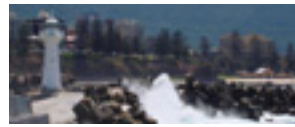




Land and Property  
Management Authority



# ANNUAL REPORT 2010



# Contents

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<b>ANNUAL REPORT OVERVIEW</b>	<b>1</b>	<b>Land and Property Development</b>	<b>84</b>
About this Report	1	Strategic Objective and Our Contribution	84
Letter to the Minister	2	Hunter Development Corporation Annual Report	84
Our Mission, Vision and Values	3	Festival Development Corporation Annual Report	84
2009/10 Highlights	4	Cooks Cove Development Corporation Annual Report	84
Financial Snapshot	5		
Chief Executive's Report	8		
Surveyor General's Report	12		
Registrar General's Report	13	<b>FINANCIAL STATEMENTS</b>	<b>85</b>
Soil Conservation Commissioner's Report	14	Independent Auditor's Report	86
		Statement by Chief Executive	88
<b>ABOUT LPMA</b>	<b>15</b>	Statement of Comprehensive Income	89
Who We Are and What We Do	16	Statement of Financial Position	90
Our Customers, Community, Environment and People	22	Statement of Changes in Equity	91
Our Funding	23	Statement of Cash Flows	92
Corporate Governance	24	Service Group Statements	93
Principal Officers	28	Summary of Compliance with Financial Directives	94
Performance Report	32	Notes to the Financial Statements	95
<b>OUR CORE BUSINESS</b>	<b>34</b>	<b>RESPONSE TO AUDITOR GENERAL'S REPORT</b>	<b>136</b>
Goals and Strategic Initiatives	34		
<b>Land and Property Information</b>	<b>35</b>	<b>APPENDIXES</b>	<b>138</b>
Strategic Objectives and Our Contribution	35	1. Acts administered by LPMA	139
Valuer General's Report	36	2. Chief and Senior Executive Staff	141
Land and Property Information Division Report	45	3. Consultants	143
Geographical Names Board Report	60	4. Consumer Response	145
Board of Surveying and Spatial Information Annual Report	65	5. Credit Card Certification	146
		6. Disability Action Plan	146
<b>Land and Property Management and Conservation</b>	<b>66</b>	7. Employee Relations	147
Strategic Objectives and Our Contribution	66	8. Equal Employment Opportunities	148
Crown Lands Division Report	67	9. Freedom of Information (FOI)	152
Soil Conservation Service Division Report	73	10. Funds Granted to Non-Government Community Organisations	157
Office of Biofuels Report	80	11. Land Disposal	166
State Property Authority Annual Report	83	12. Legislation and Legal Change	166
Sydney Harbour Foreshore Authority Annual Report	83	13. Major Works	169
Office of Strategic Lands Annual Report	83	14. Multicultural Policies and Services Plan	170
Lake Illawarra Authority Annual Report	83	15. Occupational Health and Safety (OHS)	170
Chipping Norton Lake Authority Annual Report	83	16. Overseas Travel	172
		17. Payment of Accounts	173
		18. Price Determination	173
		19. Privacy Management Plan	174
		20. Research and Development	174
		21. Risk Management and Insurance	175
		22. Sustainability Policy for NSW Government	177
		23. Other Information	177

# Annual Report Overview

## About this Report

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The Land and Property Management Authority's (LPMA) annual report outlines our performance during the 2009/10 financial year for the LPMA reporting entity. This represents the first year of LPMA operations and our method of reporting is in development and is expected to be finetuned in coming years. The report outlines performance outcomes for the LPMA reporting entity which is made up of: Land and Property Information Division (LPI), Crown Lands Division (CLD) and Soil Conservation Service Division (SCS), and those groups for which LPMA provides administrative support: the Office of the Valuer General (OVG), Office of Biofuels (OBF) and Geographical Names Board (GNB).

Whilst being administratively and operationally part of the LPMA cluster; the State Property Authority (SPA), Sydney Harbour Foreshore Authority (SHFA) including Cooks Cove Development Corporation (CCDC), Hunter Development Corporation (HDC), Festival Development Corporation (FDC), Corporation Sole 'Minister Administering the *Environmental Planning and Assessment Act 1979*' (CSEPA) managed by the Office of Strategic Lands (OSL), Lake Illawarra Authority (LIA), Chipping Norton Lake Authority (CNLA) and Board of Surveying and Spatial Information (BOSSI) have specific statutory requirements and complete separate annual reports.

The narrative of the LPMA annual report presents details of the operating achievements or outcomes of the LPMA reporting entity. Given that the LPMA comprises both a reporting entity as well as a clustered administration entity, the narrative also provides summarised information as to the achievements and outcomes of the wider LPMA group. It should be noted that detailed information relating to the separate reporting entities can be found in their respective annual reports. Where information in the LPMA annual report extends to entities beyond the LPMA reporting entity, appropriate disclosures are made.

# Letter to the Minister

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**The Hon. Tony Kelly MLC**

Minister for Planning

Minister for Infrastructure

Minister for Lands

Deputy Leader of the Government in the Legislative Council

Leader of the House in the Legislative Council

**Level 34**

**Governor Macquarie Tower**

**1 Farrer Place**

**SYDNEY NSW 2000**

Dear Minister

I am pleased to submit the Land and Property Management Authority's annual report for the year ending 30 June 2010 for your information and presentation to Parliament. This report has been prepared in accordance with the *Annual Reports (Departments) Act 1985* and the *Public Finance Audit Act 1983*.

Yours sincerely,



**Warwick Watkins AM**

Chief Executive

Surveyor General

Registrar General

Soil Conservation Commissioner

# Our Mission, Vision and Values

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## Our mission

As custodian for land and property information and services, spatial information and land and property assets across New South Wales, LPMA serves current and future generations through innovative management, sustainable land allocation, use and development, and by working in partnership with other arms of government, our business clients and the community.

## Our vision

To provide quality, timely and reliable geospatial information and land management and development products and services based on client needs.

## Our values

### Customer service

We are committed to identifying customer needs and providing excellent products and services to clients in all locations.

### Accountability

We provide our services in accordance with government and community expectations and manage government finances with strict probity to achieve value for money.

### Innovation

We seek to develop innovative strategies and solutions to provide excellent customer services and meet government needs.

### Respect

We treat all people with dignity, respect and fairness, acknowledging the value systems which exist within our multicultural society.

### Integrity

We behave with integrity and in the public interest when using departmental resources, managing business and personal information and conducting business transactions.

### Teamwork

We encourage a team approach to work, learning and problem solving.

### Leadership

We are committed to providing leadership to the community and the public sector in areas of geospatial information and land management, and at all levels across the organisation.

### Focus

Our success is measured through the Balanced Scoreboard; an approach that addresses customer and community needs, sound financial management, continuous performance improvement, and building a knowledge organisation.

# 2009/10 Highlights

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Continued progress in expanding online property services, including the **electronic Notice of Sale (eNOS)** system enables customers to prepare and lodge Notices of Sale online; and increased information access to the **Spatial Information eXchange (SIX)**, **ePlan** and the Registrar Generals Directions. Read more at the LPI report (page 45).

Completed a draft master plan for the renewal of Gosford City Centre, including a project to redevelop Gosford Waterfront, branded as the '**The Landing at Gosford**'. Read more at the CLD report (page 67).

**The Crown Reserve Reporting System (CRRS)** was designed and developed to assist reserve trusts in meeting their reporting requirements under the *Crown Lands Act 1989* and reduce processing work in regional offices. CRRS has been successfully employed by more than 1,000 (90%) of community based reserve trusts. Read more at the CLD report (page 67).

**The Crown Cemeteries Advisory Committee (CCAC)** established to provide advice, consultation and reports to the Minister on any matter affecting the development of policy regarding the strategic management of all public cemeteries and crematoria in NSW. The CCAC is developing long-term burial strategies such as renewable and limited tenure. Read more at the CLD report (page 67).

Road and perpetual lease disposal processes have been re-engineered and extra staff resources have been placed into teams to achieve improved outcomes. **Under the Perpetual Lease Conversion Project 432,868 hectares of land has been converted from Crown land to freehold** including the protection of environmental values through covenants. Read more at the CLD report (page 67).

Following public consultation, a draft **NSW Soil Policy** was completed. Read more at the SCS report (page 73).

Under the biofuels strategy, **approximately 30% of all NSW petrol is now E10**. Three billion litres of E10 has been used in NSW since the program's inception. Read more at the OBF report (page 80).

The **Geographical Names Board gazetted 107 changes** to suburb and locality names and boundaries and oversaw more than **1,500 proposals to name or rename public roads** in NSW. Read more at the GNB report (page 60).

In relation to the other entities which are part of the LPMA cluster:

- Acquisition of land to **provide for the rail and construction corridor for the South West and North West Rail Links** and transfer of land into the estate of the Western Sydney Parklands Trust. Read more at the OSL report (page 83).
- Acquisition of **land for regional open space**, for environmental conservation land and for future transfer into the estate of the Western Sydney Parklands Trust. Read more at the OSL report (page 83).
- Commencement of the **master planning of the Darling Harbour South and Circular Quay Precincts** including development of proposals for the renewal and revitalisation of the entertainment and convention facilities. Read more at the SHFA report (page 83).

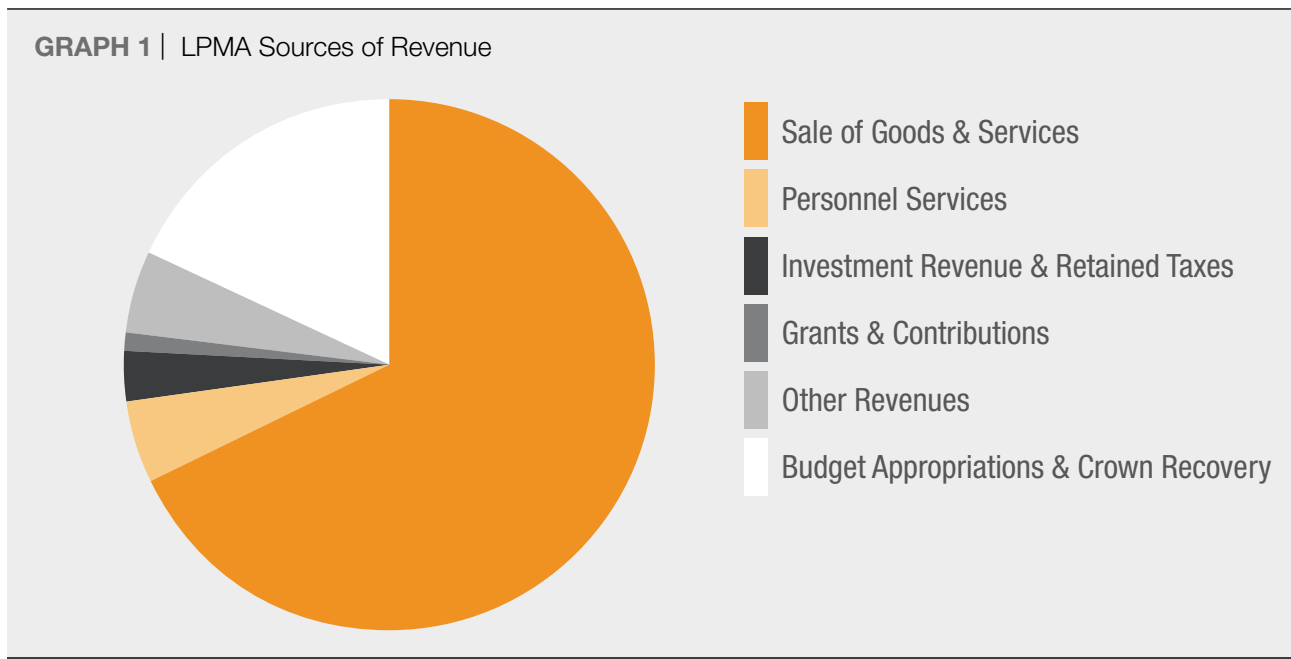
# Financial Snapshot

This is the first year for the newly formed LPMA financial reporting entity. As such, there are no comparative year's figures presented. The LPMA reporting entity was formed from the former reporting entities of Department of Lands, Crown Leaseholds Entity, Land Development Working Account and Crown Lands Homesites Program. In addition, a number of staff have been transferred to LPMA from the State Property Authority, Sydney Harbour Foreshore Authority, Hunter Development Corporation, Office of Strategic Lands, Office of Biofuels, and the Lake Illawarra Authority.

This overview provides a snapshot of high level financial results for 2009/10, including details on revenue sources and major expenditure categories, for the LPMA reporting entity.

## Revenue

LPMA generates the majority of its revenue from business operations, with only 18% of total funding being provided through the State Government budget. *Graph 1 | LPMA Sources of Revenue* shows the break up of sources of revenue for LPMA. The major items contained within the sale of goods and services category are Crown leases and licenses, Crown land sales, titling, valuation and SCS services.



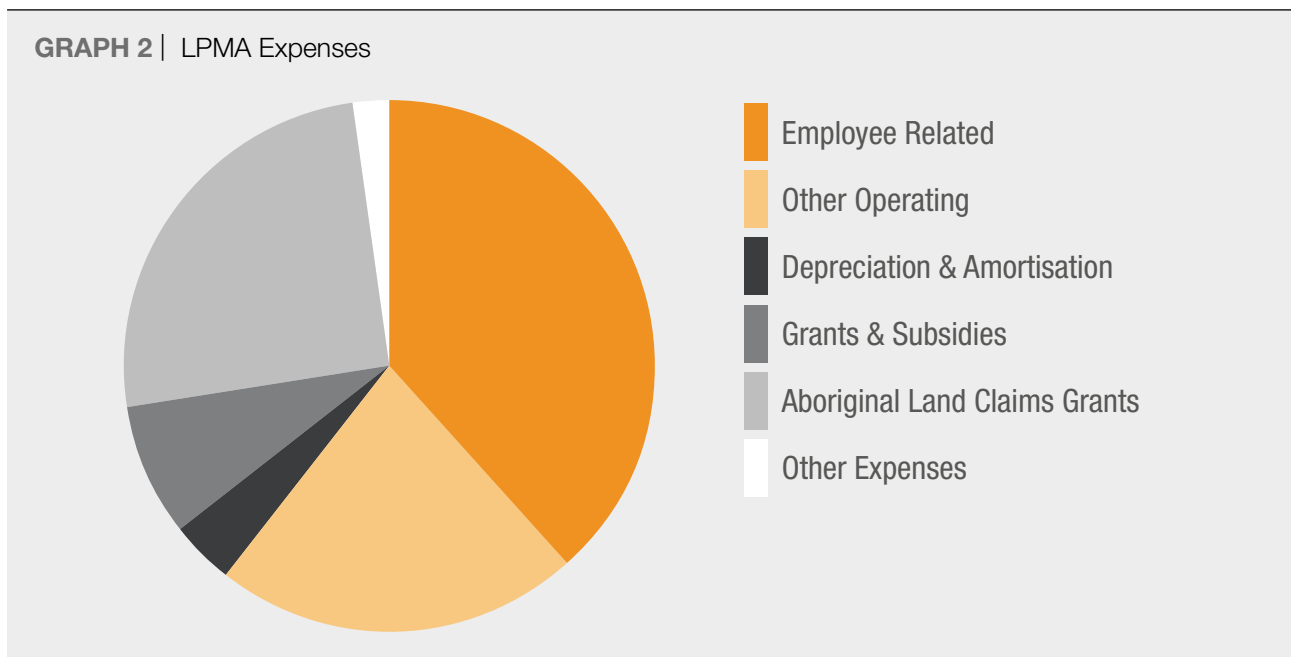
## Expenses

Graph 2 | LPMA Expenses shows the break up of expenses across LPMA. \$172 million (38%) in expenses relate to employee costs. This includes \$23 million for the provision of staff to other agencies within the LPMA group, which is recovered from those other entities.

As LPMA is the employing division under the *Public Sector Employment and Management Act 2002*, all staff costs and provisions for entitlements are reported against LPMA. These costs are recovered from the other agencies and reported as personnel services revenue by LPMA.

For the year LPMA personnel services revenue from SPA, SHFA, HDC, CSEPA, FDC, BOSSI and LIA totalled \$23 million. The financial statements of LPMA do not contain the financial details and performance of these other statutory bodies, as they are required to report separately.

The next highest expense is for the book value of Crown land granted to Aboriginal Land Councils.





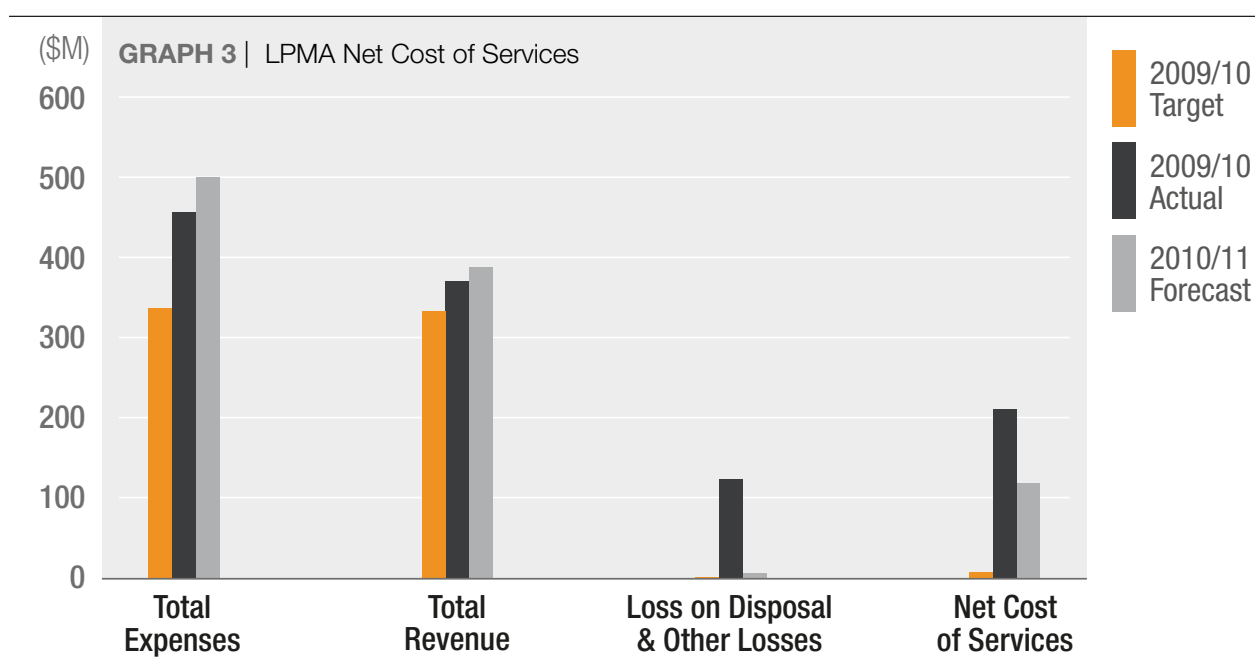
## Net cost of services

The LPMA delivered a net cost of services to government of \$210 million (before recognition of government contributions and other comprehensive income). After the return of \$83 million in payments back to the government, the disclosed deficit for the year is \$212 million.

This was \$194 million in excess of the budget for 2009/10 and there are two significant expenses contained within this result that contribute to this deficit position and were not adequately provided for in the budget position. These are non-cash expenses that relate to Crown land activities, including:

- expense loss on land granted to Aboriginal Land Councils – \$116 million
- book value losses on transfer of land to Crown reserve trusts, local government and other agencies, including additions to the National Parks system – \$93 million.

These expenses will continue to be incurred by LPMA, as they represent, in financial terms, the government activity carried out in managing Crown land for the benefit of the people of New South Wales. \$85 million has been forecast in the 2010/11 budget for these items.



# Chief Executive's Report

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**Our success is measured through meeting our customer and community needs, achieving sound financial management, continuous performance improvement and building a knowledge-based organisation.**

The Land and Property Management Authority was established on 1 July 2009 as a result of the NSW Government restructure.

LPMA brings together the former Department of Lands and a broad range of specialist land management and development agencies. With a total operating revenue of \$370m in the 2009/10 financial year, and around 60 per cent of staff employed in regional NSW, LPMA supports local economies by providing public value integrated land and property products and services.

Our success is measured through meeting our customer and community needs, achieving sound financial management, continuous performance improvement and building a knowledge-based organisation.

Our first year has achieved a new administrative structure that cohesively reports to two Ministers. The emphasis has been on focused business outcomes and renewal within the individual businesses, improved customer service delivery and enhanced management and reporting accountability. This has been achieved through central management facilitation and management coordination and directions from the Office of the Chief Executive and through targeted matrix management program and project integration, on a needs basis across LPMA. This pragmatic, client and results orientated approach deviated from the traditional corporate planning and hierarchical organisational management approaches, however it was necessary as part of the cycle of development for LPMA.

The business units within LPMA excel at what they do and as the organisation moves forward, synergies will be increasingly created through the three core focus areas and how they interact.

These focus areas are Land and Property Information, Land and Property Management and Conservation, and Land and Property Development.

Over time, they will increasingly contribute an improved return to the NSW taxpayer from the management of the state's land information and property assets.

## Land and Property Information

LPMA is the key public land management agency in NSW, with our land information systems underpinning the state economy and contributing to the development of sustainable rural communities.

LPMA is building this infrastructure for current and future generations through innovative and professional management and by working in partnership with other arms of government, our business clients and the community.

The merging of a number of property management agencies into LPMA is collating informational capital into a powerful state asset and producing efficiencies across government and on a national scale.

LPMA has a lead role with Victoria and Queensland in establishing a National Electronic Conveyancing System (NECS) to provide a single electronic means of registering changes in ownership and interests, settling financial transactions and receiving confirmation of dealing lodgment and registration.

We have made significant progress in a three-year program that will deliver a new information management system capable of electronically processing digital land title plans in NSW. Called ePlan, it will deliver significant benefits to the property industry by enhancing the quality of plan data, reducing requisitions and improving plan processing and turnaround times.

This year LPMA introduced a new electronic Notice of Sale (eNOS) system enabling customers to prepare and lodge Notices of Sale (NOS) online. Other online service delivery improvements have expanded online customer self-service and increased information access through the SIX portal and the Registrar General's Directions.

More than 450,000 Crown survey plans dating back to the early 1800s have been made available online as high quality colour images. The original plans have been transferred to the State Records Authority for permanent archival storage.

The Land Value Verification Project has reviewed 80% of land values in NSW, enhancing valuation outcomes and improving the structural basis of valuations. Reduced objection numbers and overall improvement in the quality of land values are indicators of the success of the project.

## Land and Property Management and Conservation

LPMA is improving the value of publicly-owned land through a managed program of maintaining, conserving and, where necessary, restoring the land under our care.

Our unique Crown reserve management system is a partnership with local government and community volunteers that cares for our public parks and reserves while allowing 15 million people to enjoy their facilities over the past year.

The Crown Reserve Reporting System (CRRS) was developed to assist reserve trusts in meeting their reporting requirements under the *Crown Lands Act 1989* and to reduce processing work in regional offices. CRRS is the online reporting system for the capture of information about the care, control and management of Crown reserves. More than 90 per cent of reserve trusts have utilised CRRS in the past year.

The Crown Cemeteries Advisory Committee (CCAC) was established to provide advice, consultation and reports to the Minister on any matter affecting the development of policy on the strategic management of public cemeteries and crematoria in NSW. The CCAC will formulate a long-term approach by undertaking community consultation on options such as renewable and limited tenure.

LPMA has completed the NSW Soils Framework 'Looking Forward Acting Now' and has sought feedback from other public agencies, which will be followed by the consideration of the Natural Resources CEO Cluster Group and then Cabinet.

We are collaborating with the Department of Planning to develop a spatial view of planning data, including local, regional and state environmental planning instruments and the introduction of eplanning initiatives with local government, which will involve the use of our infrastructure and data.

Our mapping and imagery data is being used for environmental analysis, as well as identification and projections of the impact of climate change. Our technology is increasingly being used by other state and local government agencies for resource management.

In relation to the Office of Strategic Lands, during the year LPMA acquired land for regional open space, for environmental conservation and for future transfer into the estate of the Western Sydney Parklands Trust.

## Land and Property Development

LPMA has a key role in developing government land for the benefit of the community as a whole, facilitating growth and investment across the state.

In some instances this is achieved through disposal of government owned assets and in others by entering strategic partnerships with other agencies or the private sector.

We are a key player in maritime, industrial, residential and tourism development, making land available or powering infrastructure projects that help local communities grow and prosper.

Land for homes, rural production, commerce and industry is developed and made available where need is identified and our contribution can add to the common good.

The Gosford Challenge reached a significant milestone with the completion of a draft master plan for the renewal of Gosford City Centre. The project encompasses redevelopment of the Gosford Waterfront through a request for proposals for The Landing at Gosford.

At Newcastle, LPMA purchased the old post office, an iconic heritage building which will become an important asset in revitalising the city centre. It is envisaged that the building will cater for uses that meet the changing regional and urban development requirements of the City of Newcastle.

The North Tuncurry Land Development Project is a joint initiative with Landcom to provide 2,200 residential lots and employment lands for future growth opportunities in the Great Lakes Shire.

In relation to the Office of Strategic Lands, this year OSL continued to purchase land for the rail and construction corridor of the South West and North West Rail Links and transferred some 66 hectares into Western Sydney Parklands Trust ownership and management.

## Financial performance

The whole of the LPMA group including entities which are not reported through the LPMA financial statements, manage assets with a value of over \$10 billion. Each of the LPMA businesses has a strong commercial focus, with the majority being self-funded.

The LPMA reporting entity delivered a strong financial performance for 2009/10. Revenues were better than anticipated in a number of areas and we returned \$83 million back to government from the commercial activities of LPI, CLE and LDWA. Since government contributions were \$81 million, LPMA will return more cash to government than it received for the year.

The LPMA continued to deliver on the targets set in the November 2008 mini budget for the former Department of Lands, achieving the revenue targets for road closures and perpetual lease conversions.

Revenues, net government contributions and other comprehensive income for 2009/10 for the LPMA totalled \$442 million. Expenses and losses totalled \$580 million, providing a net deficit position for the year of \$138 million.

Contained within this result are a number of non-cash expenses that relate to Crown land activities, including:

- expense loss on land granted to Aboriginal Land Councils – \$116 million
- book value losses on transfer of land to Crown reserve trusts, local government and other agencies – \$93 million
- waivers for Crown land tenures – \$17 million.

These expenses will continue to be incurred by LPMA, as they represent, in financial terms, the government activity carried out in managing Crown land for the benefit of the people of New South Wales.

Ignoring these specific expenses would improve LPMA's financial position for the year by \$226 million. This provides a more realistic picture on the operational performance of the organisation.

With the formation of LPMA, we now have an alignment of the operational and financial responsibility for Crown land. With this comes the responsibility to progress a number of outstanding audit issues raised by the Auditor General, including the appropriate valuation of Crown reserves. This was previously a matter for the Crown Entity and is one factor leading to the qualification of the Total State Sector Accounts for NSW. The modified audit opinion also applies to the LPMA financial statements. For the financial year under review, the Auditor General has extended his modified opinion to also include the value of buildings and infrastructure on Crown reserves and the value of various coastal infrastructure items. The LPMA will continue its work to resolve these matters.

Following the emphasis on individual business performance for this reporting year, the next reporting period will see a strong emphasis on LPMA corporate and business planning, and the increasing operational and business agencies.

For further information see Our Funding (page 23), Financial Snapshot (page 5) or the Financial Statements (page 85).

A handwritten signature in black ink, reading "Warwick Watkins" with a period at the end. The signature is written in a cursive, flowing style.

**Warwick Watkins AM**

**Chief Executive**

Surveyor General

Registrar General

Soil Conservation Commissioner

# Surveyor General's Report

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LPMA has a proud history, through its predecessor the Department of Lands, in supporting the surveying industry in this state by collecting and maintaining official survey data.

Our stature in the profession was recognised when NSW hosted thousands of surveying and land professionals from across the globe in April 2010 for the International Federation of Surveyors Congress, known as FIG Sydney 2010.

It was the largest surveying congress ever held in Australia and the Pacific region with around 2,000 delegates representing around 100 countries, from Afghanistan to Zambia.

The event, which only occurs once every four years, is estimated to have contributed over \$13 million to the local economy.

The Common Spatial Information Initiative (CS2i) has continued to progress work in support of the NSW Spatial Council including establishing governance arrangements to enable customers to access spatial and related information online via NSW Government shared spatial services.

The CS2i Program Office held the 2009 NSW Spatial Summit as part of its communications and engagement strategy. The two-day summit attracted in excess of 230 participants representing federal, state and local government agencies.

This event provided a forum for delegates to learn about the status of 'whole of government' spatial projects, initiatives and SDI development. It was also an opportunity to review, learn, discuss and contribute towards the way spatial information holds an increasingly important role in the future of NSW.

Delivery of strategic projects, including the NSW spatial information metadata framework release and the development of a NSW Government Spatial Information Metadata Policy supporting the legal and political directives that affect data management in NSW, will form the cornerstone of future NSW spatial information policy development and implementation during the next year of operation for the program office.

Other achievements included making digital copies of 450,000 Crown survey plans dating back to the early 1800s available online as high quality colour images. The original plans have been transferred to the State Records Authority for permanent archival storage.

LPMA continued the roll out of the Continuously Operating Reference Station Network (CORS) in the state's north coast and central west. The overall implementation of CORSnet is 50 per cent complete.

These permanent tracking sites provide satellite navigation accuracy for positioning and guidance to two centimetres accuracy.

The LiDAR program to capture hi-resolution elevation data along the NSW coastline commenced in September 2009. To date, 5,000 square kilometres of the north coast has been captured.

*Warwick Watkins*



**Warwick Watkins AM**

**Chief Executive**

Surveyor General

Registrar General

Soil Conservation Commissioner

# Registrar General's Report

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A land titling system that is efficient, reliable and guaranteed is essential for a strong state economy and a stronger NSW. The Office of Registrar General and LPMA have continued to deliver key services, improvements and safeguards specifically designed to protect everyone's land title.

LPMA hosted the 36th Registrars of Titles Conference with over 20 delegates from overseas and interstate attending over four days.

The authority is ever vigilant to the possibility of title fraud and continued to strengthen safeguards as well as hold its second Land Title Fraud Forum which was attended by organisations sharing a mutual interest in mitigating property fraud.

There were developments in the NECS initiative to deliver a national conveyancing system to Australia.

Two important concurrent streams of project activity were progressed, being firstly support for the national work program by developing NSW requirements to the NECS, the legal framework and data standard specifications.

The second major activity was the NSW Readiness Program to specify changes to legislation, business practices and systems required from the NSW Land Registry to enable and regulate electronic conveyancing as a result of NECS.

Substantial consultation with our interstate partners and industry is continuing to ensure NECS meets its targets and objectives.

There were further investments in improving land information systems and enhancing electronic service delivery capabilities through ongoing projects including the electronic plan (ePlan) lodgment project, development of echannel services and the relaunch of a web-based practice manual, The Registrar General's (RG) Directions.

All online services for ePlan customers are now delivered through the ePlan portal within LPMA's SIX portal.

ePlan lodgments now represent up to 50 per cent of total plan lodgments. A project is currently under way to introduce more new services within the ePlan portal, such as the ability for surveyors to self-validate their plans online prior to lodgment.



**Warwick Watkins AM**

**Chief Executive**

Surveyor General

Registrar General

Soil Conservation Commissioner

# Soil Conservation Commissioner's Report

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LPMA continues to work with NSW natural resource agencies to lead and co-ordinate the development of the NSW Soils Policy, and resultant actions and strategies.

With completion and government endorsement of the NSW Soils Framework, developed as a milestone under the NSW State Plan by the NSW Soil Policy Working Group, new directions in soil management were identified and proposed.

The NSW Soils Policy considers the strategic needs of soil management under the objective area of:

- community awareness, understanding and commitment
- comprehensive, current and accessible soil knowledge base
- capability to better manage NSW soils
- institutional arrangements that favour sustainable soil management
- innovation in land use planning, soil management and institutions.

The draft strategy has been submitted for review by respective agencies and authorities of the working group, which will be followed by the consideration of the Natural Resources CEO Cluster Group, thence a Cabinet decision.

In line with the Soil Conservation Service Business Plan, SCS successfully completed numerous environmental projects. Projects were undertaken for State Water, electricity infrastructure providers, councils, LPMA, Department of Education and Training and the Department of Environment, Climate Change and Water.

SCS's future direction will be to continue completing such projects in line with its business plan objectives. SCS will continue to develop its environmental consultancy and project management capability through the further development of its current expertise, the recruitment of specialised staff and using its modern capital equipment.

The recent drought relieving rains experienced in parts of NSW will also provide SCS the opportunity to meet new demand for its water and soil conservation expertise. This activity will be supported by its recent acquisitions in the latest earthmoving equipment.



**Warwick Watkins AM**

Chief Executive

Surveyor General

Registrar General

**Soil Conservation Commissioner**



# About LPMA

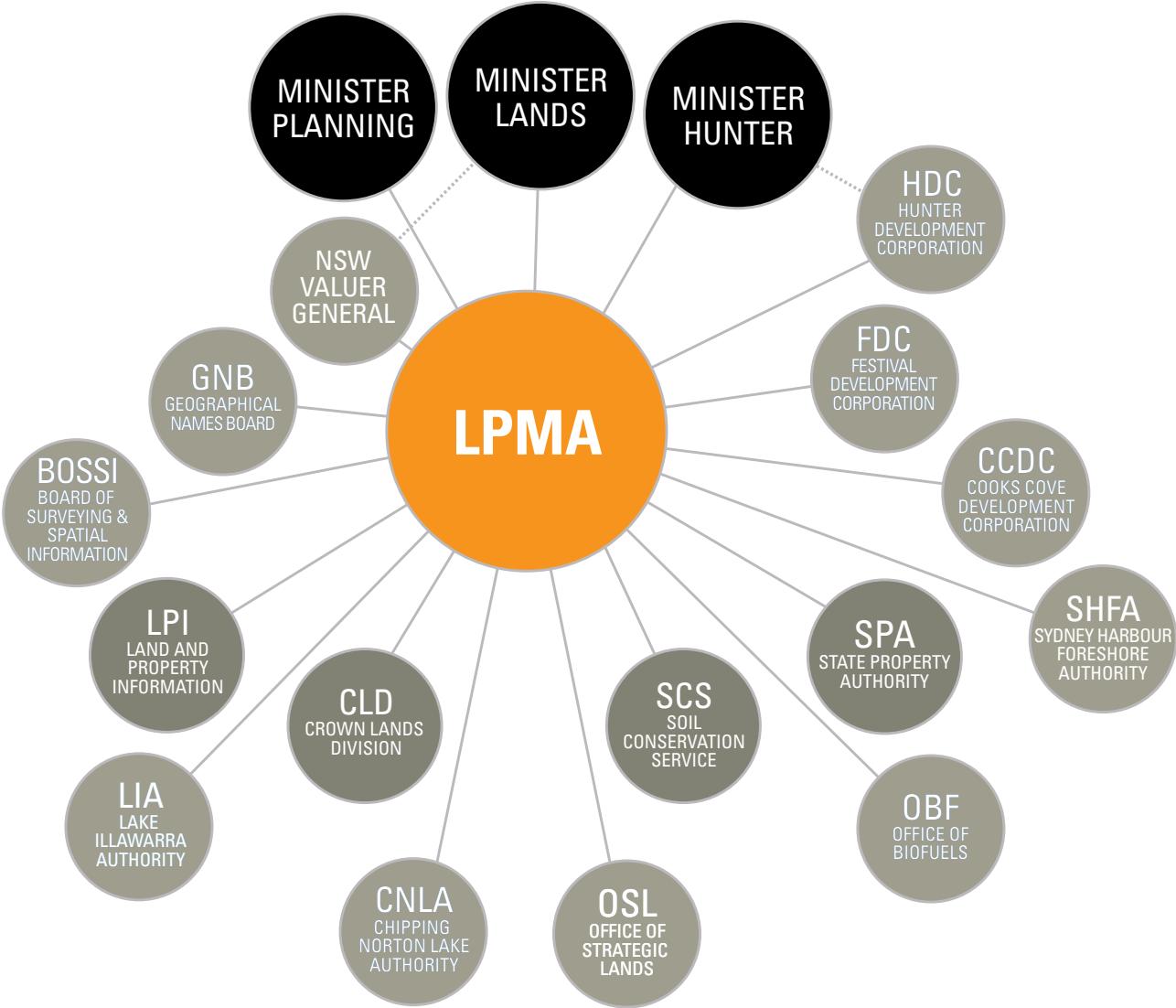


FIGURE 1 | Organisational Business Structure

# Who We Are and What We Do

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The Land and Property Management Authority (LPMA) provides NSW with integrated land and property products and services across **business divisions** including:

- Land and Property Information Division (LPI) (page 17)
- Crown Lands Division (CLD) (page 18)
- Soil Conservation Service Division (SCS) (page 18)
- Office of Biofuels (OBF) (page 19).

As well as independent **business groups** including:

- State Property Authority (SPA) (page 19).
- Sydney Harbour Foreshore Authority (SHFA) (page 19)
- Hunter Development Corporation (HDC) (page 20)
- Cooks Cove Development Corporation (CCDC) (page 20)
- Festival Development Corporation (FDC) (page 20)
- Office of Strategic Lands (OSL) (page 20)
- Lake Illawarra Authority (LIA) (page 21)
- Chipping Norton Lake Authority (CNLA) (page 21).

And **boards** including:

- Geographical Names Board (GNB) (page 19)
- Board of Surveying and Spatial Information (BOSSI) (page 21).

Formed in July 2009, LPMA is a separate government entity within the Planning super department cluster and provides services in three core business areas.

- Land and Property Information.
- Land and Property Management and Conservation.
- Land and Property Development.

LPMA's contribution to public value is in the coordination and integration of a number of NSW land and property management businesses across these three core business areas.

## Land and Property Information Division (LPI)\*

- LPI is a government business enterprise providing land title registration, property information, valuation, surveying and mapping services to the people of NSW.
- The NSW land title system currently protects an estimated \$1.2 trillion in real estate and \$280 billion in property interests.
- Each day around 3,000 property transactions worth approximately \$400 million are registered by LPI in the Torrens title system, a total of around 800,000 per year.
- Registration confers a guarantee by the State Government providing certainty and security of ownership.
- Around 3.7 million land titles are recorded in the Integrated Titling System.
- 4.169 million requests for land title information were satisfied in 2009/10.
- 4.1 million of these were online requests via approved information brokers, or LPI's online shop accessible through [www.six.nsw.gov.au](http://www.six.nsw.gov.au).
- Almost 35,000 new titles were created in 2009/10.
- Approximately 2.4 million properties are valued each year.
- 35 Continuously Operating Reference Stations (CORS) have been rolled out across NSW as part of a \$7.25 million Survey Infrastructure Improvement Project.
- More than 240,000 sq. kilometres of aerial photography was captured in 2009/10.
- 1.2 million property addresses were updated or added to the geocoded urban and rural addressing system in 2009/10.
- 1.45 million roads, buildings and dams were updated or added to the Topographic Database in 2009/10.
- Over 130,000 Old system, Crown and manual land titles have been converted to Torrens title in last five years and are now available online.
- LPI continues to digitise its land and property records and 60,000 images of NSW land title records are being captured per day.
- Improved access to historical titling records, for instance, over 450,000 colour Crown plans are now available online.

\*Source: LPMA Fast Facts Brochure

## Crown Lands Division (CLD)\*

- Managing Crown land to deliver better outcomes and uses of Crown land for the people of NSW.
- Guided by legislation to deliver multiple value (social, environmental and economic) and public enjoyment of Crown land.
- 370 staff across 20 regional, rural and metropolitan locations.
- The lead state agency for the redevelopment of Gosford, Port Macquarie and Wagga Wagga CBDs.
- Manages all indigenous claims under state and Commonwealth legislation on behalf of the State Government.
- Manages approximately 43.7 million hectares of Crown land, almost half of NSW, including:
  - 35,000 reserves across NSW
  - 17 state parks
  - eight major recreational tracks and trails
  - 65,000 leases and licences for Crown land use, urban and rural, covering over 33.5 million hectares
  - 270 caravan parks
  - 6,500 travelling stock reserves
  - seven national surfing reserves
  - all land three nautical miles out to sea
  - most beaches, estuaries and waterways
  - cemeteries
  - showgrounds
  - country and community halls
  - heritage assets, including lighthouses, convict-built ports, public buildings and historic mine sites
  - a significant number of recreational lands including sporting fields and support services in all local government areas across NSW
  - environmentally sensitive lands
  - nearly 700 community trust boards
  - 25 regional ports, 21 river entrances and the Tweed River Entrance Sand Bypassing Project
  - NSW Western Division.

## Soil Conservation Service Division (SCS)\*

- Provides commercial environmental consultancy services specialising in land rehabilitation, environmental audit, advice and project management.
- Operates NATA accredited soil testing laboratory and provides erosion and sediment control industry training.
- Provides conservation earthmoving plant service to rural NSW and government agencies, special expertise in access track/fire trail construction and maintenance.
- Operates an externally accredited integrated management system (Quality, OHS and Environment) to provide innovative and cost effective client solutions.
- 140 employees operating from 35 centres.

\*Source: LPMA Fast Facts Brochure

### **Office of Biofuels (OBF)\***

- OBF implements the NSW Government's biofuels program and supports the development of a biofuels strategy.
- In 2009/10, 1.44 billion litres of E10 was sold in NSW. E10 now makes up more than 30% of all petrol sold.
- The biodiesel mandate commenced on 1 January 2010. In the six months to 30 June 2010, 19.5 million litres of biodiesel was sold under the mandate. Biodiesel now makes up 1% of all diesel sold in NSW.

### **Geographical Names Board (GNB)\***

- GNB is the official body for naming and recording details of places in NSW.
- The board gazetted 107 locality name changes and oversaw more than 1,500 road name proposals in 2009/10.
- The board has a continuing policy of recognising Aboriginal and multicultural communities.

### **State Property Authority (SPA)\* (Refer to separate Annual Report)**

- SPA's role is to improve efficiencies in the use of generic government properties.
- Controls 1.3 million square metres of owned and leased office space.
- Owns 152 buildings.
- Manages 263,000 square metres of non-office space.
- Services property needs of 84 client agencies.
- Manages 998 tenancies.
- Has vested 697 assets from 29 agencies.
- Asset value approx \$1.17 billion.
- Dividend/repatriation to government of \$97.7 million (2009/10).
- Savings and economic benefits of more than \$186.7 million (2009/10).
- 87.6 full time equivalent employees.

### **Sydney Harbour Foreshore Authority (SHFA)\* (Refer to separate Annual Report)**

- Sydney Harbour Foreshore Authority is responsible for Sydney's most historically and culturally significant waterfront locations, including The Rocks and Darling Harbour.
- The authority oversees more than \$1.1 billion in State Government assets, including 140 heritage items.
- The authority manages commercial and retail leases, provides security, cleaning, building maintenance and other facility management services, operates marketing and visitor services, produces public events and cares for the public domain.
- Between them, The Rocks and Darling Harbour attract around 40 million visitors annually.
- In 2009/10, the authority:
  - completed the final year of a five-year revitalisation plan for The Rocks and Darling Harbour investing a total of more than \$125 million since 2005
  - generated around \$140 million in revenue from a mix of retail, commercial and other properties
  - invested \$20 million in community and cultural services
  - produced events in The Rocks and Darling Harbour attended by 1.84 million people and achieved a Guinness World Record for the largest coffee sculpture
  - successfully hosted more than 90 events at Sydney Entertainment Centre
  - completed the first stage of community consultation for the Bays Precinct
  - received 12 industry awards for sustainability, urban renewal, heritage conservation and marketing.

\*Source: LPMA Fast Facts Brochure

### **Hunter Development Corporation (HDC)\* (Refer to separate Annual Report)**

- Manages more than 1,600 hectares of land and its growth area covers the eleven local government areas in the Hunter region.
- Has more than \$70 million in land assets.
- HDC has completed stage one of a two-stage \$110 million remediation of the former BHP steelworks at Mayfield.
- Plays a central role in coordinating the revitalisation of the Newcastle city centre.

### **Cooks Cove Development Corporation (CCDC)\* (Refer to separate Annual Report)**

- CCDC was established under the *Growth Centres (Development Corporations) Act 1974* in 2001 to oversee the redevelopment of the 100-hectare Cooks Cove site in Arncliffe.
- CCDC is responsible for working with government, private and community stakeholders to deliver a 21-hectare trade and technology centre and 80 hectares of open space, including a remodelled foreshore, parks and cycleways.
- The project will include the relocation of Kogarah Golf Club and has already delivered new and upgraded sporting fields and facilities.
- CCDC is managed by Sydney Harbour Foreshore Authority.

### **Festival Development Corporation (FDC)\* (Refer to separate Annual Report)**

- FDC's mission is to foster ecologically sustainable development at Mt Penang Parklands; 152 hectares of Crown land near Gosford.
- The master plan has delivered an event park, a sports park for cricket and other codes, permanent gardens and a commercial business area.
- Further development is planned to enhance the site as a regional hub for employment, recreation and relaxation.

### **Office of Strategic Lands (OSL)\* (Refer to separate Annual Report)**

- OSL undertakes the acquisition, management and divestiture of land for the Planning Minister's Corporation Sole.
- The Sydney Regional Development Fund aims to be a self-sustaining fund providing benefits to state and all local governments in the Greater Sydney region.
- The fund balances significant acquisition costs and future liabilities with the divestment of land in a competitive environment on the open market. It also transfers acquired land to other state government agencies and local government councils for planning purposes such as road and open space. Local councils financially contribute to sustaining the fund's viability.
- These funds are used primarily for the purchase of land, especially regional open space identified in planning instruments.
- OSL plays a pivotal role in the acquisition of land for core infrastructure purposes such as the North and South West rail links.
- Land is also acquired and contributes to the development of key growth areas, such as the Rouse Hill Regional Centre.

\*Source: LPMA Fast Facts Brochure

### **Lake Illawarra Authority (LIA)\* (Refer to separate Annual Report)**

- LIA's aim is to restore the ecological environment of Lake Illawarra.
- The lake's degradation is primarily due to the population explosion in the lake's catchment areas since World War II.
- The authority's board is made up of ten members; five appointed by various government agencies and five from the community.

### **Chipping Norton Lake Authority (CNLA)\* (Refer to separate Annual Report)**

- CNLA has been effective in restoring reaches of the Georges River that were degraded by sand extraction in the 1950s and 1960s.
- The authority's efforts have created a vast water based habitat and recreation area.

### **Board of Surveying and Spatial Information (BOSSI)\* (Refer to separate Annual Report)**

- BOSSI is responsible for the registration of land and mining surveyors, and advises the NSW Government on spatial information.
- The board oversees the training and accreditation of surveyors to ensure professional practice standards.
- Innovative programs, such as the Common Spatial Information Initiative, will provide for future online spatial information.

# Our Customers, Community, Environment and People

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## Our customers

LPMA's professional stakeholders include the property and conveyancing industry, land use planning and development sector, farmers and government agencies at federal, state and local level. LPMA values its thousands of individual customers, including home owners, licence and lease holders, and those who enjoy the recreational services of our Crown reserves.

## Our community

LPMA is dedicated to supporting business, government services, regional development and local communities. We have strong ties with rural and regional NSW and we are committed to sustainable growth and development of local communities.

Our integrated land and property services protect investment in homes and commercial development, provide land for economic development and manage business properties that house workers and support the economy.

LPMA demonstrates its commitment to communities through sponsorship of the Regional Achievement and Community Awards, the Caravan and Camping Industry Association NSW Awards and awards that support excellence in surveying, the property industry and local tourism.

Our community sponsorships include the Regional Community Achievement Awards, Sculpture by the Sea to promote NSW Crown Reserves and the Don't DIS My ABILITY campaign. As part of our commitment to take services to regional audiences we attend three field days at Mudgee, Orange and Gunnedah.

## Our environment

LPMA is committed to minimising and reducing its environmental footprint. We do this through energy savings, buying 'green' power, recycling, using sustainable environmental practices and maximise savings in our energy and water use by auditing our buildings for their environmental performance.

## Our people

LPMA incorporates a range of professions, such as surveyors, spatial technicians, land valuers, engineers, environmental officers, lawyers and property management specialists. Our highly skilled workforce provides land and property management services from across a network of metropolitan and regional offices.

LPMA values its people and is committed to a dynamic culture through sharing, building and retaining corporate knowledge, working smarter and embracing professionalism, innovation and teamwork.

We offer training, professional development and support for higher education to attract skilled professionals and young people coming in to the workforce.



# Our Funding

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LPMA's cost of operations is funded from a mix of government contributions (\$81 million), as well as revenues generated from our commercial functions and cost recoveries from other agencies that LPMA provides services to (\$370 million). With only 18% of revenues coming directly from the NSW Budget, LPMA is highly dependent on the success of its commercial operations.

## Where the revenues are generated

LPMA has a number of commercial operations, including LPI, SCS, Crown Leaseholds Entity (CLE), Land Development Working Account (LDWA) and Crown Lands Homesites Program (CLHP). These are all self-funding operations. During the year, these operations collectively produced revenues of \$324 million.

LPMA provides staff to a number of agencies within the LPMA group. As the employing division under the *Public Sector Employment and Management Act 2002*, all staff costs and provisions for entitlements are reported against LPMA. These costs are recovered from the other agencies and reported as personnel services revenue by LPMA. For the year LPMA personnel services revenue from SPA, SHFA, HDC, Corporation Sole 'Minister Administering the *Environmental Planning and Assessment Act 1979*' (CSEPA), FDC, BOSSI and LIA totalled \$23 million. The financial statements of LPMA do not contain the financial details and performance of these other statutory bodies, as they are required to report separately.

Although predominantly government funded, Crown Lands Division also generated revenues of \$13 million. With other minor income across LPMA of \$10 million, which includes almost \$5 million into the PRMF from caravan park levies, total revenues were \$370 million.

## How the funding is used

In 2009/10, the total of all funding received, being government contributions and revenues totalling \$451 million, was either put towards the costs of LPMA operations or distributed back to the NSW Consolidated Fund.

LPMA collects some revenues which are not used to fund operations, but are distributed back to the NSW Consolidated Fund. This totalled \$83 million in 2009/10, which can be seen in the statement of comprehensive income, in the government contributions section. This \$83 million was contributed to by LPI, CLE and LDWA and the detail is explained in note 8 of the LPMA financials statements.

For further details of financial results, see the Financial Snapshot section and the Financial Statements.

# Corporate Governance

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## Corporate governance report

LPMA was established on 1 July 2009 as a result of the NSW Government's 2009 public sector administrative review. Control of the LPMA is vested to the Chief Executive who has statutory reporting lines for specific functions to two Ministers with the primary Minister for LPMA organisational activities remaining with the Hon. Tony Kelly MLC, Minister for Lands.

LPMA has a separate budget and stands as a separate authority to the established 13 super departments, but has a relationship with the Department of Planning in regard to the alignment of Corporate Services activities.

LPMA brings together the former Department of Lands including Land and Property Information (LPI), Crown Lands (CLD), Soil Conservation Service (SCS), Festival Development Corporation (FDC), Office of Biofuels (OBF), Office of Rural Affairs (ORA) and the Board of Surveying and Spatial Information (BOSSI) with the State Property Authority (SPA), Sydney Harbour Foreshore Authority (SHFA), Hunter Development Corporation (HDC), the Office of Strategic Lands (OSL), Lake Illawarra Authority (LIA) and the Chipping Norton Lake Authority (CNLA). The organisational chart is shown on the following page in *Figure 2 | LPMA Organisational Chart*.

The Chief Executive has established two main governance components within LPMA, which consists of the:

- LPMA Executive Board – Established to provide the strategic input, policy advice and direction for LPMA as an entity. Board meetings are determined by the date and requirements of the business needs and the authority's reporting cycle
- LPMA Management Forum – Established to provide increased understanding and general dialogue, cooperation and coordination across LPMA, and to pursue improved functional and operational authority outcomes. Management Forum meetings are held on a tri-monthly basis.

The prime operational governance within LPMA is provided at the divisional and associated office or corporation level where business and operational plans and the Statements of Business Intent guide the activities with respective directors and managers being responsible and accountable through their performance agreements with the Chief Executive.

Central direction, coordination and facilitation is provided by the Office of the Chief Executive.

The governance framework will be reviewed and enhanced during the coming year to further consolidate LPMA's establishment.

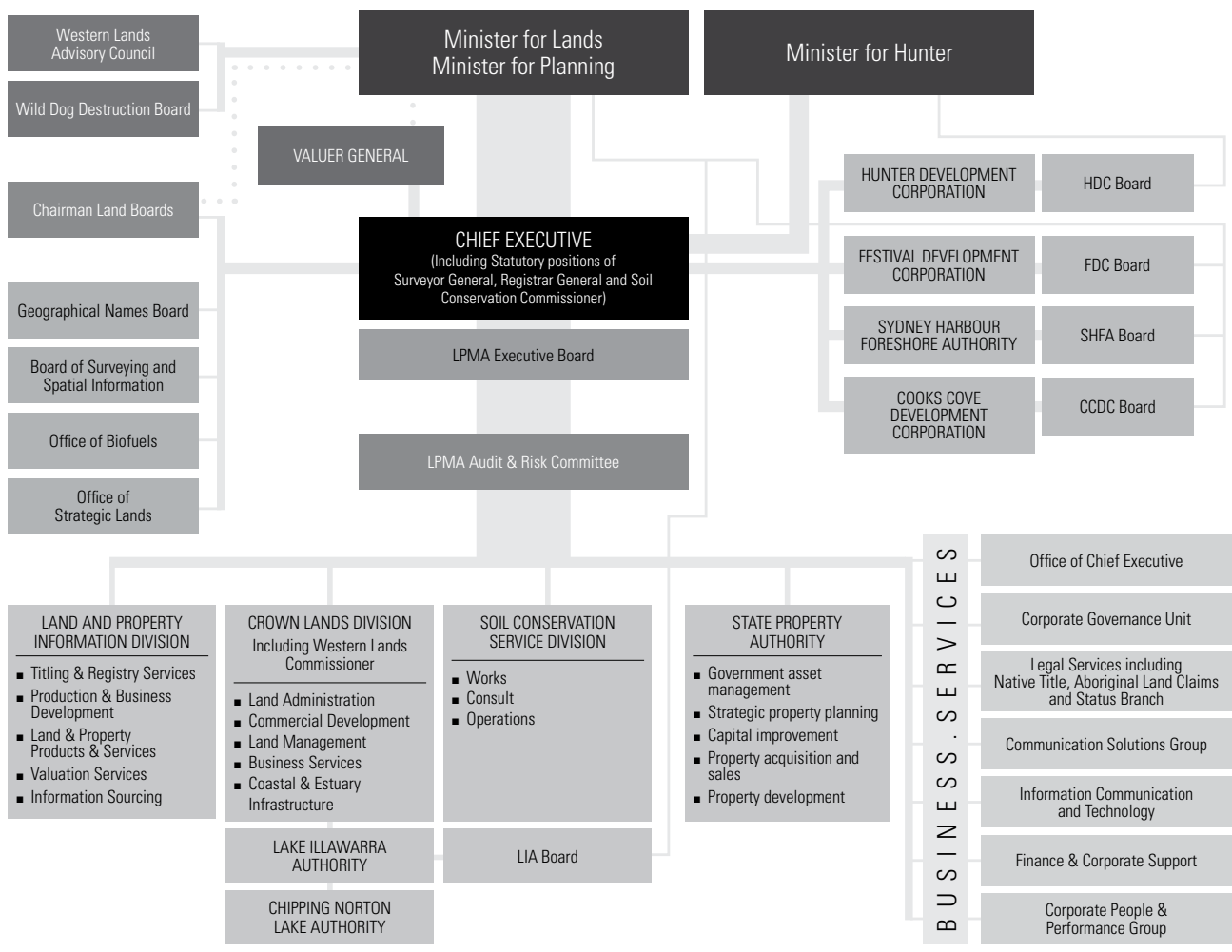


FIGURE 2 | LPMA Organisational Chart

## Audit and Risk Committee

The primary objective of the LPMA Audit and Risk Committee is to assist the Chief Executive in fulfilling his corporate governance and overseeing responsibilities in relation to LPMA's financial reporting, adequacy of internal control over its business processes and functions, risk management systems, legal compliance, and the external and internal audit functions.

## Audit and Risk Committee attendance

Members	Position	Attendance
Jim Mitchell	Chair, external member	6
Ron Cunningham	External member	6
Des Mooney	General Manager, LPI	6
Philip Western	Valuer General	5
Bruce Clarke	External member	2
Joanne Rees		
(Resigned during December 2009)	External member	1
Kel O'Keefe		
(Resigned during December 2009)	General Counsel	2

## Members and attendance at meetings

The LPMA Audit and Risk Committee met quarterly during the period, it also held two special meetings during the year. The committee comprises of five members. There are three independent members, one of whom presides as chairman. The term of appointment for the independent members is four years. The members provide expertise in financial management, business management and development, audit, risk management, legal, valuation and property information.

## Corporate Governance Unit – Internal audit outcomes

The Internal Audit Unit reports directly to the Chief Executive and the LPMA Audit and Risk Committee. The unit plays an important role in the governance framework by reviewing the compliance, internal controls, efficiency and effectiveness of priority programs and business processes.

The Chief Corporate Governance Officer is also the appointed Chief Audit Executive for the LPMA, and is a permanent invitee to the LPMA Audit and Risk Committee, which has an oversight role of audit activities.

The LPMA Three Year Strategic Audit Plan was formulated using the corporate goals, strategic risks and governance issues, which has been endorsed by the LPMA Audit and Risk Committee and approved by the Chief Executive.

During the year, there were 37 planned internal audit reviews, of which, 33 had been completed and four deferred to the following year as a result of other priorities and request from the relevant divisions.

Other activities included:

- ongoing development and review of governance related policies
- ongoing involvement in the provision of specialist advice in a range of business and operational issues
- ongoing involvement and advisory services provided to a number of LPMA major projects
- ongoing involvement to the Corruption Prevention Network, CPA Focus Group, Public Sector Risk Management Association, Risk Management Leadership Group and NSW Public Sector Audit Specialist Group.

## Investigation and reviews outcomes

The Corporate Governance Unit (CGU) performed or managed investigations and reviews as a result of receiving allegations and complaints. During the year, a total of 21 complaints or allegations were undertaken or managed by the CGU. All matters relating to corrupt conduct were formally disclosed to the ICAC.

During the year one matter was referred to the NSW Police for criminal investigation.

## Future focus

In 2010/11 the Corporate Governance Unit will:

- establish the LPMA compliance framework and group to support the framework
- review the structure of the unit to better serve the newly-established LPMA
- continue to develop governance training packages
- continue to develop and enhance governance related policies
- continue its facilitation for the implementation of the LPMA Risk Management Policy
- continue to develop and enhance the LPMA fraud prevention policy
- continue to manage matters referred by external regulatory bodies
- manage reviews of the operations and management of business/corporate units.

# Principal Officers

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LPMA Principal Officers are members of the LPMA Executive Board.



## Warwick Watkins AM

**Chief Executive, Land and Property Management Authority  
Surveyor General, Registrar General and Soil Conservation  
Commissioner**

AMP:ISM P (Harv), MNatRes, DipScAgr, HDA (Hons), FAPI, Hon FISA (NSW), FRICS, JP

Warwick Watkins was appointed Chief Executive of the Land and Property Management Authority in 2009. He has held the position of Surveyor General since 2000 and the position of Registrar General since 2003. He has previously held a number of executive public sector management positions in NSW including Director General of the Department of Lands, Director General of the Department of Information Technology and Management (DITM), Director General of the Department of Conservation and Land Management, Director General of State and Regional Development and Chief Executive of the Waterways Authority.

Mr Watkins is Surveyor General of Norfolk Island, President of the Board of Surveying and Spatial Information, Chair of the Geographical Names Board and Chair of the Australian and New Zealand Land Information Council (ANZLIC), Deputy Chair of the CSIRO Research Flagship, Water for a Healthy Country, a member of the ARC Centre of Excellence for Ultra-high Bandwidth Devices for Optical Systems (CUDOS), a member of the National Spatial Information for National Security Committee, Director of Intersect, a member of the Australian Water Information Council and Chair of the Australian Consultative Committee on Risk and Security.

He is also Deputy Chancellor of the University of Technology, Sydney, Director of the World Federation of Surveyors (FIG) Foundation, Chair of the Australian Spatial Consortium, Chair of Spatial Information Systems Limited, Director of AuScope and a past foundation director of Landcare Australia Limited and former Deputy Chair of the Land and Water Australia Board.



## Des Mooney

**General Manager, Land and Property Information Division**

MBA (Syd), BSurv (Hons), MIS Aust, FAICD Dip FAIM, JP

Des Mooney, General Manager, Land and Property Information Division (LPI) since February 2001. He has extensive senior management experience in both the public and private sectors including experience in surveying, mapping and valuation activities. He is a Director of PSMA (Public Sector Mapping Agencies) Australia and a member of the National Steering Committee for Electronic Conveyancing. Mr Mooney is also a registered surveyor and registered valuer.



## Graham Harding

**General Manager, Crown Lands Division**

**Acting General Manager, Festival Development Corporation**

Graham Harding was appointed General Manager Crown Lands Division in 2004. Mr Harding has driven significant reforms for Crown land management in recent history. A major thrust of these reforms is working with local government, state agencies and the private sector in the planning and appropriate development of the state's Crown reserve system to ensure both built and natural infrastructure are sustained now and into the future and more people are encouraged to use Crown reserves. The next financial year will see the introduction of transaction centres to improve customer service delivery leveraging efficiencies through improved databases, revised business processes and web enabled access. These initiatives will allow front line service delivery officers to focus their activities on delivering on the ground outcomes to communities across NSW.

Mr Harding is also:

- Board Member, Hunter Development Corporation
- Chair of the Interstate Committee for the Tweed River Estuary Sand By-Pass
- Chair of the Crown Cemeteries Advisory Committee.



## Paul Jones

**General Manager, Soil Conservation Service Division and Deputy Soil Conservation Commissioner**

Eng (Civil), Certified Professional Erosion and Sediment Control (CPESC)

Paul Jones has been the General Manager of the Soil Conservation Service Division since April 2003. He has led the drive to improve the financial position of the group with a range of new marketing strategies, Works fleet rationalisation and upgrading, and environmental consultancy expansion. With a 30-year civil engineering background, Mr Jones has extensive experience in soil conservation works and managing a commercial earthmoving and environmental consultancy group. With transfer of administration of the *Soil Conservation Act 1938* to the Department of Lands, Mr Jones was appointed a Deputy Commissioner Soil Conservation Service Division, Business Operations, for Act administration purposes.



## Barry Douse

**Acting General Manager, State Property Authority**

BA Hons., EMPA., GAICD., AQC

Barry Douse recently joined the State Property Authority as Acting General Manager from the Land and Property Management Authority. He has extensive experience in property management, procurement, contracting, strategic planning, relationship management and business services. Mr Douse has worked extensively across government and his experience extends to senior management roles in NSW State Rail, NSW Police, the former Department of Lands and Land and Property Information Division (LPI). Mr Douse has a strong property focus and commercial background. He has long-term involvement in outsourcing and service competition and has been responsible for procurement and contracting in NSW Police. He has also held strategic planning, organisation development and sustainability roles at the former Department of Lands.



## Craig Norman

### General Manager, Hunter Development Corporation

B.Ec, M.Acc. Studies, ASCPA

Craig Norman is the General Manager of the Hunter Development Corporation which is charged with fostering and facilitating economic growth on key strategic sites in the Hunter region. In early 2008 Mr Norman managed the successful merging of the former Honeysuckle Development Corporation with the Regional Land Management Corporation. The new entity has management of significant industrial, commercial and residential lands in the Hunter. Prior to this Mr Norman was the General Manager of the Honeysuckle Development Corporation since October 2005. The corporation was responsible for the redevelopment of 50 hectares of redundant waterfront industrial land in the CBD of Newcastle, Australia's seventh largest city. It is one of the largest urban renewal projects undertaken in Australia. In recognition of the corporation's success, the NSW Government has significantly expanded the corporation's brief to take in the wider Hunter region.

Before undertaking the CEO role, Mr Norman was the Corporation's Business Manager (Chief Financial Officer) for six years responsible for all business and commercial operations. Mr Norman has worked extensively in finance in government commercial operations.



## Egle Garrick

### General Manager, Sydney Harbour Foreshore Authority

MSc Soc (UNSW), BA, DipLib, CTM, GAICD

Mrs Garrick was appointed General Manager of Sydney Harbour Foreshore Authority on 10 May 2010. She joined the authority in March 2003. She has extensive experience in the NSW Government public sector and was the first woman to manage a public bus depot. Mrs Garrick was General Manager of Sydney Ferries for four years before moving to the Foreshore Authority. She is a non-executive Director of the training organisation MTC Workplace Solutions and the Place Leaders Association.



## Philip Western

### NSW Valuer General

BAgrCom (VFM) FAPI, AIMM, ANZPI

Philip Western is the principal advisor to the NSW Government on valuation issues. Mr Western has been responsible for overseeing some significant enhancements to the NSW valuation system, in a drive to improve the quality of land values and communication with the public. Previously Mr Western worked extensively in senior management roles in the field of rating and taxation valuations. He is a fellow of the NSW division of the Australian Property Institute (API), the NSW National Councillor on the National API Board and was recently elected as the National Senior Vice President of the API. Mr Western is a member of the advisory board for the Canada-based International Property Tax Institute (IPTI). In his spare time, he is President of the Board of NSW Gymnastics and a member of the NSW Rhythmic Gymnastics Sports Management Committee.





## **Bob Costello**

### **Corporate Secretary and Chief Financial Officer**

Dip Tech (Comm.) CPA JP

Bob Costello was appointed Corporate Secretary and Chief Financial Officer in February 2006. He has managed a range of strategic reform initiatives both in his current position and in previous roles. He has held a number of senior and executive positions in a range of agencies within the NSW public sector in a career extending 38 years.

Mr Costello's experience covers areas such as audit, policy development, state budget monitoring, financial management and accounting. He plays a crucial role for the Land and Property Management Property Authority in the implementation of the NSW Government's public sector reform agenda.



## **Kel O'Keefe**

### **Corporate Counsel**

LLM, M.A.

Kel O'Keefe is the head of LPMA Legal Services which includes responsibility for providing legal services to statutory bodies within the LPMA cluster. He has extensive practicing experience in the public sector and has also worked in a private practice. Mr O'Keefe's focus is on property, commercial and planning law. Mr O'Keefe is a member of LPMA's NECS Implementation Governance and Steering Committee.

Mr O'Keefe is also responsible for the specialist Aboriginal Land Claims, Native Title and Status Units.

# Performance Report

We work within a large government and regulatory and governance environment which is outlined in our reporting framework (Figure 3) demonstrating the legislative, NSW State Plan priorities and financial reporting requirements of our organisation. These factors and requirements cascade into our corporate and business reporting.



**FIGURE 3** | Our Reporting Framework

The current reporting year has involved substantial change for the agency as we evolve from the former Department of Lands to the Land and Property Management Authority (LPMA). The reforms made across the NSW public sector have engaged our management and staff, as well as our customers and stakeholders, in a program of transition as we undertake administrative and cultural changes to craft a new vision for the organisation.

In 2004/05 the former Department of Lands commenced a journey to explore the non-financial factors which contribute to organisational performance, articulating that journey through the intellectual capital or extended performance report. This process has enabled the agency to investigate and evaluate aspects of organisational value which do not appear on the 'balance sheet' but are fundamental to the efficient and effective function of the organisation and the delivery of services and outcomes to our clients and stakeholders.

The formation of LPMA combines a number of government based land and property information and management functions which provide a unique opportunity to reflect, re-evaluate and re-vision our enterprise wide strategy.

During the reporting year we began a process of aligning the organisation's business activities, improving the organisation's internal and external communications, and re-engineering our internal processes to address the needs of the new organisation. For LPMA, like many other agencies, that also includes aligning our reporting processes to support our contribution to the NSW State Plan; Investing in a Better Future, released early in 2010.

The operational divisions of LPMA have key business and operational drivers which are articulated in their relevant business strategies and plans.

As we approach the end of the financial reporting period we have again partnered with the University of Sydney to undertake research within the new organisation. We are revisiting the research undertaken five years ago, to review our progress and introduce the new operational areas to the work that has been undertaken. The research outcomes will be available in the 2010/11 reporting year and will assist in documenting our position as we commence a new stage in our journey, incorporating the lessons learned and welcoming new input as we develop the framework for future extended performance reporting across the new agency.

## Major restructuring

In March 2010, LPMA was transferred from the Services, Technology and Administration Cluster to the Planning Cluster. In June 2010, Sydney Harbour Foreshore Authority (SHFA) was added as a business unit of LPMA. It has not been necessary for major restructuring of LPMA to occur as a result of the integration of new business units.

Instead, the initial thrust has been on improving individual business performance and the provision of across agency coordination and provision of business and corporate services.

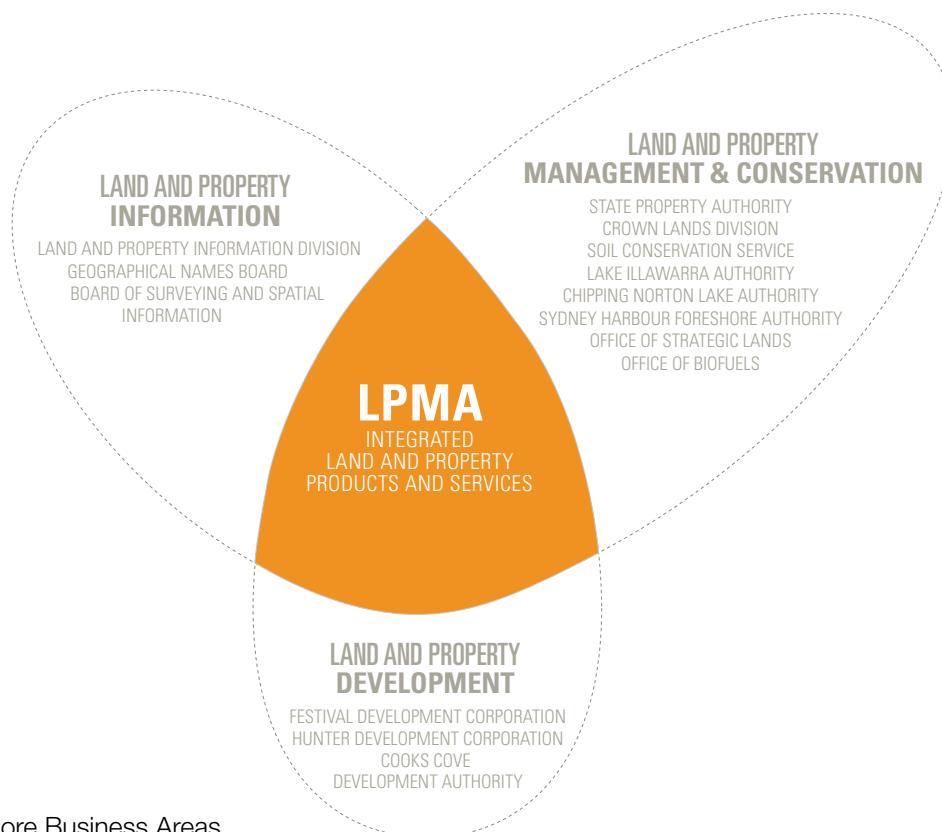
Major restructuring did occur within the existing Crown Lands Division (CLD). The division is responsible for the sustainable management of more than 43.7 million hectares of Crown land, about half the total area of New South Wales.

To positively respond to the challenges of remaining responsive, accountable and fiscally responsible, CLD restructured its business operations by:

- reducing processing requirements and costs
- redeploying resources to on-the-ground Crown land management
- delivering greater accountability through a new management structure.

Restructuring has occurred in accordance with the approved Change Management Plan, development of which included consultation with relevant unions and staff.

# Our Core Business Areas



**FIGURE 4 |** Core Business Areas

LPMA's contribution to public value is in the coordination, integration and provision of products and services for a number of NSW land and property management businesses across the three core areas.

- Land and Property Information
- Land and Property Management and Conservation
- Land and Property Development

## Goals

- To deliver improved outcomes through the integration of land and property related services including information, management and conservation and development.
- To create and deliver practical client driven products and services that meet their needs.
- To build and contribute to the attainment of sustainable outcomes across our products and service range in the land and property assets of NSW.
- To develop our organisational capital – our staff, our processes and resources – to achieve our organisational objectives, build value and deliver better outcomes for government and the community.

## Strategic initiatives

- Deliver improved public value through the integration of agencies to provide better return on assets revenue and sales and protect the inter-generational equity and the generation of knowledge and enhanced service delivery pathways.
- Maintain and enhance governance and accountability in land and property activities.
- Developing human capital, expanding future career paths and sustaining a productive and healthy workforce and production and retention of knowledge capital.
- To provide strategic direction and support in policy, legislative reform including legal and governance as well as GIPA and information needs within and across the businesses.