

# DEPARTMENT Overview

## Our history

- 1786** The office of the Surveyor General was established in England with Augustus Alt appointed as Surveyor of Lands.
- 1834** The survey of the colony was finally complete and a map of 19 counties was produced.
- 1844** William Carter appointed as the first Registrar General.
- 1856** The Office of the Registrar General re-established after being abolished in 1849. Christopher Rolleston appointed as Registrar General.

- 1859** The Department of Lands was first established.
- 1975** The Department of Lands was reformed to comprise the Crown Lands Office, Registrar General, the Western Lands Commission, and the Central Mapping Authority.
- 1981** The Department of Lands was amalgamated with the Department of Local Government to form the Department of Local Government and Lands.
- 1984** The Department of Lands was re-established.

- 1986** The Registrar General's Office was removed from the Department of Lands and placed under the Attorney General's Department.
- 1988** The Department of Lands consisted of the Crown Lands Office, Central Mapping Authority, Western Lands Commission, State Land Information Council, and the Corporate Services Division.
- 1991** Sections of the department transferred to the Department of Conservation and Land Management.

## Our people

Lands' highly skilled workforce incorporates a range of professions across the land administration and management functions and services provided to the people of NSW. Services are available in more than 80 locations with almost 60 per cent of our people employed in regional NSW. For more information about Lands staff numbers across our divisions see Appendix 10.

Utilising rapidly developing technologies in mapping, spatial data and electronic service delivery, Lands' workforce has the technical, professional and managerial skills required to deliver success. Knowledge management, succession planning, recruitment and professional development are the strategies we employ to attract and retain staff, ensuring Lands continues to grow in a highly competitive business environment. Lands staff enjoy flexible hours and continuing professional development in a family-friendly environment.

The newly restructured Corporate People and Performance Group (CPPG) has developed an HR Strategic Plan to create innovative, flexible programs addressing the crucial demands of workforce capability. This enables Lands to respond to issues such as:

- building capability for changing future needs
- increased competition in a shrinking job market
- an ageing workforce and loss of corporate knowledge.

Employment initiatives include the creation of an employment portal, collaboration with the Department of Premier and Cabinet in the Careers that Count campaign, attendance at career expos and forging strong relationships with key tertiary institutions and professional bodies, particularly within the spatial information industry.

Lands will continue to focus on innovative approaches to skilling our workforce for continued growth in a competitive business environment.

## Our environment

Lands is taking action to improve our environmental performance by adopting business strategies and practices that meet state and national guidelines.

We are working towards the state government policy objective of carbon neutrality by 2020 and are already compliant with some of the immediate targets, such as using six per cent GreenPower at our major operational centres.

This year, Lands adopted the National Australian Built Environment Rating System (NABERS) performance-based rating for existing buildings which measures operational impacts on the environment.

Annual Healthy Building Inspections are conducted at our two major centres at Bathurst and Queens Square to identify potential improvements to the indoor environment and to ensure environmental improvements are included in future works.



**1995** The Department of Conservation and Land Management was abolished and along with the Department of Water Resources and the Water Services Policy Division were amalgamated to form the Department of Land and Water Conservation.

**1997** The Valuer General's Office was established as a separate Department.

**1998** The Department of Land and Water Conservation consisted of the Land Titles Office, Soil Services, Land NSW and State Water.

**1999** The Land Titles Office was transferred to the Department of Information Technology and Management; the State Valuation Office was transferred to the Department of Public Works and Services.

**2003** The Department of Land and Water Conservation was abolished and the Department of Lands re-established.

**2006** The Department of Lands celebrates 150 years of contribution and achievement in land information and management.

**2007** Western Lands administration was transferred from the Department of Natural Resources to the Department of Lands.

**2008** Amendments to the Western Lands Act provided a more flexible use of land for major projects, such as the proposed Silverton wind farm, while preserving the security of tenure of existing perpetual lessees.

A NABERS Environmental rating will be sought at the next annual inspection.

Australian Building Greenhouse Rating tests have been conducted at Queens Square and Bathurst with the Sydney building achieving a three star rating which is above average.

Lands conducted NABERS water and energy audits at Queens Square and Bathurst with the following results.

- Queens Square – three stars for energy and five stars for water.
- Bathurst has remained at zero.

Lands recognises that Bathurst's zero NABERS rating needs to be improved and we plan to do this in the next year through a new Building Management Control System (BMCS) and other energy and water conservation initiatives.

The Queens Square BMCS was upgraded to a Delta System, providing vastly improved control over energy monitoring and programming.

A pilot recycling service at Queens Square, including all paper, cardboard and commingled waste, was highly successful and has been implemented at other sites, including Bathurst. It will continue to be successively rolled out to Lands' offices across the state next year.

Future plans for the Queens Square and Bathurst sites include a further NABERS waste audit next year and an energy audit by Energy Conservation Systems Pty Ltd (ECS), an Australian leader in energy and water management. ECS will provide a full range of tailored solutions to cut energy and water consumption to improve our NABERS energy and water ratings at both sites.

We are confident of achieving improved NABERS rating for our indoor environment and waste management.

Lands continues to work towards the NSW Government's environmental targets and a sustainable future for our state.

## Future focus

Lands continues to develop its people and business capabilities to meet the challenges of a fast-changing world.

In 2008/09 we will invest further in improving our systems and performance, including:

- progressing the National Electronic Conveyancing System towards a 2010 start date
- developing the Lands Spatial Data Infrastructure as a primary platform for government agency service delivery
- management of Crown land to optimise infrastructure, economic development and environmental protection
- developing a contemporary NSW Soil Policy in cooperation with the state's natural resource agencies
- empowering our people to develop their skills to better serve the citizens of NSW.



# EXTENDED PERFORMANCE

## Reporting

### Overview of Lands' involvement in State Plan priorities reporting

#### Priority E8

**More people using parks, sporting and recreational facilities and participation in the arts and cultural activity**

**Lands contributes by:**

- providing a diverse range of recreation opportunities to meet the changing needs of the community
- enhancing marketing, visitor information, education and interpretation to provide better information for visitors about opportunities and experiences available in parks and reserves
- enhancing partnerships with commercial and tourism operators to improve opportunities for commercial partnerships and sponsorship
- increasing volunteer programs on parks and reserves for greater community involvement
- establishing of new parks and reserves to increase available opportunities for recreation.

#### Priority R4

**Increased participation and integration in community activities**

**Lands contributes by:**

- identifying, promoting and extending access to information about volunteering
- producing online Guide to Grants
- developing a strategy to increase volunteering across the public service
- disseminating best practice volunteer management strategies
- developing a volunteering promotion and communication plan
- fostering and promoting awards for volunteers.

#### Priority S3

**Improved health through reduced obesity, smoking, illicit drug use and risk drinking**

**Lands contributes by:**

- providing open space and facilities that present opportunities for participation in activities that contribute to a healthy lifestyle.

#### Priority S8

**Increased customer satisfaction with Government services**

**Lands contributes by:**

- measuring, reporting and improving customer satisfaction with Lands' service delivery.

#### Priority E4

**Better outcomes for native vegetation, biodiversity, land, rivers, and coastal waterways**

**Lands contributes by:**

- continuing key biodiversity programs
- undertaking coastal lakes sustainability assessments for high priority coastal lakes
- implementing a diffuse source water pollution strategy for rivers, estuaries and groundwater systems in collaboration with Catchment Management Authorities and local councils
- developing a soils policy framework
- provision of technical and environmental services to government and private sectors which protect and conserve the soil and water resources of NSW.



More than **400 place names** were determined by the Geographical Names Board

## The State Plan

The introduction of the *State Plan: A new direction for New South Wales* by the NSW Government has provided the impetus for a profound shift in the way the NSW public sector is responding to the opportunities and challenges confronting our state.

By establishing clear priorities for government actions, the State Plan has provided focus for co-ordinated agency decision making, resource allocation and action, underpinned by clear accountabilities and reporting mechanisms.

While contributing to a large number of the State Plan's priorities, Lands identifies the five priorities briefly outlined on page 12 as those in which the department plays a direct and significant role.

In addition to these specific accountabilities Lands is guided in its operations and objectives by the activity areas articulated in the State Plan.

- Rights, respect and responsibility.
- Delivering better services.
- Fairness and opportunity.
- Growing prosperity across NSW.
- Environment for living.

Further details concerning Lands' involvement in supporting the State Plan are provided in the body of this report.

## Balanced scorecard

The 2007/08 reporting period has been one of consolidation in relation to our agency's extended performance reporting. In previous years we have undertaken an active role in research and development within our organisation; however, this year we have taken more time to be involved with our partners through the Australian Government Consultative Committee on Knowledge Capital and the Society for Knowledge Economics. This has provided the opportunity to learn more about wider reporting trends and areas of exploration.

Lands continues to utilise the Balanced Scorecard Reporting Framework, which provides a methodology for balancing what appear to be opposing forces. Through the Balanced Scorecard Reporting Framework we can address financial and non-financial indicators, internal and external influences and measure our performance through both leading and lagging indicators.

In the past year we have continued to grapple with the issue of developing appropriate performance indicators. Our report continues to contain a number of activity based indicators, as we continue to develop and improve our performance measures to more effectively measure impact in achieving organisational and whole of government outcomes.

A brief performance overview follows in relation to four aspects of the Balanced Scorecard:

- customer/community
- financial
- internal processes
- learning and growth.

A highlight this year in our journey to improve and extend Lands' reporting practices was the receipt of two Australasian Reporting Awards. Lands was pleased to accept a Bronze Award for its 2006/07 Annual Report and the Knowledge Capital Reporting Award, which is a relatively new category.

Lands is honoured to receive these awards which recognise a new approach to our reporting process, intended to be more engaging, informative and accessible to readers. It has been our intention to move beyond our traditional reporting paradigm and to address key issues influencing our organisation. The changing workforce is an issue which equally impacts upon the public, private and not for profit sectors and challenges us to develop a better understanding of the value of knowledge to our organisations and to innovative ways to address these issues.

In addition to receiving recognition via these awards, the feedback and advice provided through the Australasian Reporting Awards process has provided us with several areas to focus and improve our reporting process during the coming year.

# BALANCED SCORECARD

## Customer/community

### NSW Government priorities

- Better partnerships with business and the community.
- More responsive services. Better integrated services.

### Lands' strategic objectives

- Provide land information and management services that are accessible and responsive to meet the needs of our diverse client base.
- Develop partnerships and improve relationships with other agencies, business and the community.

### Highlights

Gaining support for the implementation of a National Electronic Conveyancing System.

Advancing the development of ePlan.

Building stronger relations with local, state and federal agencies, catchment management authorities and community to improve service delivery and land management outcomes.

*Soil Conservation Act 1938* transferred to the Department of Lands.

Completion of report *NSW Soils Framework 'Looking Forward Acting Now'* to provide direction for NSW soil management.

Freehold conversion of Residential Leases in the Western Division to provide land holders with greater equity and interest in the leasehold land.

### Future focus

Positively contribute to national collaborative effort by government and industry to develop a National Electronic Conveyancing System by 2010.

Development of a contemporary NSW Soil Policy to replace the existing 1987 policy, working with the states natural resource agencies.

Expand services to natural resource agencies to assist implementation of the NSW Government's State Plan 'Environment for Living' priorities.

Recruitment of additional Soil Conservation Service Consult staff to meet growing client demand in environmental consult service.

Improving access to and use of Crown lands for broader community benefit.

Improve collaboration with key stakeholders and partners for Crown lands.



During 2007/08 LPI registered  
**798,977** land title  
transactions

## Financial

### NSW Government priorities

- Economic growth.

### Lands' strategic objectives

- Contribute to the economic sustainability of NSW by efficiently using available human, financial and physical assets.
- To implement economic and organisational reform of government businesses within the agency.
- Providing spatial information and other data that supports public and private sector growth.

### Highlights

Provide a range of land and spatial information services which underpin economic development.

Improved the spatial data infrastructure including geographical coding of addresses, topographical and cadastral data systems and survey and spatial data delivery services.

Revised SCS business plan finalised and submitted to government for approval with revised strategies to sustain its future.

Implement review recommendations to improve community and financial returns from Crown land.

Preparation of draft Master Plans at a number of locations for the future direction and development of Crown land.

### Future focus

Continue to expand land and spatial services required by business so that they remain economically sound and competitive.

Develop the Lands Spatial Data Infrastructure as the primary building block onto which other agencies can add or build their own spatial data infrastructure components.

Work with Treasury to secure endorsement of the future direction and strategies to ensure continued operation of Soil Conservation Service.

Continue the expansion of Soil Conservation Service's Consult activities to improve overall financial performance to achieve on-going financial viability.

Continue to work with local councils and communities to develop Crown lands, where appropriate.

Continue to develop Crown land for environmental, social and commercial purposes where appropriate.

# BALANCED SCORECARD

## Internal processes

### NSW Government priorities

- Improvement of government business processes and systems.

### Lands' strategic objectives

- Review internal business processes to deliver improvements in the quality of our services and products, to reduce inefficiencies and to achieve desirable financial, environmental and social outcomes.

#### Highlights

Conversion of Crown parcels to the Integrated Titling System.

Digitisation of historical plans, aerial photography and commenced digitisation of the Old Form Torrens Title Register.

Development of an integrated management system to complement the Soil Conservation Service accredited existing quality management system.

Completion of review of Soil Conservation Service OHS staff plant protocols and risk assessments.

Commenced implementation of Crown Lands Conversion, Valuation and Asset Management Program which will upgrade the quality, reliability, availability and strategic value of Crown Lands Division's information.

#### Future focus

Continue electronic conversion of live Old System, manual Torrens titles and Crown parcels.

Complete digitisation of the Old Form Torrens Register, and identify other original records series of historic importance to be prioritised for digitisation and conservation.

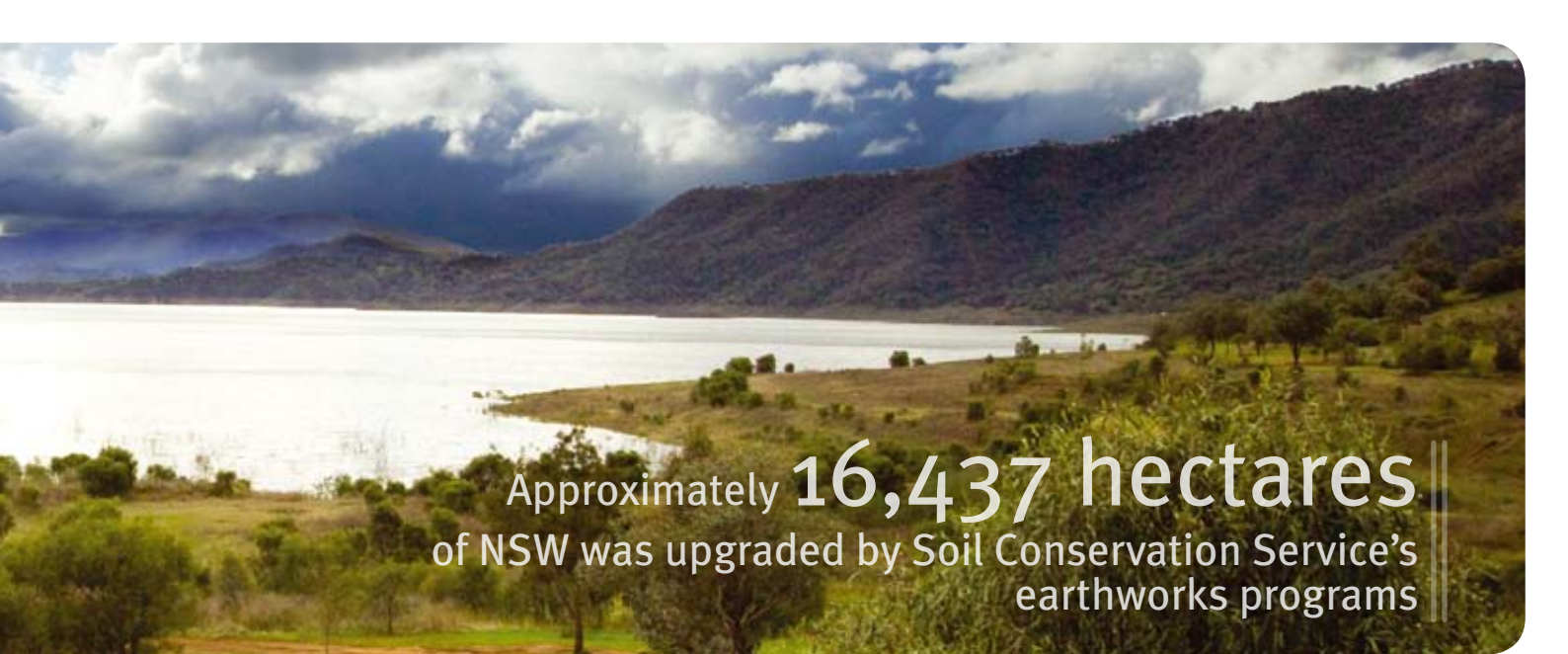
Implement LiDAR technology to enhance LPI spatial imagery capabilities.

Extend automated processing of

objections to valuations to encompass communications with valuation contractors and issue of decisions to landowners.

Implementation and accreditation of the Soil Conservation Service Integrated Management System which includes quality, environmental and OHS management systems to Australian standards and international standards.

Continue the Crown Lands Conversion, Valuation and Asset Management Program.



Approximately **16,437 hectares** of NSW was upgraded by Soil Conservation Service's earthworks programs

## Learning and growth

### NSW Government priorities

- Maximise the potential of people and technology to support service delivery.

### Lands' strategic objectives

- Develop a dynamic, integrated organisation by sharing, retaining and building corporate knowledge, adopting 'smart' technologies, and by encouraging innovation and teamwork.

### Highlights

Built relationships with secondary and tertiary educational institutions to improve skills development for existing staff and new recruits.

23 LPI land titling trainees completed the TAFE

Spatial Information Systems Certificate III qualifications in conjunction with on the job training.

103 staff undertook further tertiary study and training to enhance qualifications and skills.

Recruitment of additional staff at key locations to facilitate knowledge transfer for the retention of intellectual capital.

Increased visibility as a potential employer of choice through careers expos.

Increasing focus on workforce planning issues across all divisions of Lands.

Continued development of e-learning modules to provide more flexible learning.

Creation of Lands Recruitment Portal to promote employment at Lands.

### Future focus

Progressively recruit highly skilled professionals for specialist spatial information positions to replace skills lost due to staff retirements.

Development of internal soil conservation staff training programs for new staff.

Encourage and support training to further develop business opportunities.

Develop and begin the implementation of a Management and Leadership Program that references and integrates

the NSW Public Sector Capability Framework.

Develop a Manager's and Supervisor's Toolkit which can be readily accessed by all staff.

Pilot the department's new online Induction Program.

Encourage the participation and development of women at all levels of the organisation through workplace initiatives and programs.



# FOUR YEAR PERFORMANCE

## Summary (Based on the Balanced Scorecard quadrant)

Indicators/activity		2004/05	2005/06	2006/07	Target for 07/08	Actual for 07/08	% change against 06/07	Expected trend
<b>Customer/community</b>								
Land title transactions registered	LPI	806,965	810,037	793,582	800,000	798,977	0.7%	▲
Plans registered	LPI	13,181	11,912	11,261	12,000	10,782	-4.3%	▶
Copies of land title related documents supplied to customers	LPI	4.25m	4.27m	4.4m	4m	4.5m	2.3%	▶
Boundary determinations	LPI	17	16	8	n/a	6	-25%	▶
Survey enquiries (including SCIMS searches)	LPI	88,081	78,970	76,932	n/a	68,325	-11.2%	▶
Number of formal customer complaints	SCS	4	3	3	3	9 <sup>1</sup>	300%	▶
Number of new clients (SCS)	SCS							
Consult		22	25	29	36	48	65%	▲
Works		269	226	218	201	185	-15%	▶
Operations		5	6	4	4	2	-50%	▶
% of all eligible perpetual leases converted to freehold (cumulative)	CL	-	36.58%	42.45%	-	58%	36.6%	▲
No. of major regional reserves established	CL	-	1	37	10 by 30/12/2008	40	7.5%	▼
No. of recreational trails and tracks established on Crown Land (cumulative)	CL	6	6	6	-	6	0%	▶
<b>Financial</b>								
Total operating revenue	Lands	\$165m	\$172m	\$188m	\$210m	\$213m	13%	▼
Value of PPE and intangible assets	Lands	\$117m	\$141m	\$164m	\$160m	\$172m	5%	▶
Maintenance costs as a % of PPE assets	Lands	3%	2%	2%	2%	2%	0%	▶
Revenue from administered activities (Crown Entity)	CL	\$115.4m	\$64.1m	\$113m	\$87m	\$147m	30%	▶
Revenue collected from developed or vacant land and land sold to NSW Government agencies	CL	\$54.2m	\$20.5m	\$19.3m	\$10m	\$16m	-17%	▶
Revenue collected from leases, permissive occupancies, royalties, water licences etc on behalf of the Crown Leasehold Entity	CL	\$45.57m	\$40.65m	\$41.04m	\$56.3m	\$55.2m	35%	▲
Operating profit (loss) before income tax	LPI	\$17m	\$94.5m	\$75.1m	\$16.7m	-\$6.9m	-109%	▲
Return on assets	LPI	12%	63%	38%	11%	-4%	-111%	▶
Total debt to total assets	LPI	112%	54%	38%	50%	51%	34%	▼
Profit margin	LPI	11%	61%	46%	9%	-3.7%	-108%	▶
Revenue (SCS)	SCS							
Consult		\$6.6m	\$7.6m	\$11.5m	\$12.7m	\$15.3m	33%	▲
Works		\$7.4m	\$7.4m	\$7.9m	\$8.5m	\$7.7m	-3%	▼
Operations		\$2.9m	\$3.1m	\$4.5m	\$4.5m	\$4.8m	7%	▶

1. Change in SCS formal complaints recording to align with requirements of QA ISO9001:2000.

Indicators/activity		2004/05	2005/06	2006/07	Target for 07/08	Actual for 07/08	% change against 06/07	Expected trend
<b>Internal processes</b>								
Hectares treated with conservation earthworks	SCS	32,536	23,375	24,151	20,000	16,437	-32%	►
Number of projects undertaken	SCS							
Consult		216	263	338	355	377	11%	▲
Works		795	700	715	700	613	-12%	►
Operations		24	33	32	34	24	-25%	►
Number of weed control projects supported by Crown Lands	CL	120	100	125	-	129	3.2%	►
Survey control infrastructure Improvement <sup>2</sup>	LPI	-	-	12,879	12,000	6,719	-47.8%	►
Land parcels added or updated to the Digital Cadastral Database <sup>3</sup>	LPI	-	-	560,449	420,000	233,915	-58.3%	►
Feature changes to Digital Topographic Database	LPI	1.83m	0.89m	0.91m	1m	2.2m	141.8%	►
Aerial photographs (analogue) <sup>4</sup>	LPI	16,166	13,785	14,095	-	-	-	
Aerial photographs (digital) sq km coverage	LPI	-	-	-	-	173,681	-	▲
LPI aircraft flying hours (for aerial photography)	LPI	387	413	447	400	478	7%	►
% non-computerised land parcels converted to the Integrated Titling System (cumulative)	LPI							
Old System		-	62%	89%	100% by Dec 08	92%	3.4%	►
Manual Torrens (excl. lease folios)		-	57%	79%	100% by Dec 08	93%	17.7%	▲
Lease Folios		-	-	70%	100% by Dec 08	78%	11.4%	▲
Crown Parcels		-	-	8.5%	-	30%	253%	▲
<b>Learning and growth</b>								
% of staff turnover	Lands	7.5%	5.1%	6%	n/a	7.2%	1.2%	▲
Number of employees as at 30 June	Lands	1,427	1,453	1,551	n/a	1,597	0.03%	▲
Average age of employees	Lands	45	46.49	46.48	n/a	46	0%	-
% of staff who identify as being of NESB	Lands	15.3%	16%	14.2%	n/a	13.6%	-0.6%	▼
Women as a % of total staff as at 30 June	Lands	36.5%	36%	36.4%	n/a	37.8%	1.4%	▲
Internal courses – number of staff attending	Lands	429	643	290	n/a	863 <sup>5</sup>	197%	▲
External courses – number of staff attending	Lands	261	562	514	n/a	309	-39%	▼
No. of significant committees and statutory bodies involving Lands representatives	Lands	29	65	91	n/a	85	-6.6%	n/a
No. of research partnerships	Lands	6	5	5	n/a	2	-60%	n/a

2. Represents all new survey marks established and existing survey marks improved in positional accuracy.

3. Represents all new parcels added from Registered Plans as well as all changes to existing parcels.

4. Analogue aerial photography ceased with acquisition of aerial digital camera technology in 2006/07.

5. There have been a large number of courses relating to OHS and Records Management conducted internally.