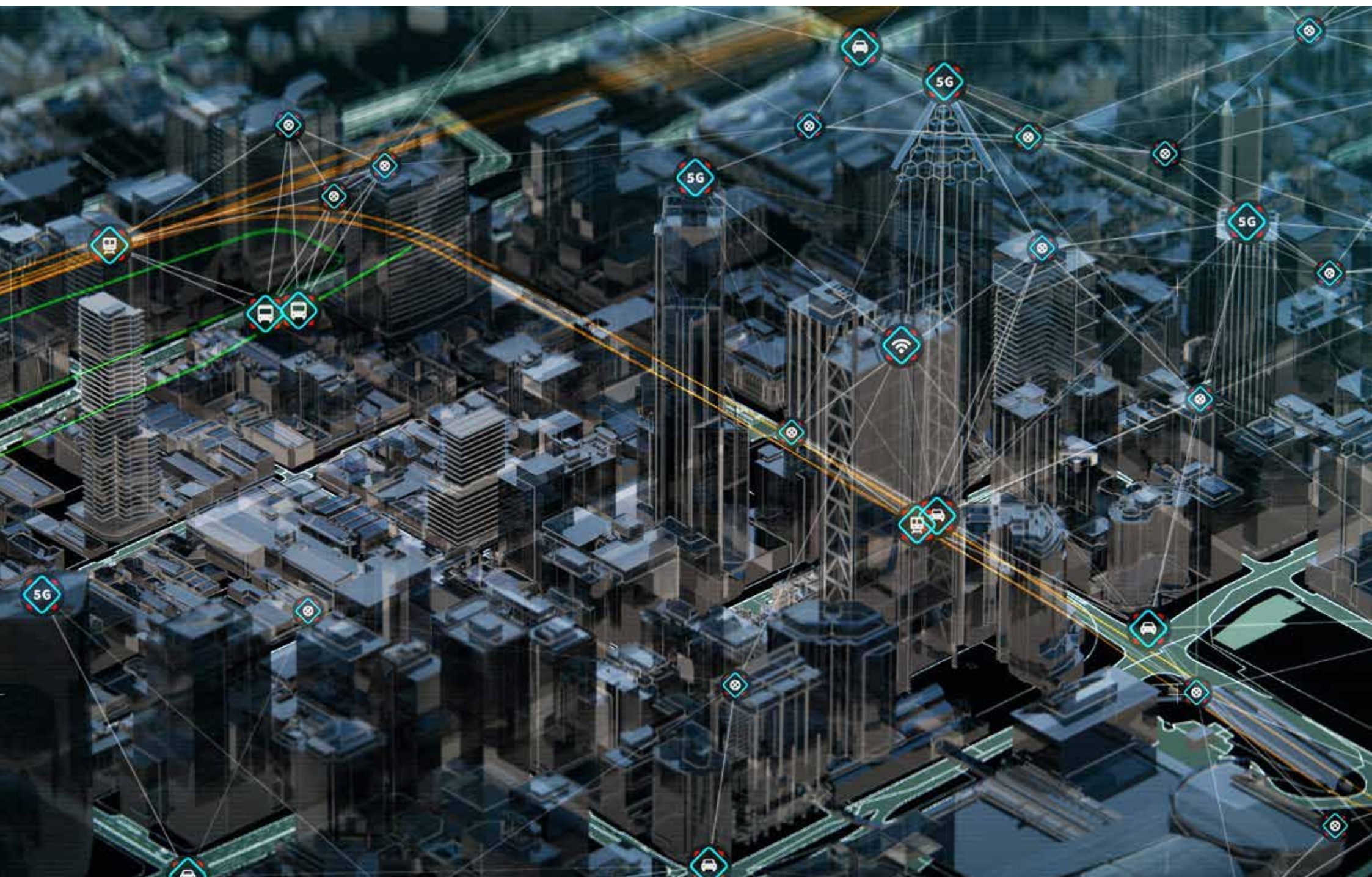
We help people
locate their place
in the world



We secure
interests in
property



We value
homes and
investments



OUR strategic themes

Our strategic themes outline what we will do.
The objectives within them determine what success will look like.



Contribute to a strong and sustainable WA economy

1. Efficient and effective delivery of our services underpins the development and economic growth of the state.
2. An advanced spatial digital twin enables a connected digital government to provide better services for the WA community.



Meet evolving customer & community needs

1. Drive to modernise legislation meets future societal expectations.
2. Services and data meet customer needs and security expectations, enable collaboration and drive innovation.
3. Partnerships provide the capability and agility to deliver the products and services our customers want.
4. Products, services and actions contribute to the ethical, environmental, social and governance outcomes of our customers and community.



Drive outcomes in the interest of WA

1. Leadership promotes the use of digital location information across sectors to improve community and industry outcomes.
2. Involvement in industry forums contributes to the development of national strategies, standards and practices.



Optimise the potential of our business

1. Digital transformation drives innovative ways of working and delivers the value of 'where'.
2. Potential is optimised through high performing people, culture, partnerships and technology.



NATIVE
TITLE



100 / 204

GOLF COURSE



FIRE STATION



HOSPITAL



NATIVE
TITLE



HIGH SCHOOL



DOCTOR



RESIDENTIAL








NATIVE
TITLE



SOLAR FIELD

Location Services initiatives

Initiative	Achievements by 30 June 2024
 <p>Deliver location information and services effectively and efficiently</p>	<ul style="list-style-type: none"> The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community: <ul style="list-style-type: none"> ➢ Completion rate of names and addressing jobs delivered within 10 business days (target 85%). ➢ Completion rate of property boundary related jobs within the agreed benchmarks (target 97.2%). Imagery systems availability supporting the State's mapping, monitoring and predicting of bushfires (target 99%). Overall satisfaction with the capture of, discovery of and access to government location information (target 80%). Average cost of providing land information and services for the State (per square km) (target \$18.90). Access to the State's location information: Average cost per dataset (target \$1,247.84).
 <p>Promote the use of location data and technology to progress improved data capture, sharing and collaboration</p>	<ul style="list-style-type: none"> Program delivered to promote the use of location data through sponsorship, data supply and partnerships. WALIS Community events facilitated and Capture WA program delivered to ensure optimal spend of \$2m budget.
 <p>Modernise foundation spatial data and systems</p>	<ul style="list-style-type: none"> Development of a Project Definition Plan for Spatial WA Program. Planning undertaken to be market ready for Spatial WA procurements. Delivery of the asset investment plan for: <ul style="list-style-type: none"> ➢ Geodetic survey marks register & Geodetic online access application ➢ Addressing database ➢ Geographic names database ➢ Topographic geodatabase ➢ Aerial Imagery Processing.
 <p>Collaborate in national forums to progress the harmonisation of location services standards, strategies and data sharing practices</p>	<ul style="list-style-type: none"> Landgate proactively contributes to national discussions and provides in-kind contributions to specific projects. ANZLIC Strategic Plan roadmap status presented at WALIS Council and Community to ensure key stakeholders are consulted on national initiatives.
 <p>Progress a strategic review of the earth observation reception capability</p>	<ul style="list-style-type: none"> Strategic options paper delivered for 2030 onwards for robust, reliable access to earth observation data.

LEGEND



Contribute to a strong and sustainable WA Economy



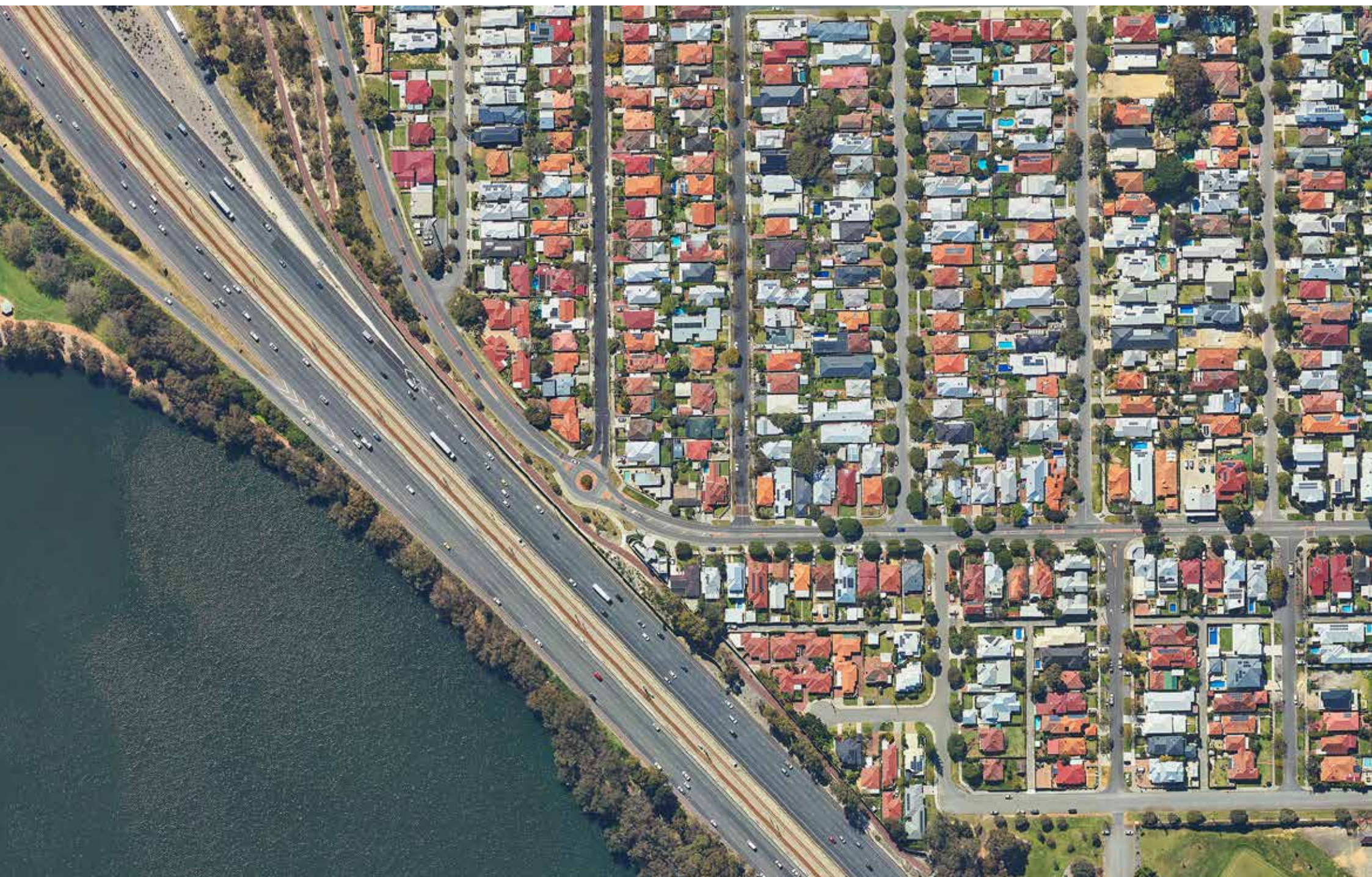
Meet evolving customer & community needs



Drive outcomes in the interest of WA



Optimise the potential of our business



Registration Services initiatives

Initiative	Achievements by 30 June 2024
 <p>Deliver land titling services accurately and efficiently</p>	<ul style="list-style-type: none"> The land titles register is updated and maintained in a timely and accurate manner: <ul style="list-style-type: none"> ➢ Simple and correct documents are registered within two working days of lodgement (target 80%). ➢ 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 (target ≤0.25%). Average cost of maintaining land tenure information, certainty of ownership and other interests in land, per Certificate of Title (Target \$22.73).
 <p>Continued automation of land registry processes</p>	<ul style="list-style-type: none"> Updates to national e-conveyancing data standards and residual documents implemented. Paper Duplicate Certificates of Title abolished. Electronic notices for caveators and lodging parties implemented.
 <p>Progress the adoption of the Electronic Conveyancing National Law (ECNL) as WA Law and repeal the <i>Electronic Conveyancing Act 2014</i></p>	<ul style="list-style-type: none"> WA has joined national legal scheme for e-conveyancing.
 <p>Commence development of digital plan lodgement requirements</p>	<ul style="list-style-type: none"> Stakeholder consultation and regulation changes to enable digital plan lodgement drafted.
 <p>Drive legislative reform to progress towards a fully digital property market</p>	<ul style="list-style-type: none"> Legislation enabling digital mortgage and deeds legislation introduced into Parliament.
 <p>Collaborate in national forums to progress the harmonisation of land titling services, standards, strategies and data sharing practices</p>	<ul style="list-style-type: none"> Contribute at national forums (Australian Registrar's National ECC, ARWG) to introduce: <ul style="list-style-type: none"> ➢ Competition in the electronic conveyancing market. ➢ A national compliance assurance system and supporting processes for registrations operations.

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Valuation Services initiatives

Initiative	Achievements by 30 June 2024
 <p>Deliver valuation services effectively and efficiently</p>	<ul style="list-style-type: none"> International standards for accuracy and uniformity of rating and taxing values are met: <ul style="list-style-type: none"> Benchmark against international standards for accuracy using Median Ratio Test: <ul style="list-style-type: none"> Gross Rental Value (target >92.5%) Unimproved Value (target >92.5%) Coefficient of dispersion to check uniformity of values: <ul style="list-style-type: none"> Gross Rental Value (target <7%) Unimproved Value (target <15%) Adjustments of rating and taxing values as a result of Objections and Appeals as a percentage of total values in force (target <2%). Average cost per valuation (Target \$17.44).
 <p>Implement a new valuation system</p>	<ul style="list-style-type: none"> Valsys replaced with a modern valuation system.
 <p>Upskill the workforce to ensure efficient service delivery</p>	<ul style="list-style-type: none"> Staff trained to use the new system. An upskilling program for new and emerging complex valuation work developed. Explore an entry level employment program in partnership with industry and tertiary institutions to create pathways for valuers with future focused skills.
 <p>Improve the collection, maintenance, management and use of valuation data</p>	<ul style="list-style-type: none"> Modern interfaces developed to external data suppliers to share data between agency systems.





Corporate initiatives

Initiative	Achievements by 30 June 2024
 Implement recommendations from the <i>Land Information Authority Act 2006</i> review	<ul style="list-style-type: none"> The implementation plan for the LIA review recommendations progressed.
 Progress our diversity commitments to build an agency that is a leader in reconciliation and inclusion initiatives	<ul style="list-style-type: none"> Action items from Corporate Diversity Plans implemented. The next iteration of our Reconciliation Action Plan and Multicultural Action Plan drafted.
 Position our workforce and workplace to meet our future needs	<ul style="list-style-type: none"> Options in our employment framework to further implement agile working arrangements explored. Position Landgate as an employer of choice progressed. The transition to the refurbished Midland building accommodation and the move to activity-based working progressed.
 Advance our ICT environment	<ul style="list-style-type: none"> Phase 1 of the IT Roadmap 2023-28 commenced. Implementation of the Cyber Strategy progressed. Initiatives supporting the Information Classification Policy implemented.
 Transition to a future state ICT service provision	<ul style="list-style-type: none"> Transition to new service provision arrangements progressed in line with project plan. Internal capability for delivery of ICT and contract management built. Advava managed contracts substantially novated to Landgate.
 Develop a contemporary corporate cost model	<ul style="list-style-type: none"> Changes to financial policies, systems and processes finalised and implemented.
 Implement the product strategy and expand partnership opportunities	<ul style="list-style-type: none"> The recommendations from the product strategy including progression of existing and new partnership models implemented.
 Define Landgate's role in progressing the State's ESG outcome	<ul style="list-style-type: none"> An ESG strategy that maximises the value of Landgate data to benefit the State's ESG initiatives developed.

LEGEND



Contribute to a strong and sustainable WA Economy



Meet evolving customer & community needs



Drive outcomes in the interest of WA



Optimise the potential of our business

Finances

Income Statement	Forecast	Projections
	FY 2022-23	FY 2023-24
	\$'000	\$'000
REVENUE		
Service Concession Income incl Amortisation of Lump Sum Proceeds	36,871	37,228
Registration Services incl LSS	29,458	29,628
Valuation Services	21,911	7,389
Interest Revenue	1,055	635
Sale of Land Information, Data and Imagery	4,293	4,359
Government Revenue	43,303	48,665
Government Revenue - Income from Other Agencies	11,471	6,136
Other Revenue	679	701
Total Revenue	149,041	134,741
EXPENSES		
Employee Benefits	60,623	58,476
Supplies & Services	33,416	49,520
Depreciation	13,651	11,328
Accommodation	8,955	7,870
Interest Expense on ROU Assets	12	21
Other Expenses	8,604	8,954
Total Expenses	125,261	136,169
PROFIT BEFORE INCOME TAX EQUIVALENTS	23,780	(1,428)
Income tax equivalents **	0	0
PROFIT FOR THE PERIOD***	23,780	(1,428)

**NOTE: There is no income tax expense as this is offset against the carried forward tax losses, which is the previously impaired unrecognised deferred tax asset.

***NOTE: Profit for the period includes the non-cash LPC Revenue amortised over the life of the LSWA contract.

	FY 2022-23	FY 2023-24
REGULATED REVENUE ACTIVITY	'000	'000
Documents	375	350
Searches	1,478	1,379

Finances

Balance Sheet	Forecast	Projections
	FY 2022-23	FY 2023-24
	\$'000	\$'000
Current Assets		
Cash	15,663	16,426
Receivables	26,230	10,612
Held to Maturity Financial Assets	27,600	27,600
Amounts Receivable for Services	5,548	8,989
Other Current Assets	7,687	5,916
Total Current Assets	82,728	69,543
Non-Current Assets		
Restricted Cash	1,472	1,674
Amounts Receivable for Services	35,006	28,916
Investments	2,146	2,146
Fixed Assets, Intangibles, Land Reserves & ROU	9,298	14,462
Service Concession Intangible Assets	18,434	21,525
Other Non-Current Assets	1,820	3
Total Non-Current Assets	68,176	68,726
TOTAL ASSETS	150,904	138,269
Current Liabilities		
Employee Provisions	12,600	12,600
Payables	2,175	2,219
ROU Current Lease	88	87
Service Concession Liability - Current	36,597	36,597
Other Current Liabilities	9,784	9,910
Total Current Liabilities	61,244	61,413

Finances

Balance Sheet - Continued.	Forecast	Projections
	FY 2022-23	FY 2023-24
	\$'000	\$'000
Non-Current Liabilities		
Employee Provisions	2,370	2,441
ROU Non-Current Lease	262	193
Service Concession Liability Non-Current	1,249,429	1,222,270
Other Non-Current Liabilities	135	135
Total Non-Current Liabilities	1,252,196	1,225,039
TOTAL LIABILITIES	1,313,440	1,286,452
NET ASSETS	(1,162,536)	(1,148,183)
Equity		
Contributed Equity	(1,094,763)	(1,078,982)
Reserves	6,822	6,822
Retained Earnings	(74,595)	(76,023)
TOTAL EQUITY	(1,162,536)	(1,148,183)

Finances

Cash Flow Statement	Forecast	Projections
	FY 2022-23	FY 2023-24
	\$'000	\$'000
Cash Flows from State Government		
Service Appropriations	39,594	45,466
Government Receipts from Other Agencies	11,471	6,136
Holding Account Drawdowns	1,569	5,548
Capital Contributions	560	3,388
Special Purpose Account(s)		
Digital Capability Fund		12,393
NET CASH PROVIDED BY STATE GOVERNMENT	53,194	72,931
Cash Flows from Operating Activities		
Payments		
Employee Benefits	(60,554)	(58,404)
Administration	(41,671)	(58,103)
Accommodation	(8,955)	(7,870)
ROU Interest Payments	(12)	(21)
GST Payments	(14,403)	(14,381)
Receipts		
Operating Receipts	41,479	62,017
GST Receipts	14,403	14,381
NET CASH PROVIDED BY OPERATING ACTIVITIES	(69,713)	(62,381)
Cash Flows from Investing Activities		
Purchase of Non-Current Assets	(2,943)	(9,515)
Proceeds/(Purchase) of Held to Maturity Financial Assets	20,000	0
NET CASH USED IN INVESTING ACTIVITIES	17,057	(9,515)
Cash Flows from Financing Activities		
ROU Lease Payments	(71)	(70)
NET CASH USED IN FINANCING ACTIVITIES	(71)	(70)
NET INCREASE/(DECREASE) IN CASH	467	965
CASH AT START OF PERIOD	16,668	17,135
CASH AT THE END OF THE YEAR	17,135	18,100



1 Midland Square, Midland WA 6056

PO Box 2222, Midland WA 6936

Telephone: +61 (0)8 9273 7373

Email: customerservice@landgate.wa.gov.au

This document represents the Statement of Corporate Intent (SCI) prepared by the Western Australian Land Information Authority, trading as Landgate, under the provisions of the *Land Information Authority Act 2006*. The *Land Information Authority Act 2006* requires Landgate to submit a SCI for the Minister for Lands' approval each year by a date determined by the Minister, in agreement with the Treasurer.

The SCI outlines Landgate's initiatives for the first year of the Strategic Development Plan.