

Land and Property Information

Strategic objectives

- Provide leadership and good governance to assure the integrity and quality of government held land and property information assets.
- Promote and facilitate sharing appropriate land and property information and spatial data, across government.
- Position New South Wales as a leader in spatial information systems and solutions.

Our contribution

- LPMA is uniquely positioned to improve access to, and use of, land and property related information. As a custodian of key data sets, LPMA is encouraging other land, property and spatial data custodians to share data, ensuring that reliable, timely, quality data is made available. By facilitating technology platforms to enable data held by different agencies to be made available through a single interface, data custodians can provide information solutions to other agencies and to the public, if appropriate.
- The development of the Spatial Information Exchange has provided the platform for the whole of government spatial services and continues as the electronic enabling initiative for LPMA products and services.
- LPMA provides guidance and leadership in relation to a number of state-based and national programs which underpin existing information assets and seeking to anticipate the future information needs of the people of NSW and Australia. It is important to retain a significant role in the development of future information strategies to ensure that NSW is best positioned to leverage the land, property and spatial information assets to underpin good strategy, policy and decision making.

For information on agency achievements, visit the individual business reports:

- Valuer General's Report
- Land and Property Information Division
- Geographical Names Board
- Board of Surveying and Spatial Information

VALUER GENERAL'S REPORT

The Valuer General oversees the valuation system managed by the Land and Property Information Division (LPI), Land and Property Management Authority (LPMA) to ensure the delivery of quality valuations that meet the needs of our community.

The Valuer General is a statutory position responsible for:

- the provision of fair, accurate and consistent land values for rating and taxing purposes made under the *Valuation of Land Act 1916*
- determination of compensation following compulsory acquisition of land under the *Land Acquisition (Just Terms Compensation) Act 1991*
- the provision of specialist valuation and property advice to government.

Vision

The Valuer General is committed to providing a valuation system that meets the needs of our community which includes landowners, members of the public, ratepayers, land tax clients and state and local government.

The Valuer General's vision is to ensure the delivery of valuation services that are customer focused, delivering valuations that are fair, consistent, timely and provide value for money.

Outcomes

- Accurate and consistent land values.
- A quality, cost effective valuation process.
- An open and transparent valuation system.
- Our focus remains on continuous improvement.
- A quality valuation service measured through recognised quality standards and international benchmarks.
- Working relationships founded on regular consultation and open communication with our stakeholders.
- Improved communication with all stakeholders including members of the public.
- The provision of professional leadership and stewardship to the valuation industry by the Valuer General.



FIGURE 5 | Valuation System

Valuation

There are approximately 2.4 million land valuations produced annually in New South Wales.

The Valuer General provides land values to local councils for rating and the Office of State Revenue (OSR) for managing land tax, as well as a number of other government agencies.

Land value reflects the market value of the land as at 1 July in the year of valuation and is based on the land being vacant.

Most land in NSW is valued using the mass valuation approach, where properties are valued in groups called components. The properties in each component are similar, or are expected to reflect changes in value in a similar way.

Each valuation is recorded in the Register of Land Values.

Land and Property Information Division

The Valuer General oversees the valuation process managed by LPI. LPI provides the link between the independent valuation service contractors and the Valuer General.

LPI provides a range of valuation services to the Valuer General, including the management of valuation contracts, the provision of information to contract valuers, the objection review process, the provision of information to stakeholders, as well as auditing and ensuring the quality of land values and the day-to-day management of valuations completed under the *Land Acquisition (Just Terms Compensation) Act 1991*.

LPI's services to the Valuer General are formalised through a service level agreement. The agreement for the next twelve months commences 1 July 2010.

The 2009/10 agreement covered areas including customer service, valuation accuracy and consistency, data quality and innovation. Refer to LPI's Valuation Services report for details on performance outcomes.

GOVERNANCE

The Valuer General reports administratively to the Minister for Lands and the Chief Executive, Land and Property Management Authority. The Committee on the Office of the Valuer General monitors and reviews the functions of the Valuer General.

Parliamentary committee

The Committee on the Office of the Valuer General was first established in July 2003 as a joint statutory committee and operated until the end of the 53rd Parliament in early 2007.

The committee was re-established in the 54th Parliament on 25 September 2008 as a joint standing committee, by resolution of the Parliament.

The committee comprises five members including two members of the Legislative Council and three members of the Legislative Assembly.

The committee's primary function is to monitor and review the exercise of the Valuer General's functions with respect to land valuations under the *Valuation of Land Act 1916* and the *Land Tax Management Act 1956*.

In particular, the committee can monitor valuation methodologies, the arrangements under which valuation contracts are negotiated and entered into, and the standard of valuation services provided under such contracts.

The committee has met with the Valuer General and examined matters connected with the function of the valuation system.

The committee has continued to monitor turnaround times for objection processing. They noted the considerable work done around resources, processes and technology and the impact on improving objection processing times and the clearing of the backlog of objections. The average time for dealing with objections has improved over recent years falling from 168 days in 2006/07 to 103 in 2008/09 and is currently sitting at an average of 83 days. The committee noted improvements in the way performance is reported, particularly in regard to objections.

Fees for the use of valuation services have been considered by the committee. They have examined the need to charge an appropriate fee to all agencies and users of valuation data. The committee has also considered workforce capability in regard to the shortage of valuers. The Valuer General advised the committee on the action being taken in regard to these areas.

Land Valuation Advisory Group

The Land Valuation Advisory Group comprises representatives of valuation industry groups and stakeholders. The group's primary focus is to provide advice to the Valuer General on the application of mass land appraisal techniques. The group also provides feedback to the Valuer General on general valuation matters.

The group met three times during the year. Principal matters for discussion, consideration and advice were:

- the 1 July 2009 valuations
- research into alternate valuation models
- valuation research projects into improving the quality of land values and quality assurance processes
- the ongoing parallel valuation project
- the objection system
- valuation audit
- valuation contractors – rating and taxing tenders.

Office of the Valuer General structure

The Office of the Valuer General comprises the Valuer General and 4.6 permanent staff.

REPORT ON PERFORMANCE

Communication

The Valuer General's communication strategy ensures communication is open, informative and transparent. It encourages feedback and discussion.

The strategy has resulted in the provision of more information to stakeholders on the valuation process and more detailed information on the property market, including an overview of the property market in the biannual newsletter.

All publications are reviewed annually and stakeholder feedback is actively sought as part of the review process.

New publications are developed when needed. During 2009/10 a fact sheet was developed to assist strata property owners, *Land values for strata properties*.

The valuation information on the website is continually monitored to ensure it is accurate, relevant and up-to-date. Information on land values and council rating was added to the website to assist landowners' understanding of how land values are used by councils to assist in calculating rates and when councils receive new land values for rating.

The *Newsletter from the Valuer General*, distributed in January with the Notices of Valuation and in July by participating councils with rates notices, is part of the approach to continuously focus on customer service and improve transparency and access to valuation information for members of the public. The majority of councils chose to distribute the newsletter.

List of publications

- *Newsletter from the Valuer General July 2009 (10th edition)* – 1,419,000 copies distributed.
- *Newsletter from the Valuer General January 2010 (11th edition)* – 766,655 copies distributed.
- *Your land value – a brief guide to the land valuation process.*
- *Your land value review guide.*
- *Our service to you.*
- *Notice of Valuation fact sheet.*
- *Land values for strata sites fact sheet.*
- *Land values for irrigation properties.*

Customer service

The Valuer General continues to focus on improving customer service to landowners. Since the development of the Valuation Objections Customer Service Group in 2005 objection processing times and customer service have continuously improved.

Customer service has been measured (benchmarked) through independent surveys.

The initial survey was undertaken in 2008 to measure the level of landowners' satisfaction with the valuation call centre and follow up contact from LPI.

Key areas of service considered in the survey included:

- understanding your enquiry and providing the information you need
- being knowledgeable
- speaking clearly and using language that is easy to understand
- being polite, patient and courteous
- promptly answering your call.

The survey found over two-thirds of survey participants rated the quality of their overall experience as high. No area of service was rated as low.

A follow-up independent survey was undertaken in April 2010. It was commissioned by LPMA on behalf of the Office of the Valuer General and focused on the same key areas of service as the 2008 survey. The final report was submitted to the Valuer General on 29 June 2010.

Results have shown that overall customer satisfaction has improved despite the strong existing benchmarks. These results apply to both the outsourced call centre and follow up service from LPMA.

The survey found the main reason for landowners contacting the call centre in 2010 was to make amendments to details on their Notice of Valuation such as update or change information including postal address, property address and ownership information.

A review of our customer service in relation to the outcomes of the survey is planned to be conducted during the first quarter of 2010/11 financial year.

Objections

The average turnaround times for objections continues to decrease. Our procedures are continuously reviewed to build efficiency and quality into the objection process.

The reporting of performance has been reviewed and a significant change made to the way turnaround times for objections are recorded. A more accurate way to count objections and timeframes has been introduced. Previously, when an incomplete or invalid objection was received, the recording of turnaround time commenced, despite, for example the objection being returned to the landowner to provide further information. The new procedure will allow the turnaround time to commence once the objection is accepted as valid.

An independent survey into objection handling has been commissioned by LPMA on behalf of the Office of the Valuer General to measure the quality of the service provided by LPI's Valuation Services in responding to landowners' objections.

It is expected that the survey findings will provide the basis for future improvements in objection processing, documentation, customer service and information provision to landowners. The findings will also contribute to the development of service level agreements between the Valuer General and LPI.

A project to enhance the online objection form is underway. It is expected the enhancements will make lodging an objection online easier and result in an increase in online objections being valid on first lodgment.

Land Value Verification Project

With the support of the NSW Government, the Valuer General implemented the Land Value Verification Project on 1 May 2006 as part of the drive to enhance the quality of land values. Over the five year period of the project all land values and attributable data will be reviewed. Approximately 20% of the 2.4 million land values and associated data in NSW are reviewed each year.

The project met the 80% target of verified land values in the period 1 May 2006 to 30 April 2010. The project is on schedule to be completed in April 2011.

The project has provided enhanced valuation outcomes and improvement to the valuation basis. The reduced objection numbers and the overall improvement in the quality of land values is an indicator of the success of the project.

The future of the Land Value Verification Project will be reviewed during late 2010.

Research

Aligned with the commitment to improve the NSW valuation system, the Valuer General has commissioned Associate Professor John Macfarlane from the University of Western Sydney (UWS) to provide independent and impartial advice on improving the quality of land values for rating and taxing purposes in NSW.

Work undertaken in the past 12 months has included analysis of 1 July 2009 land values and objection outcomes, research and development of an alternative valuation model to assist in the auditing of land values, the analysis and relationship between analysed and adjusted sales to land values, independent analysis of the overall quality of land values through statistical analysis, assisting with the parallel valuation process, and in conjunction with LPI's Valuation Services developing standardised reporting templates to monitor key quality indicators.

Valuation system benchmarking

The Valuer General is committed to providing a quality, cost effective valuation system for NSW that compares favourably with leading agencies around the world.

With a focus on continuous improvement, the Valuer General regularly takes part in benchmarking studies to compare and measure our valuation practices and performance with other agencies worldwide.

The Valuer General is currently participating in a study being conducted by the International Property Tax Institute. This benchmarking study is to survey operation and valuation practices of assessing agencies worldwide, with the aim of finding the best practices, processes and opportunities for improvement in the assessment of property.

Strata property review project

A detailed review of information available to strata property owners was undertaken during the second half of 2009. The review determined that strata property owners would benefit from additional information about the valuation of strata property.

A new fact sheet, *Land values for strata sites* has been developed and the *Your land value review guide* enhanced to include information on land values for whole strata sites, proportional land values for individual units, objection rights and appropriate supporting evidence for strata objections including examples.

A project is currently underway to enhance the land value search for individual strata units, to include the land value for the whole strata site and an explanation on how the proportional land value for individual units is determined.

Supplementary valuation review project

Supplementary Notices of Valuation are issued outside the usual three to four year valuation cycle because of specific changes to circumstances surrounding the property.

A review of the information provided to landowners receiving a supplementary Notice of Valuation was undertaken. The review determined that explanatory information describing the reason for the supplementary valuation, in plain English, should be included on the Notice of Valuation.

The inclusion of explanatory information for supplementary Notices of Valuation was implemented in June 2010.

Legislation

The Valuer General regularly reviews the *Valuation of Land Act 1916*, to determine where amendments are required.

Amendments will continue to be considered as the Valuer General strives for increased transparency and clarity within the *Valuation of Land Act 1916*.

FUTURE FOCUS

Valuation quality

Continue to improve the quality of valuations for the benefit of all stakeholders. Key projects include:

- the completion of the Land Value Verification Project and review its further application/future
- continue the ongoing project to increase the number of 'representative properties' individually valued within components throughout the state
- continue to undertake parallel valuations for quality control
- further development and application of qualitative analysis tools for auditing and quality control of valuations
- continue the creation of specialist valuation groups (expert contract valuers) to determine land values state wide for specialist property such as mines, airports and shopping centres
- develop an automated valuation model (AVM) which will analyse sales data provided by contractors. The AVM will produce land values and compare sales. It will be incorporated in the quality assurance process.

Land value review process

- Continue to improve the valuation review process including faster objection processing.
- Review the objection process in relation to the outcomes of the objection handling survey.
- Implement an improved online objection process that provides landowners with additional supporting information and self-correcting mechanism.

Communication

Continue to improve our service to the community including landowners, members of the public, ratepayers, land tax clients and state and local government through:

- building on customer service through the outcomes of the 2010 customer service survey
- undertaking further surveys for customer service
- engaging in regular consultation with our stakeholders.

Integration of, and access to, data

- Develop and improve access to electronic data from across LPMA and other organisations to enhance the availability of information for the valuation process.
- Continue to improve the availability of electronic information to the public.
- Enhance the individual strata unit land value search to include the land value for the whole site of the strata scheme.

People – Development and Education

- Build a skilled, capable and valued workforce by investing in enhancing the expertise of staff and contractors to ensure quality valuations.
- Actively support the inclusion of rating and taxing valuation components in tertiary courses for valuers and ensure these courses meet the required standards for undertaking rating and taxing valuations.
- Continue to operate a trainee and graduate program to assist in maintaining internal staff and skill levels.

Valuation system benchmarking

- The Valuer General will continue to work with the International Property Tax Institute, international and Australasian state valuation jurisdictions in a drive to further improve the NSW valuation system, the quality of land values and the delivery of efficient valuation outcomes.

Fees for valuation services

- The Valuer General will review the pricing of valuation services to users outside local government and the Office of State Revenue and set appropriate fees for valuation information and services.



Philip Western
Valuer General

OFFICE OF THE VALUER GENERAL KPIS

TABLE 1 | Office of the Valuer General KPIS

Key Performance Indicators (KPI)	Target	2005/06	2006/07	2007/08	2008/09	2009/2010
Total valuations issued for rating and taxing purposes		1,097,000	1,508,534	1,456,741	1,506,235	1,638,793
Total valuations on Register of Land Values at 30 June		2,372,936	2,389,193	2,403,557	2,416,581	2,428,915
Customer Service						
% of calls resolved on first contact ¹	85%	90%	88%	88%	88%	88%
% of calls responded to within 3 days ¹	85%	18%	33%	40%	71%	73%
Ratepayers						
% Notices of Valuation issued within 31 days	95%	95%	98.20%	89.70%	96.50%	71% ²
% Notices of Valuation for general valuation issued to property owners within agreed SLA timeframe	100%	100%	100%	100%	100%	100%
Councils						
% general valuations land values issued to relevant councils within agreed SLA timeframe	100%	64% ³	100%	100%	100%	100%
% supplementary valuations to council within 31 days	95%	95%	96.40%	95.40%	99.90%	100%
Office of State Revenue						
% objections to land values for land tax completed within 90 days	30%	31% ⁴	23% ⁴	20% ⁴	44% ⁴	59%
% objections to land values for land tax completed within 180 days	75%	69% ⁴	64% ⁴	81% ⁴	94% ⁴	98%
% objections to land values for land tax, where land value is greater than \$1m, within 120 days	95%	41% ⁴	29% ⁴	29% ⁴	74% ⁴	78%
% new land values issued to all property in NSW to OSR by 16 November	100%	99%	100%	100%	100%	100%

TABLE 1 | Office of the Valuer General KPIs *continued*

Key Performance Indicators (KPI)	Target	2005/06	2006/07	2007/08	2008/09	2009/2010
Supplementary valuations						
Total supplementary valuations issued		41,987	40,350	52,150 ⁵	38,775	36,659
Average days to complete	<65 days	100 days	85 days	71 days	65 days	47 days
Objections						
Number of objections received for all valuing years		12,791 ⁶	11,133	6,660	6,885	7,092
Number of objections received as a % of valuations issued		1.17%	0.74%	0.45%	0.46%	0.43%
% objections to land values completed within 90 days	25%	28% ⁴	24% ⁴	21% ⁴	44% ⁴	63%
% objections to land values completed within 120 days	60%	43% ⁴	37% ⁴	47% ⁴	70% ⁴	80%
% objections to land values completed within 180 days	95%	68% ⁴	68% ⁴	81% ⁴	94% ⁴	98%
Average number of days to complete objections	<90 days	157 days ⁴	168 days ⁴	138 days ⁴	103 days ⁴	83 days

1. New record.
2. Issue of supplementary valuations was suspended during the issue of the general valuation.
3. Does not include six Local Government Authorities which were subject to water separation values.
4. New basis for counting objections – counting commences from when an objection is accepted as valid.
5. Includes land values amended through verification.
6. New figure to include all valuing years

LAND AND PROPERTY INFORMATION DIVISION REPORT

Land and Property Information Division (LPI) is a Government Business Enterprise responsible for administering a range of legislation which provides the framework for land titling and conveyancing, surveying, valuation and related matters underpinning the economy of New South Wales. By supporting the statutory functions of the Registrar General, Surveyor General and the Valuer General, LPI protects land titles in NSW, maintains and promotes standards that ensure secure, consistent and quality spatial and valuation information is provided to the community.

What we do

LPI's business, as the NSW Government's leading agency for land and property information administration, is built on the foundation of its core services provided on behalf of the Registrar General, the Surveyor General and the Valuer General. These services include:

- land title registration services, including registration of plans of survey and property transactions, issuing of certificates of title and conversion of old system land to Torrens title
- maintaining the state's survey infrastructure
- valuing land throughout the state every year to make the land valuations used in calculating local council rates and NSW Government land tax payments
- carrying out an aerial photography and imagery capture program to produce a large range of maps and spatial information in digital form
- supplying property information online and over the counter to customers
- developing spatial data systems, data models and specialist services to meet a diverse range of stakeholder needs including emergency services, counter terrorism, natural resources and other sectors.

Key achievements

During the 2009/10 financial year, LPI:

- made contributions back to government of \$30.2 million
- launched our new electronic Notice of Sale (eNOS) system enabling LPI customers to prepare and lodge Notices of Sale (NOS) online
- recruited 27 graduates and trainees to training positions across various LPI and business support areas
- expanded online customer services to enable self-service and increased information access (SIX, ePlan, Registrar Generals Directions).

Our customers

LPI products and services are available to the people of New South Wales as a whole, including government, private industry and the general public. Regular customers primarily come from three market segments.

- The property conveyancing industry.
- The land use, planning and development sector.
- Government agencies at state, local and federal levels.

Key products

- Over 4 million online requests for land information records are handled via our network of information brokers annually.
- Between 700,000 and 800,000 land title transactions are registered each year.
- 2.4 million properties are valued each year.
- LPMA's spatial imagery, including aerial imagery, continues to be utilised in emergency responses to disasters such as bushfires and floods.
- SIX – The Spatial Information eXchange (SIX) is the official source of NSW's geospatial information, possessing the most comprehensive, accurate and reliable spatial data for the state. SIX can be accessed at www.six.nsw.gov.au.
- ePlan – An information management system capable of electronically processing the lodgment of digital land title plans in NSW. LPI has made significant progress in its three-year program and continues to deliver significant benefits to the property industry.
- Online Shop – LPI Online was migrated to a more secure online location and renamed the Online Shop to more broadly capture the breadth of future products and services intended to be delivered electronically to the NSW community.

AIMS & OBJECTIVES FOR 2009/10

LPI's strategic goals for the five years to 2013 are as follows.

- Our customers' needs and requirements will be our primary focus in designing our products, services and delivery channels.
- We will be the central point of access for a full range of land information, data sets, products and services including those we will source through other government or private sector organisations or the community.
- Our system of sourcing, processing and storing data will be world's best practice to ensure seamless and cost-effective management of, and access to, NSW land and property information.
- Our information will be transmitted electronically and our transactions with our customers, partners and suppliers will increasingly be conducted through electronic channels.
- We will set measurable targets to be achieved by 2013 based on customer priorities and world's best practice.

To meet increasing demand for both electronic service delivery and spatial products and services across industry and the community, LPI invested further in improving land information systems and enhancing and developing electronic service delivery capabilities through ongoing projects including:

- development of a National Electronic Conveyancing System (NECS)
- electronic plan (ePlan) lodgment project
- upgrade of rural addresses to complete the alignment of Valnet2 and GURAS addresses and implement transaction based updating services
- development of echannel services
- LPMA's spatial data infrastructure consolidation
- upgrade of cultural topographic information and cadastral data
- conversion of old system, manual Torrens title and Crown land parcels
- conservation and digitisation of records, including historical plans, aerial photography, maps, survey field notebooks and the old form Torrens title register
- major asset valuation programs
- automated reporting to improve valuation quality assurance outcomes.

PERFORMANCE HIGHLIGHTS

- LPI customers can now prepare and lodge Notices of Sale (NOS) online, following the launch of our new electronic Notice of Sale (eNOS) system in April.
- LPI played a lead role in the establishment of NECDL Pty Ltd as a tri-state company (NSW, VIC and QLD) limited by guarantee to develop the National Electronic Conveyancing System (NECS).
- LPI relaunched its web-based practice manual, 'The Registrar General's (RG) Directions'. Enhancements to the website include more comprehensive information, improved navigation, page layouts and a search facility providing easier access to content.
- 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 State Records Authority for permanent archival storage.
- LPI hosted the 36th Registrars of Titles Conference in October 2009. Over 20 delegates from overseas and interstate attended the four day conference.
- LPI hosted its second Land Title Fraud Forum in April 2010 attended by organisations sharing a mutual interest in mitigating property fraud. Attendees included representatives from major banks, law enforcement agencies, the Law Society of NSW, Registry of Births, Deaths and Marriages, Office of State Revenue, Australian Institute of Conveyancers and the Institution of Surveyors.
- LPI established 16 additional Continuously Operating Reference Station Network (CORS) stations in the state's north coast and central west. With these CORS the overall implementation of CORSnet is 50% complete.
- LPI's LiDAR program to capture hi-resolution elevation data along the NSW coastline commenced in September 2009. 5,000 square kilometres of the north coast has been captured.
- Valuation Services has developed a valuation audit program to provide regular audit scrutiny of the valuation process. This is managed by the Valuation Quality Assurance Committee established in 2009 to oversee the quality assurance of the valuation process.
- Major asset valuation programs were carried out for portfolios held by Department of Environment Climate Change & Water, Department of Human Services Ageing Disability & Home Care, Historic Houses Trust, Land and Property Management Authority, the University of Sydney and Sydney Ports.
- The electronic system for processing land valuation objections has resulted in significant improvements in the electronic quoting and procurement for objection briefing services, provides a pre-populated objection form for landowners, ensures fast and secure delivery of objection documentation, an electronic system for performance management of contractors, secure storage of electronic documentation and a centralised process for issuing objection decisions to landowners. The completion and response times for objections during 2010 have been significantly improved.

KEY PROJECTS

NECS Readiness Program

LPI has been working with industry groups and other jurisdictions to develop and implement a National Electronic Conveyancing System (NECS). A single national electronic conveyancing system will allow consumers across Australia to benefit from one system to settle property transactions, reducing costs and increasing efficiency in the property market.

To support the development of NECS, in 2009/10 LPI pursued two concurrent streams of project activity.

- Supporting the national work program by developing and contributing NSW requirements to the NECS Requirements Definition, NECS Legal Framework and the NEC Data Standard (NECSD) specifications.
- The NSW Readiness Program to specify requirements and commence provisioning for the changes to legislation, business practices and systems required from the NSW Land Registry to enable and regulate electronic conveyancing, as a result of NECS.

Work undertaken as part of the NSW NECS Readiness Program during 2009/10 has included:

- conducting a substantive program of industry consultation to ensure that business practices and the supporting legal framework for NECS are designed to facilitate prompt and widespread adoption of NECS by industry
- developing in consultation with the other jurisdictions a legislation development plan based on the NECS Legal Framework Report
- documenting the detailed logical process model for automation of electronic examination and registration of lodgment transactions from NECS in a concurrent electronic and paper-based conveyancing and registration process
- specifying XML data schemas for NSW Registry Instruments and Registry information, for use in electronic conveyancing, suited to automated population and compliance assurance.

In January 2010 the governments of New South Wales, Queensland and Victoria formed National E-Conveyancing Development Ltd (NECDL), to progress creation of a system to provide an efficient competitive system, without increasing the cost of such services to the community or excluding any current market participant from operating in the new electronic environment. During 2010 NECDL is expected to develop a work program to complete specification and implementation planning for NECS.

ePlan Program

LPI has 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. ePlan consists of a series of projects including the following.

1. Implementation of a national data transfer standard

The Intergovernmental Committee on Surveying and Mapping (ICSM) ePlan Working Group has developed a model to produce a generic LXML export/import format for cadastral plan data that includes jurisdictional specific elements. LPI has provided software vendors with a document defining the specific NSW requirements for a lodged Land XML file as well as sample files to assist them in their development of LXML functionality within their software. Test lodgments of LXML plan files from surveyors are expected to be lodged in the second half of 2010.

2. Electronic examination environment

A limited production release of the digital plan processing system which includes electronically assisted plan examination was rolled out on 1 July 2009. This production release has seen up to 30% of deposited plans being processed through the digital system. The electronic examination environment utilises a custom built examination tool which comprises an extensive set of examination tests to validate the survey content of lodged plans and electronically compare the new plan with the surrounding cadastre. The digital plan creation process captures the lodged plan and all referenced plans to create a survey fabric to support the examination tests. The digital survey data will then be stored in a plan examination database for future use.

3. Electronic lodgment service in SIX

All online services for ePlan customers are now delivered through the ePlan portal within SIX. The portal offers an online requisition facility and an ecommerce gateway to pay and track bills online. ePlan lodgments now represent up to 50% of total plan lodgments. A project is currently under way to introduce a number of services within the ePlan portal to facilitate lodgment of plans in Land XML format. The new services will include the ability for surveyors to self-validate their plans online prior to lodgment.

Data Conversion and Cleansing Program

LPI's Data Conversion and Cleansing Program commenced in 2004. It comprises two major project streams.

1. Title conversion projects aimed at allocating remaining old system, manual Torrens title and Crown land parcels a unique and legal identifier within a single titling system to allow online access to every parcel of land in the state.

- To date 83.4% (30,017) old system land parcels have been converted to Torrens title computer folios.
- 94.7% (43,579) old form manual titles have been converted to computer folios.
- 82.4% (57,648) Crown land parcels within Crown reserves in scope of project have been converted to computer folios.

2. Digitisation projects aimed at capturing historic land title related records. The Bridge Street Plan Room (BSPR) comprises an estimated one million records created and maintained by the NSW Surveyor General dating back to the commencement of European settlement. The collection includes original Crown plans, parish maps, charting maps, survey plans and survey field notebooks. All (451,438) 'small flat' Crown plans have been digitised since the project commenced in April 2007. 51,043 Crown plans, including a proportion larger in size than 'small flat', were digitised in 2009/10.

Digital scanning of LPI's aerial photography archive commenced in December 2007. An estimated 4,600 films will be digitised over the life of the project, with 643 films captured to date.

A project commenced in 2009 which is digitising nearly 30 million 16mm microfilm records of real property dealings dating from 1863 to 1998. As of June 2010 4,146,247 records have been scanned.

These projects enable LPI to meet its responsibilities under the *State Records Act 1998* in relation to the conservation and preservation of valuable and historical records. All original records have been classified as state archives and are being progressively transferred to the State Records Authority. Digitised Crown plans, old form Torrens register titles and cancelled edition historical parish maps are now available online via the LPMA website, SIX and LPI's network of authorised information brokers.

Government Services Development Program

This program began in 2006 and is primarily aimed at assisting other government agencies to improve the quality and accessibility of their land-related data and providing them with access to integrated 'source of truth' data sets maintained by LPI. GSDP is also involved in project development and management of a number of business improvement initiatives across LPI.

1. Electronic Notice of Sale (eNOS)

The launch of our new electronic Notice of Sale (eNOS) system in April enabled LPI customers to prepare and lodge Notices of Sale (NOS) online. Members of the conveyancing industry, such as solicitors, conveyancers, lending institutions and lodging agents will benefit from the ability to integrate the electronic NOS form into their existing systems, making it much easier and more convenient to use. Use of eNOS is voluntary and the existing manual lodgment system remains available, modified to provide for certification of details. No LPI fees or charges apply to use either system. Access to the new eNOS system is available through LPI's network of approved information brokers or LPI's Online Shop.

2. Property Information Inquiry System (PIIS)/Central Register of Restrictions (CRR)

Extensive improvements to the operating platforms of PIIS and the CRR have been undertaken. In particular, a number of the manual processes required in the management of PIIS inquiries have been automated. This has resulted in more responsive online delivery of information to agencies and clients now being available, and agencies can now submit updated information online. During the coming year major work will be undertaken to automate the CRR which will result in improved levels of service and productivity. A major initiative with the Roads and Traffic Authority (RTA) on a CRR pilot as a proof of concept for delivery of property searches through the CRR has been successful and LPI is working with the RTA to achieve full participation, which will significantly enhance LPI becoming a 'one stop shop' for delivery of property inquiries in NSW.

3. Integrated financial and ecommerce systems

This project has delivered improvements to manual invoicing, online generation of statements and other financial information, and an enterprise shopping cart, checkout and payment module. The next stage of the project due to be delivered in the third quarter of 2010 is the point of sale (POS) system. The new POS will integrate with the SAP system replacing a current stand-alone POS system. This will introduce a more flexible and stable operating environment and improve service to customers.

4. Collaboration across government

In 2009 LPI entered into a strategic partnership with Office of State Revenue (OSR) to improve interaction between both organisations, data exchange between agencies and facilitate the information needs of customers using enhanced services.

LPI is also 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 is likely to involve the use of LPI infrastructure and data.

A joint initiative between LPI and the Local Government Managers' Association has seen LPI sign a Memorandum of Understanding with some 48 councils, with another 40 in the process of signing MOUs, to work co-operatively in a range of mutually beneficial activities. It is expected that most councils will have signed MOUs by the end of the 2010/11 financial year.

Common Spatial Information Initiative (CS2i)

The Common Spatial Information Initiative (CS2i) has continued to progress work in support of the NSW Spatial Council including the establishment of 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 by the Program Office 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.

Spatial Data Infrastructure Program (SDI)

LPI's spatial programs contribute to the development and maintenance of an integrated NSW Spatial Data Infrastructure (NSW SDI) by providing an environment that fosters and facilitates the sharing of data and infrastructure. In recent years there has been an increasing demand for LPI's digital spatial data sets to underpin a range of new and developing applications. Data from our spatial programs is widely used by government, industry and across the community in traditional hard copy, and applied to many different applications, embedded in core client applications and increasingly, for access by a range of mobile devices.

Specific spatial programs include:

- continually updating themes of information in the Digital Topographic Database (DTDB)
- improving the currency and accuracy of the Cadastral Database (DCDB), through the addition of new plans of subdivision, a task that will be ongoing and made more efficient through integration with the LPI ePlan initiative
- ensuring that the Geocoded Urban and Rural Address System (GURAS) provides the 'definitive' geocoded address dataset for NSW by establishing an effective maintenance environment for cleansing, updating, validating and populating address data
- operating state-of-the-art technologies for aerial capture of imagery (ADS40 digital camera) and elevation (ALS50 LiDAR system) through annual capture programs to service ongoing demand and timely response to emergency service requirements. In recent times LPI imagery services were requested for bushfires and central and far west floods.

Our spatial data programs add value by providing the state with:

- single point of data capture and maintenance across government therefore reducing duplication of effort
- complete coverage of NSW
- compatible data standards in terms of accuracy, content, currency
- access a complete dataset of the entire state
- critical emergency management information to assist during major disasters and terrorism
- complete data for tax, rating and electoral purposes.

Vision 2013 Workforce Planning Program

Vision 2013 is the workforce planning program LPI uses to attract, recruit, develop and retain staff ensuring they have the skills, knowledge and customer focus to deliver quality products and services. With Vision 2013, we have been proactive in identifying current and future business needs, reviewing our gaps and implementing strategies to build a sustainable workforce.

Key to Vision 2013 is the graduate and trainee program to ensure the capacity to replace experienced staff as they retire. Our trainee and graduate programs provide the opportunity for young people to gain valuable skills and knowledge, including further tertiary training funded by LPI, on the job coaching and mentoring in a variety of work areas.

Since 2003/04, 150 young people have been recruited across LPI and in LPMA corporate service areas. Throughout 2009/10 a further 27 graduates and trainees were recruited. LPI intends to continue to expand the graduate and trainee program over the coming years. The recruitment of young people in LPI has led to a shift in our age profile with a noticeable increase in staff aged between 18 and 39 years.

However, the Vision 2013 program is not just about young people, we value all of our staff and encourage them to continue to expand and develop their knowledge and skills through further tertiary study, participation in internal and external training courses, taking on new roles, tasks and promotional opportunities to advance their career within LPI. Many of our staff continue to take advantage of these activities.

REPORT ON OPERATIONS

LPI operations are managed by four groups: Information Sourcing, Land and Property Products and Services, Titling and Registry Services and Valuation Services.

Information Sourcing

Information Sourcing manages LPI operations related to maintaining spatial databases, geocoded rural and urban addressing (GURAS), aerial imagery, survey infrastructure and geodesy, and customised mapping projects. During the year:

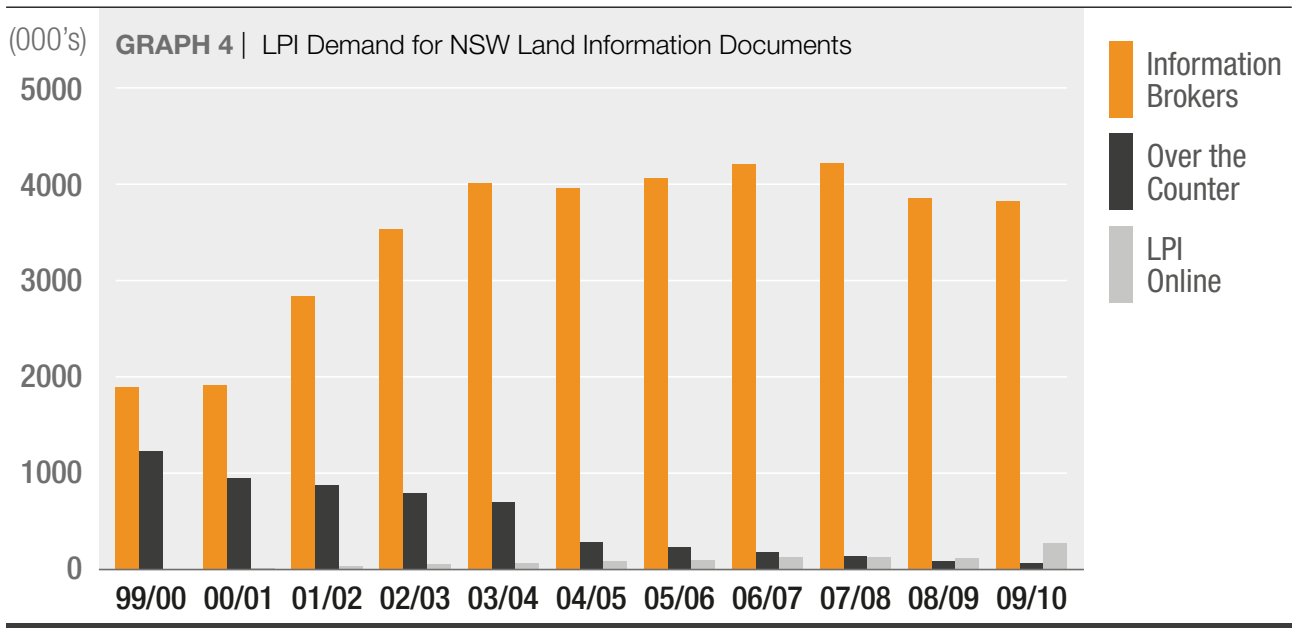
- more than 1.2 million additions and modifications were made to address data in GURAS
- assistance provided to complete rural addressing in the Western Division Unincorporated Area, Carrathool, Queanbeyan, Wentworth, Lake Macquarie, Central Darling Shire, and Upper Lachlan Councils and provided funding assistance of \$41,855 to Wingecarribee Shire Council
- the capture of 50 centimetre ground sample resolution (gsd), multi spectral imagery focussed on the eastern and central divisions of NSW in 2009/10. Imagery was also taken at 10 and 20cm gsd over rural towns and special purpose project areas
- orthorectification of digital imagery for geometric spatial accuracy was completed for 200,000 square kilometres of coverage
- survey control to support the Digital Image Acquisition System (DIAS) was established for 100,000 square kilometres of 50cm resolution imagery and 10,000 square kilometres of LiDAR capture
- 200 customised mapping projects were completed
- more than 1.2 million additions and modifications were made to the topographic database
- cadastral data was upgraded in accuracy in 14 LGAs, namely Armidale, Bega Valley, Blayney, Cabonne, Coolamon, Junee, Singleton, Tamworth, Tumut, Tweed, Upper Lachlan, Wellington, Wingecarribee, and Wyong
- established 16 additional CORS stations in the north coast and central west of the state. With these CORS the overall implementation of CORSnet is 50% complete
- implemented new CORS service management software to enhance user functionality
- additional survey control was established to assist cadastral upgrade in Tamworth, Upper Lachlan, Hastings and Taree LGAs
- over 500 GNSS height observations were provided to assist in the derivation of the new Australian geoid
- Local Government Spatial Seminar was held at Charles Sturt University, Bathurst during March 2010. Approximately 105 attendees from over 70 regional and metropolitan councils attended the seminar to discuss topics such as cadastral update and upgrade, addressing, imagery and LiDAR, Crown land, SIX, metadata, licensing, IP and copyright.

Land and Property Products and Services

Land and Property Products and Services (LPPS) manages LPI operations relating to titling and valuation data services, property information service delivery, graphic services and spatial data sales. During the year:

- there was a 2.6% increase in demand for copies of LPI land information records. A total of 4,169,408 requests were satisfied, 98.5% of these online via LPI's network of authorised information brokers, LPI Online and SIX
- ongoing compliance reviews conducted with LPI authorised Information brokers and property sales clients to ensure operation compliance
- the Central Register of Restrictions (CRR) enhanced to also process non-cleared requests and respond on behalf of a participating agency when they have an affectation. This has resulted in over 100,000 additional CRR requests being processed

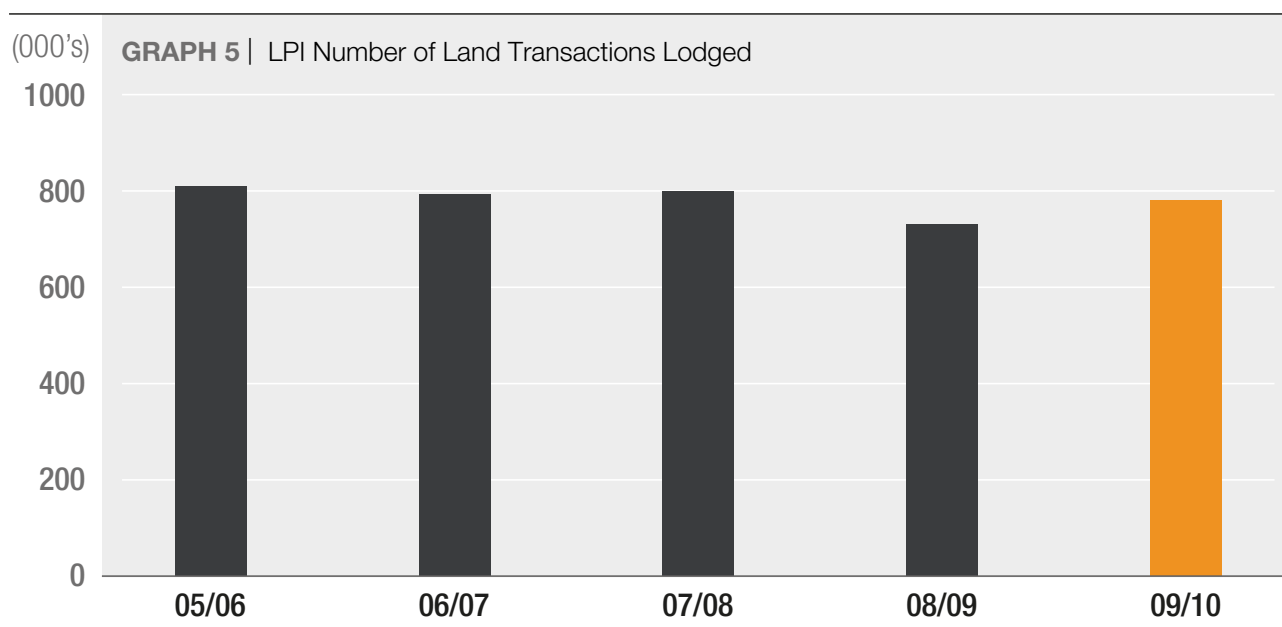
- 30 cadastral upgrades in progress
- implementation of a Whole of Government Imagery Program
- assisted agencies to reconcile their property assets against those recorded in the GPR before the end of financial year. The exercise confirms the Government Property Register's usefulness as a whole of government register. It is being carried out with the support of the NSW Audit Office
- LPPS's Imagery Program increased co-production, with a 20% increase in the number of agencies that have reciprocal agreements with LPI to provide data. This has led to improvements in the currency and accuracy of LPI's geospatial data and substantially reduces duplication of effort and also contributed to a higher number of participant agencies in the Single Land Cadastre initiative
- Graphic Services implemented a new Integrated Management System (IMS), with Quality (AS/NZS ISO 9001:2008), Environment (AS/NZS ISO 14001) certification, which has enabled more effective business performance.

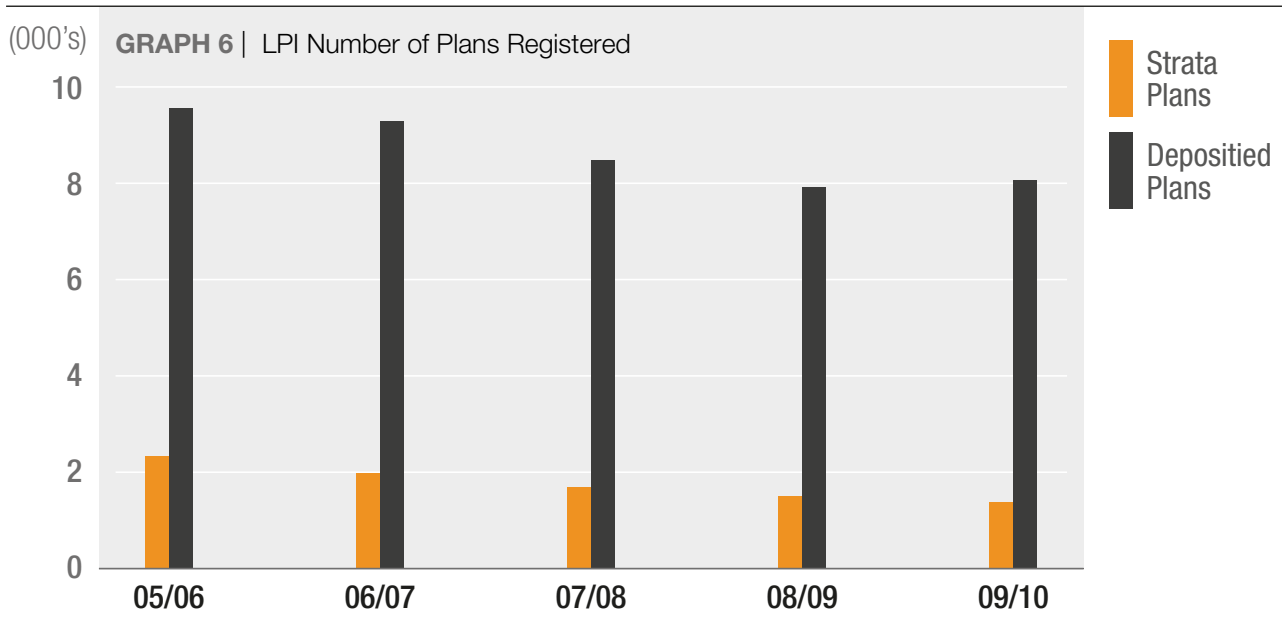


Titling and Registry Services

Titling and Registry Services manages LPI operations relating to land title plan and dealing registration, title creation and associated customer services. During 2009/10:

- there was a 6.9% increase in the lodgment of dealings recording property transactions: 781,222 dealings lodged, 50,979 more than in 2008/09 (see *Graph 5 | LPI Number of Land Transactions Lodged*)
- 8,072 deposited plans and 1,392 strata plans were registered (see *Graph 6 | LPI Number of Plans Registered*).
- compared to 2008/09, deposited plan lodgments increased by 1.9% and strata plan lodgments decreased by 14.2%
- 45.3% of deposited plans and 39.5% of strata plans were lodged using the ePlan facility
- 3.8% of deposited plans and 5.4% of strata plans were pre-examined
- 34,588 new titles were created; 19,941 from deposited plans and 14,647 from strata plans, a decrease of 6.3% overall on 2008/09 results
- technical liaison officers from Titling and Registry Services attended 16 seminars and conferences to present on a wide range of topics to regional surveying groups as part of the Surveyor Liaison Program
- the customer service centre received 170,440 telephone calls with 60% answered within one minute
- LPI hosted its second Fraud Forum in April 2010. This year's theme was 'A Proactive Approach to Mitigating Identity Fraud In Conveyancing'
- new procedures relating to the registration of changes of name were introduced as one of a range of LPI initiatives aimed at reducing the risk of fraudulent land transactions
- implemented new registration of land dealings procedures to cater for amendments to both the *Retirement Villages Act 1999* and *Aboriginal Land Rights Amendment Act 2009*
- LPI introduced changes to terms and conditions governing T&RS lodgment and registration services following a review initiated to mitigate the risk of clients accruing unacceptable levels of debt in the use of these registration services.

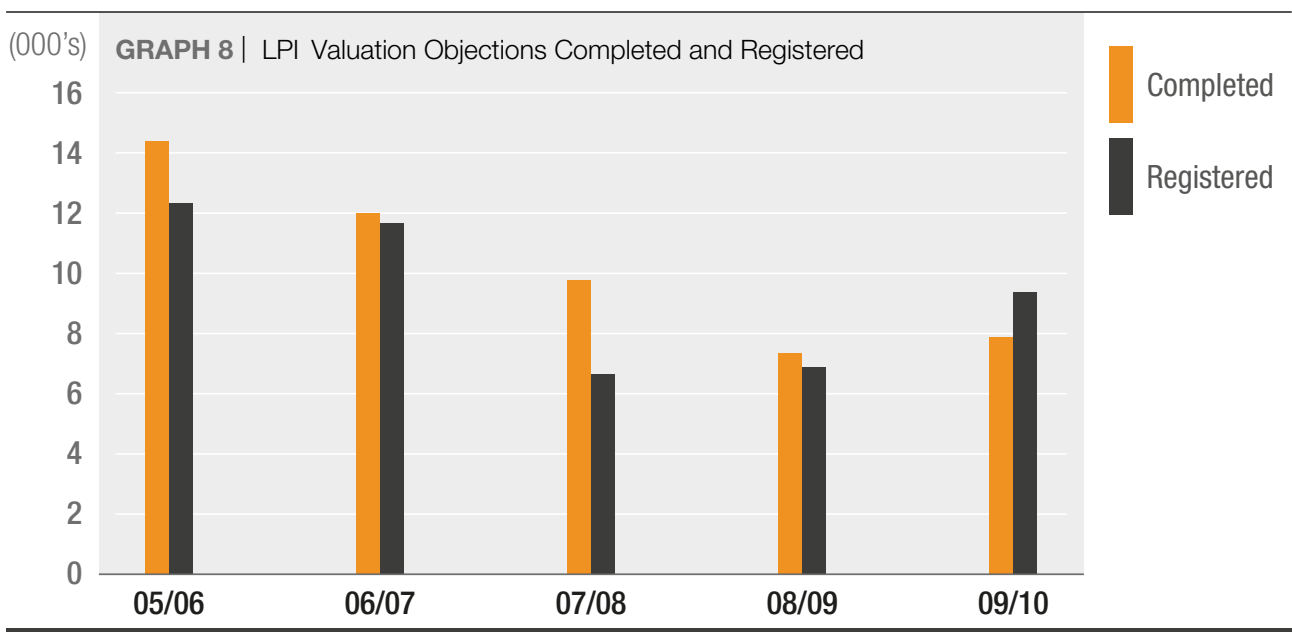
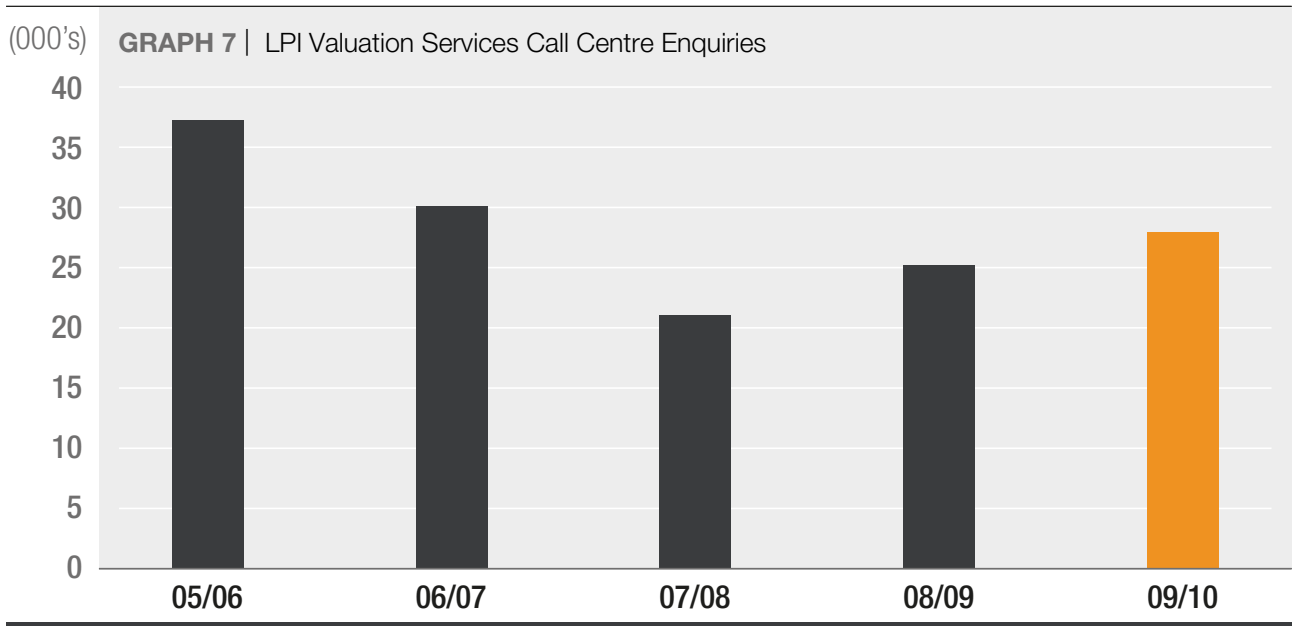




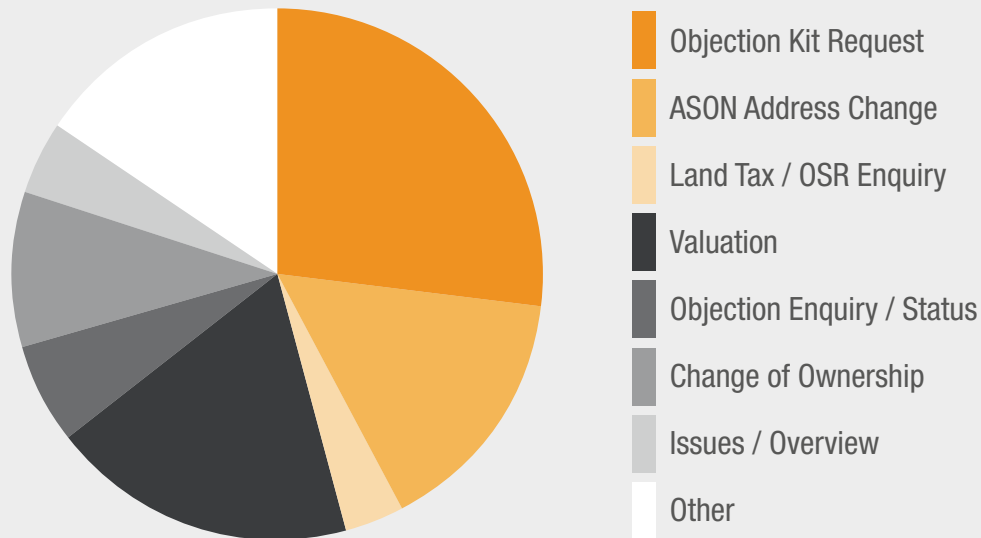
Valuation Services

Valuation Services manages LPI operations related to land valuation under a service level agreement with the Valuer General. Activities undertaken comprise contracts and business administration, land data management, objections and appeals, compensation and special valuations, and valuation audit. During 2009/10:

- valuation operations were reorganised into a single valuation unit to undertake valuation audit, determinations of compensation and provide a broad range of property advice
- the valuation audit program, providing regular audit scrutiny of the valuation process, continued to target sales analysis, market consistency, valuation quality and objection reporting standards
- the Valuation Analysis Package that supports more comprehensive data analysis of valuations (introduced during 2008/09) was further enhanced to provide automatic exception reporting of valuation recommendations
- compensation and special valuations activities included 200 determinations of compensation, on behalf of the Valuer General in accordance with the *Land Acquisition (Just Terms Compensation) Act 1991*
- call centre enquiries increased by 12% (see Graph 7), with 88% resolved at first contact
- the proportion of objections lodged online decreased to 37%, down from 42% in 2008/09. (*Graph 8 | LPI Valuation Objections Completed and Registered*)
- the Land Data Management Group has decreased the average turnaround time for processing supplementary valuations to 47 days, an improvement on 65 days in 2008/09
- procurement activities for rating and taxing valuation services were undertaken with ten contracts to the value of around \$11 million awarded. Successful tenderers commenced operations on 1 March 2010
- revenue generated through the provision of commercial property valuation advice to state and local government agencies decreased significantly to \$3.6 million, a fall of 50% due to lower demand for asset valuations
- consultation is continuing with individual councils to obtain signed agreements to LPI's framework Memorandum of Understanding for the provision of valuation services to local government
- the full benefits from the implementation of the Objection Document Management System, which began in 2007, were extended to allow for the self-loading of objection decisions and reports by contract valuers. The system has provided improved timeliness for landowners, significant efficiency gains for LPI and key stakeholders to further enhance the high quality independent objection service.



GRAPH 9 | Valuation Services Call Centre Enquiries by Type



Five-year performance summary

TABLE 2 | LPI Five Year Performance Summary

	2005/06	2006/07	2007/08	2008/09	Target for 2009/10	Actual for 2009/10	% change against 2008/09
Land title transactions registered	810,037	793,582	798,977	730,243	752,000	781,222	6.9
Plans registered	11,912	11,261	10,782	10,192	10,000	9,464	-9.2
Copies of land title related documents supplied to customers	4.27m	4.4m	4.5m	4.06m	4.093m	4.169m	2.6
Boundary determinations	16	8	6	12	12	11	-8.5
Survey enquiries (including SCIMS searches)	78,970	76,932	68,325	59,939	64,000	59,264	-1.1
Survey control infrastructure Improvement ¹	–	12,879	6,719	5,625	5,000	4,416	-21
CORS Net stations established ²	2	–	2	11	16	16	45%

TABLE 2 | LPI Five Year Performance Summary *continued*

	2005/06	2006/07	2007/08	2008/09	Target for 2009/10	Actual for 2009/10	% change against 2008/09
Land parcels added or updated to the Digital Cadastral Database ³	–	560,449	233,915	237,750	240,000	296,669	24.80%
Feature changes to Digital Topographic Database	0.89m	0.91m	2.2m	2.27m	1.05m	1.45m	-36%
Aerial photographs (analogue) ⁴	13,785	14,095	–	–	–	–	–
Aerial photographs (digital) sq km coverage	–	–	173,681	140,537	180,000	243,394	73%
Digital Elevation Model (LiDAR) sq km coverage ⁵	–	–	–	–	10,000	10,038	–
LPI aircraft flying hours (for aerial photography)	413	447	478	409	400	607	48%
% non-computerised land parcels converted to the Integrated Titling System (cumulative)							
Old System	62	89	92	94.7	83	83 ⁶	-11%
Manual Torrens (excl. lease folios)	57	79	93	96	96	95 ⁷	-1%
Lease Folios	–	70	78	81	83	83	2%
Crown Parcels	–	8.5	30	50	81	82 ⁸	32%

1. Represents all new survey marks established and existing survey marks improved in positional accuracy.
2. Continuously Operating Reference Station Network (CORS) of Global Navigation Satellite System receivers are being strategically placed around NSW to provide optimum service coverage.
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. Acquisition of Digital Elevation data through aerial LiDAR operations commenced in 2009.
6. December 2009 review increased total Old System parcels from 29,000 to 36,000.
7. April 2010 review increased total Manual Torrens parcels from 44,000 to 46,000.
8. November review 2009 decreased total Crown parcels from 90,000 to 70,000.

FUTURE FOCUS

In 2010/11 we expect our core services to:

- **provide property information** including title searches, plan and dealing images, and deeds to a variety of businesses and individuals. Some 4 million requests are expected to be made in 2010/11 at charges ranging from \$6.57 to \$13.50 per request. Over 98% of information requests are satisfied through electronic delivery channels
- **register land dealings** by recording documents evidencing land transactions with Torrens title land in the Torrens Register. A typical set of dealings involved in a property settlement includes a discharge of mortgage, a transfer and a new mortgage. For 2010/11, LPI forecasts 554,000 dealing and 156,000 transfer lodgments
- **create new land titles**, primarily through the registration of plans defining new land subdivision is the primary source for the creation of new certificates of title. LPI forecasts that in 2010/11 approximately 10,000 new plans will be lodged and some 30,000 new titles created
- **maintain and distribute digital cadastral and spatial information** through our survey services, the cadastral maintenance program, the aerial photography and imagery capture program and the development, printing and sale of a large range of maps from our Bathurst office
- **develop spatial data systems, data models and specialist services** to meet a diverse range of stakeholders including emergency services, counter terrorism, natural resources and other sectors
- **deliver statutory land valuations** for use in calculating local council rates and NSW Government land tax payments. In 2010/11 LPI will issue approximately 800,000 statutory valuations to 53 local councils and 2.4 million valuations to the Office of State Revenue. These valuations underpin approximately \$2 billion in state land tax and \$2.5 billion in local council rates annually
- **provide specialist valuation advice** on a commercial basis to support the land management activities of a range of state and local government agencies. During 2010/11 LPI expects to provide some thousands of valuations to between 50 and 100 agencies for financial and management purposes, and property advice on sale, purchase, lease, and insurance
- **determine compensation for compulsory acquisitions of property** by state and local government agencies to support the orderly development of the state's infrastructure while ensuring land owners are fairly compensated.

GEOGRAPHICAL NAMES BOARD REPORT

The Geographical Names Board (the board) was established in 1966 to standardise place names within NSW. The board achieves this standardisation through the application of policies aimed at reducing confusion by:

- minimising duplication
- confirming the position and extent of places
- ensuring consistency in regard to a name's orthography and pronunciation.

The board also ensures that the state's place names comply with published guidelines on propriety so as to minimise offensive, incongruous and/or blatantly commercial names in the state's nomenclature. This emphasis on propriety reflects the board's views that place names are owned by the community and, as such, should reflect the community's principles and values. As this is the case, place names with Aboriginal significance or that reflect NSW's cultural diversity are preferred.

Place names commemorating everyday Australians who accomplish extraordinary achievements are also strongly encouraged by the board. These achievements need not be widely known or recognised but should be deemed important to the local community in which the place is located.

Community acceptance to new place names is essential if they are to be used by the community. The board works closely with local councils when establishing such names and consults broadly with the local community before these names are formally adopted.

Key achievements

Achievements in the reporting year include:

- over 40 names assigned that recognise outstanding achievement in the community by commemoratively naming relevant geographical features. These names recognise acts of bravery, community service and exceptional accomplishment by both individuals and groups
- recognising that consistent street address information is a requirement for efficient response by emergency services and over half of all government business is transacted through, or relies on, addresses which underpin some \$30 billion of economic activity annually. The board has 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
- the board's commitment to recognising the state's Aboriginal culture through place naming. Seven new place names of Aboriginal origin were formalised in the reporting year. These names either commemorated Aboriginal people, reinstated Aboriginal place names or were created using Aboriginal words
- the board working with the Surveyor General of the Australian Capital Territory (ACT) to name three sections of the border between NSW and the ACT. The Sheaffe Line, the Mouat Line and the Johnston Line were named after the three surveyors who originally surveyed the boundary more than a century ago
- the board encouraging place names that acknowledge the multicultural nature of our society. A number of names were formalised that celebrate cultural diversity. These names include Hermits Cave Lookout which was named in honour of Valerio Ricetti, an Italian immigrant who arrived in Australia in 1914.

Aims and objectives

The board's vision is to be recognised by communities as the authoritative body for location based naming in New South Wales. To achieve this vision the board has developed a strategic plan which includes the following objectives.

- To improve data quality to meet the needs of the community, partners and customers.
- To ensure that appropriate communications are in place to raise the awareness of the board and its functions.
- To establish an appropriate framework to support the board and achieve its outcomes.
- To maximise the use of technology as an enabler to support the board's strategic directions.

Report on operations

Street addressing in NSW

The NSW road and address locality naming process forms an important part of our state's heritage by ensuring that names appropriately reflect an area's character. When new urban or rural developments need to be named or an existing area outgrows its current name, it is the board's responsibility to determine those names.

Road and address locality names are important navigation tools; not only for residents but for councils, emergency services and mapping services. These names reduce confusion, lower the incidents of duplication and ensure appropriate names are made official.

The board has formalised over 100 address locality names and processed over 1,500 road naming proposals in the reporting year leading to greater certainty and integrity for many thousands of addresses in New South Wales.

Surveyors honoured in NSW/ACT border names

In 1910, surveyor Percy Sheaffe was instructed by Director of Commonwealth Land and Surveys, Charles Scrivener, to begin the Federal Capital Territory border survey. The work undertaken by Percy Sheaffe, and his fellow surveyors Harry Mouat and Freddie Johnston was hard and at times dangerous but it defined the border between NSW and the ACT. The detail with which they were able to perform this task was remarkable given the unfamiliar land they were exploring and the difficulties they faced making accurate measurements using the technology of the day.

On 25 May 2010, the board recognised the work carried out by these surveyors by naming three separate sections of the border in their honour. Both the NSW Governor and the ACT Chief Minister joined in a ceremony at Mount Coree, the spot at which survey commenced just over one hundred years before, to recognise these place names.

Performance figures

The following table gives a breakdown of figure by designations of the place names formalised in the reporting year in comparison to previous years.

GNB indicators

TABLE 4 | GNB Indicators

Designation	2005/06	2006/07	2007/08	2008/09	2009/10
Address locality names and boundaries	280	188	73	160	107
Road names	1,099	908	1,651	2,441	1,576
Dual names	1	1	1	0	0
Other place names	124	259	127	158	117

Governance

Functions of the board

As set out in the *Geographical Names Act 1966*, the board has the following powers and functions.

- Assign names to places.
- Approve that a recorded name of a place shall be its geographical name.
- Alter a recorded name or a geographical name.
- Determine whether the use of a recorded name or a geographical name shall be discontinued.
- Adopt rules of orthography, nomenclature and pronunciation with respect to geographical names.
- Investigate and determine the form, spelling, meaning, pronunciation, origin and history of any geographical name.
- The application of any geographical name with regard to position, extent or otherwise.
- Compile and maintain a vocabulary of Aboriginal words used or suitable for use in geographical names and to record their meaning and tribal origin.
- Compile and maintain a dictionary of geographical names with a record of their form, spelling, meaning, pronunciation, origin and history.
- Publish a gazetteer of geographical names.
- Inquire into and make recommendations on any matters relating to the names of places referred to it by the Minister.
- May compile, maintain and publish a list of road names.

The board proactively seeks to abide by these statutory provisions through the adoption of nomenclature policies and procedures which are both nationally and internationally recognised.

Board members

Members are appointed to the board in accordance with the provisions set out in Section 3 of the *Geographical Names Act 1966*. The Act allows for a total of nine members, four of whom hold the office of, or are a respective nominee of, the Surveyor General of NSW, the Director General of the Department of Planning, the State Librarian and an officer nominated by the Surveyor General.

The remaining five positions are nominated by:

- the governing bodies of the Local Government Association of NSW and the Shires Association of NSW (joint nomination)
- the governing body of the Royal Australian Historical Society
- the governing body of the Geographical Society of NSW
- the NSW Aboriginal Land Council
- the Chairperson of the Community Relations Commission.

TABLE 5 | GNB Board Members and Attendance

Board members and attendance	
Board members	Board meetings (5 meetings)
Mr Warwick Watkins AM, AMP:ISMP (Harv), MNatRes, DipScAgr, HDA (Hons), FAPI, FISA, JP, Chief Executive of the Land and Property Management Authority, Surveyor General of NSW, Ex-officio position	4 (Chair)
Mr Paul Harcombe, BSurv (UNSW), MGeom (Melb), Nominee of the Chief Executive of Land and Property Management Authority	3
Mr Richard Neville, Nominee of the State Librarian, Appointed March 2009, term expires December 2011	4
Mr Alan Ventress, BA, DipLib Nominee of the Royal Australian Historical Society, Reappointed December 2006, term expires December 2011	4 (Includes attendance of Ms Lesley Muir to one meeting who was appointment as a deputy per Section 3, Part 12 b of the <i>Geographical Names Act 1966</i>)
Cr Tracey Carpenter, Nominee of the Local Government and Shires Association of NSW, Appointed September 2009, term expires December 2011	3
Dr John Emery, MA, PhD, DipEd, DipT&CP, Nominee of the Geographical Society of New South Wales, Appointed December 2006, term expires December 2011	5
Mrs Beverley Manton, Nominee of New South Wales Aboriginal Land Council, Appointed 26 November 2008, term expires 12 December 2011	0
Ms Wajihah Ahmed BA, LL.B, Grad Legal Prac, Dip Law, Nominee of the Community Relations Commissioner, Appointed December 2006, term expires December 2011	3
Ms Patricia Hale, Nominee of the Department of Planning, Appointed September 2009, term expires December 2011	3
Counsellors*	
Dr Peter Orlovich, Historical Advisor	4
Dr Jakelin Troy, Linguistic Advisor	5
Mr Gerard Herbert, Addressing Advisor	5

* In accordance with the provision of the *Geographical Names Act 1966* the board may appoint counsellors to advise it on matters within its powers and functions. The board has appointed three counsellors to advise it on issues such as linguistics, history and addressing.

Members of the Geographical Names Board are 'appointed' by the Governor and hold office for a period not longer than five years. They are also eligible for re-appointment after the completion of their respective term.

Board meetings

The board met formally on five occasions during the year. Five members form a quorum. The Surveyor General of NSW in his position as Chair has a deliberative vote and casting vote.

Board committees

The board's secretary is a member on both Placenames Australia Inc. and the Committee for Geographical Names of Australasia (CGNA).

Placenames Australia is a voluntary non-profit association incorporated in NSW. The object of the association is to ensure that the Australian National Placenames Survey (the survey) is implemented. The aim of the survey is to prepare a national database of geographical names which documents their pronunciation, generic class, status (gazetted, obsolete, non-gazetted, sensitive, disputed etc.), origin, meaning, history, cultural significance (of both name and site), and map reference and location. The database will be made accessible for public enquiry via the web and will be available to enable the production of place name dictionaries, both local and national.

CGNA coordinates place-naming activities across Australia and New Zealand. Membership comprises Australian state and territory boards and committees, New Zealand and other organisations with a role and interest in place naming. In compliance with United Nation directives CGNA publishes a gazetteer which records the legal status and position of all geographical names within Australia. NSW placenames for this product are supplied by the board.

Administration

Section 4 of the *Geographical Names Act 1966* makes provision for a secretary and such officers to administer the affairs of the board. To carry out this function LPMA employs a secretariat which consists of four staff members. LPMA also provides further administrative and technical support to assist the board in its day-to-day operations.

Future focus

The board continued to review its performance and plans for the future per its three-year strategic plan which was developed in September 2007. This plan sets out over 30 strategies and actions which are required to be carried out to ensure the board's effectiveness and relevance to the people of NSW. The board's progress on these strategies and actions remains strong with most targets already met. As this is the case, the board plans to draft a new three-year strategic plan in September 2010.

BOARD OF SURVEYING AND SPATIAL INFORMATION

The Board of Surveying and Spatial Information is responsible for the registration of land and mining surveyors, the board advises the NSW Government on spatial information.

View the 2009/10 Board of Surveying and Spatial Information Annual Report at
http://www.bossi.nsw.gov.au/about_bossi/publications/annual_reports

Land and Property Management and Conservation

Strategic objectives

- Delivering public value through effective management of government and community land.
- Facilitating and creating planned and sustainable land use solutions.
- Improving soil and vegetation quality through maintenance, protection and rehabilitation strategies.

Our contribution

- LPMA responsibly manages a wide range of land and property holdings on behalf of the NSW Government and the community. It is our obligation to manage these public assets whilst building economic, social and environmental value for the community and New South Wales.
- LPMA's various business divisions and groups manage a diverse portfolio of land assets encompassing government offices and accommodation, built assets including multi story buildings and harbour infrastructure to agricultural land, recreational areas and tourist facilities.
- LPMA also provides services and solutions to improve soil and vegetation quality, not only in relation to land holdings directly within our management and control, but also to other agencies and the wider community.

For information on agency achievements, visit the individual business reports.

- Crown Lands Division
- Soil Conservation Service Division
- State Property Authority
- Sydney Harbour Foreshore Authority
- Office of Strategic Lands
- Office of Biofuels
- Lake Illawarra Authority
- Chipping Norton Lake Authority

CROWN LANDS DIVISION REPORT

Crown Lands Division (CLD) manages 43.9% of the state's land mass, with a focus on people and the delivery of public values.

Who we are

CLD is a diverse, regionally-based agency that focuses on people and their many and varied needs for the use of Crown land to live better and enjoy more.

The division is guided by legislation to deliver multiple use, and more importantly multiple value (social, environmental and economic) and public enjoyment of Crown land.

What we do

CLD manages Crown lands to deliver better outcomes for the people of NSW and is guided by legislation to deliver multiple values (social, environmental and economic).

CLD manages approximately 43.7 million hectares of Crown lands, 43.9% of the state including:

- 370 staff across 20 regional and metropolitan locations
- 65,000 leases and licences for Crown land use urban and rural
- 35,000 reserves
- 6,500 travelling stock reserves
- 17 state parks
- 270 caravan parks
- seven national surfing reserves
- all land three nautical miles out to sea
- most beaches, estuaries and waterways
- cemeteries
- country and community halls and showgrounds
- 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
- about 700 community trust boards
- 25 minor ports and the Tweed River Entrance Sand Bypassing Project
- 21 river entrances
- NSW Western Division
- being the lead agency for the redevelopment of Gosford, Port Macquarie and Wagga Wagga CBDs.

Crown Lands Division key products

Recreational – Crown land is used for a range of recreational activities including, sporting grounds, walking tracks and state parks and beaches. One-third of the state's caravan parks and camping grounds are located on Crown land.

Reserve trusts – Trusts are established by CLD to manage and care for Crown land on behalf of the people of NSW.

Leases, licences and permits are administration managed.

Land development – CLD is a key player in residential, industrial, rural, maritime and tourism development, making land available or partnering projects that assist local communities to grow and prosper.

Asset management and planning – CLD manages significant community assets particularly maritime and is lead agency for major land use planning initiatives.

Our customers

CLD's customers are diverse and include the Minister, government agencies, private sector, individuals, partners, volunteers, industry groups.

Our community

CLD sponsored Regional Achievement and Community Award for Crown Reserve Trust and the Caravan and Camping Industry Association NSW Awards of Excellence 2009 for Holiday, Tourist and Resort Parks.

Key achievements

- **The Gosford Challenge** reached a significant milestone with the completion a draft master plan for the renewal of Gosford City Centre. The majority of residents supported the master plan and the concepts identified to revitalise the city. One of the concepts was to redevelop Gosford Waterfront. The waterfront redevelopment is seen as a way to revitalise the city. The waterfront opportunity has since been rebranded as the 'The Landing at Gosford'. Read more at www.thelandingatgosford.com.au.
- **The Crown Reserve Reporting System (CRRS)** was designed and developed by CLD to assist reserve trusts in meeting their reporting requirements under the *Crown Lands Act 1989* and reduce processing work in regional offices. CRRS is the online reporting system for the capture of information on the care, control and management of Crown reserves. CRRS was released to all reserve trusts and LPMA staff on 1 July 2009 and has been successfully employed by more than 1,000 (90%) of reserve trusts.
- **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 regarding the strategic management of all 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.
- **Road and Perpetual Lease Disposal** processes have been re-engineered and extra staff resources have been placed into teams to achieve 64% financial increase from last financial years. Under the Perpetual Lease Conversion Project 432,868 ha of land that has been converted from Crown land to freehold has been protected by environmental covenants.
- **Transfer of leasehold entity from NSW Treasury to LPMA** – recognises CLD's responsible management and administration of public owned land. This will pave the way for the establishment of CLD as a Government Business Enterprise.

AIMS & OBJECTIVES FOR 2009/10

Crown Lands Division's aims and objectives are:

- contributing to state growth by:
 - developing Crown land for commercial purposes where appropriate
 - improving economic performance
 - maintaining Crown land infrastructure.
- environment for living to:
 - achieve better environmental outcomes
 - improve facilities, access and use of Crown land.
- build the organisation and its networks by:
 - improving business through a project management discipline
 - building technical capabilities
 - establishing a Government Business Enterprise
 - reviewing and re-engineering business processes
 - improving governance and strategic planning.

PERFORMANCE HIGHLIGHTS

- **CLD successfully hosted the Crown Land Australasian Forum (CLAF)** on the Tweed Coast. CLAF is a forum for Crown land managers and administrators. The forum is an avenue to network, share ideas and strategies to ensure Crown land management remains at the forefront of both policy innovation and service delivery. This year's theme for the conference was 'Beyond Borders: Projects, Partnership and Public Value'.
- **The Crown Operational Geodatabase (COG)** was established in June 2010. This corporate spatial database is being deployed as a decision support tool for management and technical staff responsible for key business programs including bushfire management, road closings, land use planning and management. The COG will provide a platform for CLD to develop tools and processes for analysis and improved management of key Crown operational spatial datasets. This will provide a foundation for how spatial information systems can streamline operational processes while also improving business analysis of Crown lands across the state.
- **Surfing Reserve** – The North Narrabeen National Surfing Reserve was created this year and covers 50 ha of land and water along one kilometre of coast line taking in part of Narrabeen Lagoon. The lagoon plays a role in the natural process that make the surf breaks of this popular beach so unique.
- **Plans of Management adopted** – Plans of Management (PoM) guide the future use and management of Crown reserves and the following were adopted after public exhibition and consultation.
 - Riverside Wagga Wagga.
 - Nelson Bay Foreshore.
 - Newcastle Bowling Club (King Edward Headland Reserve).
 - Ettalong Beach Reserve.
 - Tweed Coast Regional Crown Reserve.
 - Manning River Regional Crown Reserve.
- **Lightning Ridge Caravan Park** – A business development strategy has been prepared and adopted for the redevelopment of the Lightning Ridge Caravan Park.
- **Key Fish Habitat (KFH)** – Project was a collaborative project between LPMA and Industry and Investment NSW, funded by the NSW Catchment Action Program. The project's objectives were to pilot ways to improve the environmental management of KFH on Crown land in the Clarence Valley and Eurobodalla Shires. The project developed criteria for appropriate tenure types and condition on Crown land that contains KFH.
- **Heritage Management in Silverton** – The remote village of Silverton located 30 kilometres west of Broken Hill has many significant heritage buildings and ruins located on Crown land. During the past year LPMA has undertaken a range of heritage activities in association with the Department of Planning and the Silverton Village Committee including a promotional heritage DVD, interpretative heritage signs and street signs.
- **Aboriginal Land Claims (ALC) Capture** – LPMA is responsible for processing ALCs over Crown land in NSW. A new centralised ALC data capture process and spatial layer was deployed in 2009 that provides the location and status of the land claim.

KEY PROJECTS

Old Newcastle Post Office

The post office is an iconic heritage building recently purchased by the NSW Government through LPMA. The site has been identified as playing an important role in achieving the objectives of the government's future revitalisation plans for the City of Newcastle. It is envisaged that the building will cater for uses that meet the changing regional and urban development requirements of the City of Newcastle.

Nobby's Headland

The headland will be transferred into the ownership of LPMA. Nobby's Headland is an historic site and a cornerstone of the local landscape. Under the previous management of the Newcastle Port Corporation (NPC) the site has not been accessible to the public. LPMA is planning to make the site accessible to the public within the next six months.

North Tuncurry Land Development Project

This project is being undertaken in conjunction with Landcom to provide 2,200 residential lots and necessary employment lands to facilitate future growth opportunities in the Great Lakes Shire.

Capturing the commercial program into the Crown Land Information Database (CLID)

This database will ensure the financial and asset management integrity of the land development, surplus government property sale and acquisition programs.

Development of Redhead Retirement Living Project

The project will oversee the development, occupation and management of 200 dwellings that will cater for over 55s in a retirement living complex.

Commercial development opportunities

LPMA facilitated investigation of a proposal for the sale of part of the Taylor Oval Reserve at Moree for construction of a major commercial development. The proposal will become a cornerstone to revitalise growth of the retail sector in Moree and generate \$2.25 million, which will be allocated for development and improvement of recreational facilities in Moree. This significant outcome is indicative of the authority's ability to deal with public land to support the growth and development of a community Cabinet decision.

REPORT ON OPERATIONS

Reserve trusts

Reserve trusts are appointed by the Minister for Lands to manage and care for Crown land on behalf of the people of NSW. These include sporting grounds, community halls, showgrounds, beaches and cemeteries.

More than 700 Crown reserves are managed by community volunteers through reserve trusts.

In the last twelve months a number of induction presentations have been held for new trust board members to explain their roles and responsibilities. CLD is currently developing an online induction program which new community trust board members will be able to access and undertake immediately after they are notified of their appointment to a trust board.

Crown Lands Strategic Development and Marketing Program

The program undertakes the development and sale of Crown land. The program's target revenue of \$12 million has been exceeded. A flexible five-year sales program for CLD, designed to meet annual revenue targets, has been prepared.

Coastal Harbours Program

The program provides and maintains port infrastructure as well as safe and secure access to 25 harbours along the NSW coast.

Projects include road works and port services to improve operations, access works to promote visitation to foreshore areas, infrastructure works such as unloading wharves and mooring jetties, breakwater repairs and maintenance dredging.

Highlights undertaken during 2009/10 include repairs to Ulladulla Tee Jetty (\$215,000), Eden Jetties (\$194,000), jetty repairs and dredging at Crowdy Head (\$315,000), Wollongong slipway repairs (\$160,000), Coffs Harbour slipway repairs (\$140,000) and dredging the outer channel at Coffs Harbour (\$512,000).

River Entrances Program

Works funded under this program include maintenance of breakwater and river training walls at 21 river entrances, dredging of river entrance bars and improved community access. With a total estimated value of \$1 billion, these structures play a pivotal role in providing enhanced navigation for regional fleets including fishing fleets and recreational boats.

CLD also manages eight hard rock quarries, which have been used for the production of rock armour for breakwaters and training walls.

Projects completed in 2009/10 include maintenance dredging at Swansea Channel (\$420,000), repairs to breakwaters at Hastings River (\$56,000), Richmond River (\$18,000) and storm damage at various North Coast breakwaters (\$61,000).

Waterways Program

This program aims to ensure sustainable use of Crown land waterways and foreshores, to improve public access for recreation and amenity for public use.

Enhanced funding of \$1 million was announced for the program in 2008/09 with projects continuing in 2009/10. The funding is to improve navigation for recreational boating. Following a call for expressions of interest, six councils were selected to undertake projects on a shared funding basis. Highlights of projects commenced in 2009/10 included Pipers Creek at Wallis Lake (\$10,000), Brisbane Waters (\$280,000) and the Myall River at Tea Gardens (\$210,000).

Tweed River Entrance Sand Bypassing Project

The project is a joint initiative of NSW and Queensland governments and managed by the CLD.

The objectives of the project are to ensure the entrance to the Tweed River remains navigable and the southern Gold Coast beaches are nourished with a regular supply of sand.

Sand bypassing is undertaken using a combination of a fixed pumping jetty south of the Tweed River, together with occasional dredging of the entrance using a floating dredge.

During 2009/10, a total of about 386,000 cubic metres of sand was transported by a combination of pumping and dredging. A clear navigation channel was maintained over the full year. The total NSW contribution to the project during the year was \$4.4 million.

Weed and pest funding

As part of sustainable management of Crown land, LPMA provided funds for weed and pest control programs totalling \$745,000. These projects were undertaken by managers of Crown land including trusts, councils, the Livestock Health and Pest Authority, Landcare groups and LPMA.

Crown land bushfire management

CLD has a statutory responsibility under the *Rural Fires Act 1997* for bushfire protection on land under its control. An increased works program for bushfire hazard reduction and fire trails has been successfully completed. This included approximately \$1.8 million funded from the Fire Mitigation Works Fund, CLD, the Commonwealth and other sources.

Substantial enhancements were made to asset protection zones in Sutherland and the lower Blue Mountains. Fire trails and asset protection zone enhancements on Crown land around Sydney are set for implementation in 2010/11 and beyond.

Leases and licences

Crown land generates \$60.579 million in revenue through 65,000 tenures. CLD issued 490 new tenures in 2009/10.

Public Reserves Management Fund

In 2009, over \$11 million was allocated for improvements at local parks, reserves, walking tracks, caravan parks and showgrounds through the fund.

Western Division Legal Road Network Project

CLD continues to progressively establish a legal road and access network for the Western Division where it currently does not exist. The formalisation of the road network includes accurate identification, mapping the location of roads, withdrawal of affected lands from the leasehold estate and dedication as public roads. This year about 2,200 km of road has been defined and dedicated as public road, 750 km of easements have been created.

Dog Proof Fence

The Wild Dog Destruction Board is responsible for maintaining the 600 km dog proof fence, located on the borders separating NSW from Queensland and South Australia. The fence is a barrier to wild dogs and dingos entering NSW, protecting livestock and native animals. Extreme weather events have caused severe damage to the fence this year. The fence was repaired after the September dust storm and the February/March floods. While repair work was undertaken baiting programs have been conducted to manage dogs that may have entered through the damaged fence.

Guidelines for the creation of new commercial leases for caravan parks on Crown land in NSW

Guidelines were developed to explain issues and processes that are integral to the negotiation of new commercial leases for tourist facilities.

Crown Lands Conversion Project

This \$11 million project creating titles for Crown land is 80% complete.

FUTURE FOCUS

Crown Lands Division's focus for 2010/11 is to:

Create opportunities for economic growth by:

- transitioning to a Government Business Enterprise
- growing existing CLD business
- developing Crown land, where appropriate, for commercial purposes by the private sector for public benefit
- creating efficiencies through the re-engineering of processes and the creation of business/transaction centres.

Deliver better services by:

- maintaining and investing in Crown land infrastructure
- improving natural and manmade assets on Crown land
- providing better access to, and use of Crown lands for broader community benefit.

Build the organisation and its networks by:

- expanding collaboration with key stakeholders and partners
- delivering business objectives through a project management discipline
- providing faster responses to clients and stakeholders by improving data quality and technological advancement
- the development of a strategic governance framework.

SOIL CONSERVATION SERVICE DIVISION REPORT

The Soil Conservation Service Division (SCS) is a soil conservation and environmental consulting business within LPMA specialising in environmental protection, rehabilitation and land management services to both rural and urban clients. SCS offers competitive, cost-effective services and consultancy to land users for the assessment, development, implementation and promotion of best practice land and water use systems. Maintenance of state government assets on behalf of other government entities is also undertaken by SCS.

LPMA administers the *Soil Conservation Act 1938* and as such has the lead environmental agency role in developing a NSW Soils Strategy and Action Plan to address the soil targets established under the NSW State Plan.

Who we are

An environmental consultancy business specialising in environmental protection, rehabilitation and land management, offering a complete range of professional and technical services in land rehabilitation, project management, specialist earthworks, erosion and sediment control, environmental audit, soil and water testing, revegetation techniques and the sustainable management of farm water supplies.

What we do

Soil Conservation Service Division (SCS) is a soil conservation and environmental consulting business within LPMA specialising in environmental protection, rehabilitation, audit and land management services to both rural and urban clients. SCS offers competitive, cost-effective services and consultancy to land users for the assessment, development, implementation and promotion of best practice land and water use systems.

In business for nearly 70 years, SCS operates from 30 centres around the state, SCS has three areas of business activity: Consult, Works and Operations.

SCS supports the RFS in bushfire emergencies, with the provision of staff and plant as required, and has a year-round role in fire trail maintenance and bushfire hazard reduction.

Maintenance of state government assets on behalf of other government entities is also undertaken by SCS.

Key products

Consult – SCS provides fully commercial services in areas associated with environmental protection, rehabilitation, audit and education. Clients are offered a complete package from planning, design and layout through to final implementation, including project management.

Works – Through its plant hire scheme, SCS offers a competitive earthmoving service to design and implement soil and water conservation earthworks. Services include banking and waterway systems, revegetation and mine rehabilitation.

Operations – SCS maintains NSW Government assets including flood mitigation works in the Hunter Valley and Great North Walk.

NSW Soil Policy – the NSW Soil Policy Working Group chaired by LPMA, following public consultation, has developed a draft Soil Policy and Actions and Strategies documents.

Our customers

SCS clients include the landholders of NSW, government agencies including Catchment Management Authorities, Industry & Investment NSW – Mineral Resources, Sydney Catchment Authority, Roads and Traffic Authority, DECCW – Parks & Wildlife, Telstra, Defence, TransGrid, local government, conservation groups and commercial companies.

Our community

Field days at Mudgee, Orange and Agquip (Gunnedah) were attended to promote LPMA services and local operations.

Aims and objectives

- Lead role in the development of a revised NSW Soils Policy, Actions and Strategy.
- Provide a specialist consulting service in environmental protection, resource planning and assessment, environmental engineering and training in soil and water conservation.
- Provide a cost-effective conservation earthmoving service to protect and conserve the soil and water resources of NSW.
- Set the industry standard for conservation earthworks design and construction.
- Assist LPMA to meet its objective of managing the natural resource of NSW in a sustainable manner.

Principal officers

- Paul Jones, General Manager and Deputy Commissioner, Business Operations, BEng (civil), Certified Professional Erosion and Sediment Control (CPESC)
- Adrian Harte, Deputy Commissioner, Research and Investigation, Director Land Management Crown Lands Division, BSc(Agric), MRurSc, GradDipPubSecMgmt
- David Howley, Area Manager Northern, BSc, MSc, BEng (environment), CPESC
- Col Adams, Area Manager Central, DipAgr, CPESC
- Guy Van Owen, Area Manager, Southern, BSc (Hons) MSc, DipAgr, CPESC

AIMS & OBJECTIVES FOR 2009/10

- Working with NSW natural resource agencies, lead and co-ordinate the development of the NSW Soils Policy, Actions and Strategies following consultation with targeted groups and individuals.
- Provision of a range of practical environmental services to work with agencies in the implementation of the NSW Government's State Plan priority areas, in particular in the area 'Green State' working :
 - to 'protect our native vegetation, biodiversity, land, rivers and coastal waterways'
 - to a lesser extent priorities in infrastructure maintenance in education, power and road facilities.
- Develop a broader commercial recognition of SCS through contract and partnering agreements with government agencies.
- Develop strong working relationships with Catchment Management Authorities (CMAs) to assist in their catchment plans, particularly in the area of degraded land management and rehabilitation.
- Work closely with the Crown Lands Division in the program areas of fire trail maintenance, bushfire hazard reduction, minor ports and minor dams project management.
- Through the business planning process, demonstrate to Treasury the viability and need of an ongoing plant replacement program. Decrease operational costs and increase revenues to improve financial viability and demonstrate SCS's commitment to stated business plan financial targets.
- Implement the newly accredited SCS integrated management system for OHS (AS4801:2001), Environment (AS/NZL ISO 14001:2004) and Quality (ISO9001:2000). Implementation will manage an improved safety result, operational performance and an increase in tendering opportunities for environmental projects.
- Monitor customer satisfaction and continue ongoing review of SCS's quality management system. Undertake random audits of non-accredited offices to ensure compliance with management systems.
- With retirement of several key SCS management positions an opportunity arises to review the current management structure to better meet the business plan strategies.

PERFORMANCE HIGHLIGHTS

- In April 2009, the Cabinet Budget Committee approved the SCS business plan as submitted to Treasury. The plan was reviewed as part of the Statement of Business Intent process to Treasury in January 2010 and extended out to 2019. Approval provides a clear mandate for SCS to progress a number of business objectives. The outcome from SCS implementing its business initiatives has resulted in a financial result exceeding the business plan's objectives and forecast for 2009/10.
- Implementation of the newly accredited SCS integrated management system for safety, environment and quality made a significant contribution to achieving the increased revenue result.
- SCS's previously successful track record in delivering projects for the Department of Education and Training (DET) on time and within budget, resulted in a significant increase in its revenue from the DET in 2009/10. SCS provided environmental consulting and project management expertise to complete numerous projects to enhance the external environment and functionality of numerous NSW schools and colleges.
- State Water awarded SCS with the minor works package for the Keepit Dam Upgrade. This contract for \$1.2m utilised SCS's environmental project management and practical earthmoving capability.
- With completion of the NSW Soils Framework 'Looking Forward Acting Now' report, following sign off by the NSW Natural Resources Cluster Group, the NSW State Plan was amended to acknowledge the report and set a timeframe of 30 June 2009 for the development of a NSW Soil Strategy. Following public consultation a draft Soil Policy, Actions and Strategies documents were prepared.
- Field days at Mudgee, Orange and Agquip (Gunnedah) were attended to promote LPMA services and local operations. New SCS fact sheets were prepared on a range of topics promoting the SCS and our positioning statement 'Experienced people protecting your resources'.
- Service agreements with government agencies with preferred supplier status won through public tender or direct negotiations with SCS clients continue to provide substantial consult income. Agreements during the year included work for RTA, SCA, Transgrid, DDM (Defence) and several CMAs.
- CMA continue to be a major client for professional services and environmental works with projects totalling \$1.52m. A large number of CMA joint-funded projects were also directly undertaken for landholders.
- Completion of fire trail maintenance, bushfire hazard reduction, minor dams project works and miscellaneous projects to the value of \$1.06m for the Crown Lands Division.
- Consult activities during the year were very strong assisted by significant project work carried over from 2009/10. Consult income at \$19.5m exceeded our business plan target income of \$15.8m by 23.4%. Consult contract sales (\$21m) rose by \$8m (up 62.7%) on the previous year, an outstanding result and exceeded the SCS previous record sales figure of \$17.1m (2007/08).

SCS performance highlights

TABLE 3 | SCS Performance Highlights

Table A – Percentage of customers by group													
Customer group	Works (% of customers)				Consult (% of customers)				Operations (% of customers)				Total
	2006/07	2007/08	2009/08	2009/10	2006/07	2007/08	2008/09	2009/10	2006/07	2007/08	2008/09	2009/10	2009/10
Landholders	68.6	56.6	51.9	50.8	2.9	1.1	1.5	0.3	17.7	10.9	1.4	1.1	10.2
State government	17.2	23.2	22.8	26.6	68.8	72.6	61.5	69.1	71.7	79.4	98.6	98.9	64
Local government	3.4	3.8	2.2	5.4	7.9	5	13.3	7	2.8	5.4	0	0	5.9
Corporate	9.3	15.2	20.2	8.8	20.2	20.6	22	22.1	7.8	4.2	0	0	17.2
Other	1.5	1.2	2.9	8.4	0.2	0.7	1.7	1.5	0	0.1	0	0	2.7
TOTAL	100	100	100	100	100	100	100	100	100	100	100	100	100

Table B – Billings by customer group													
Customer group	Works (sales \$000)				Consult (sales \$000)				Operations (sales \$000)				Total
	2006/07	2007/08	2009/08	2009/10	2006/07	2007/08	2008/09	2009/10	2006/07	2007/08	2008/09	2009/10	2009/10
Landholders	5,002	4,270	3,290	2,842	305	178	187	69	883	447	53	33	2,944
State government	1,253	1,751	1,449	1,490	7,151	11,962	7,979	14,066	3,591	3,248	3,894	2,978	18,534
Local government	252	285	140	299	822	833	1,727	1,419	139	221	0	0	1,178
Corporate	676	1,147	1,282	493	2,105	3,389	2,858	4,497	391	170	0	0	4,990
Other	107	89	184	473	16	113	217	302	2	3	1	1	776
TOTAL	7,292	7,542	6,345	5,597	10,399	16,475	12,968	20,353	5,006	4,089	3,948	3,012	28,962

KEY PROJECTS AND SERVICES

Key projects

NSW Soils Policy

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. To progress development of the NSW Soils Strategy three communication workshops were undertaken in June 2009 with targeted bodies, groups and individuals seeking views on the NSW Soils Framework. From this input a draft NSW Soils Policy has been developed which considers the strategic needs of soil management under the objective's areas.

- 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.

Key services

Soil Consulting (Consult)

Consultancy and contracting services are offered on a fully commercial basis in a broad range of areas associated with environmental protection, rehabilitation and education. Many of the consultancies undertaken involve the Works teams and enable SCS to offer clients a complete package from planning, design and layout through to final implementation. The work is founded on a thorough understanding of what is practical and cost-effective and at all times is concerned with the protection of the environment.

These practical skills and knowledge have also been packaged to provide well recognised training programs to the construction industry.

Services offered have expanded and include:

- project management, rehabilitation and revegetation of degraded areas
- resource planning and assessment
- environmental assessment and environmental auditing
- soil surveying and landscape mapping
- soil and water testing services
- catchment and property planning
- erosion and sediment control on infrastructure developments
- design and construction of soil and water conservation works
- flood detention basins, drainage works and artificial wetlands
- training in urban erosion and sediment control, access track construction and rehabilitation techniques
- coastal dune stabilisation and beach reclamation.

Consult services are supported by National Association of Testing Authorities (NATA) registered soil and water testing laboratory at Scone and a hydroseeder/hydromulcher unit at Bathurst.

Conservation Earthworks (Works)

Through its plant hire scheme, Works, SCS offers a cost competitive earthmoving service to design and implement soil and water conservation earthworks, setting the industry standard for quality. Services include:

- extensive conservation broadacre banking and waterway systems used to contain and divert runoff to stable disposal areas. These works complement conservation farming practices such as reduced and no-tillage to provide effective control of sheet, rill and gully erosion
- conservation earthworks, including dams, catch banks, waterways, contour banks and integrated watershed soil and water conservation schemes to harvest and store water for domestic use
- grade reducing structures, gully head control, shaping and filling to stabilise actively eroding flow lines
- mine restoration works, access tracks, poly pipe laying, sand dune shaping and other specialist works
- specialist works, such as concrete or rock lined chutes, pipe installation and revegetation.

Operations

These services relate to maintenance of NSW State Government assets on behalf of other government entities on a full cost recovery basis.

- Riverworks – includes maintenance of assets constructed for flood mitigation and prevention under the *Hunter Valley Flood Mitigation Act 1956*. Under Memorandums of Understanding, SCS is offered the work in this program as well as that involved in the construction of new flood mitigation works funded from the Natural Disasters Relief Fund, for repairs to assets damaged by flooding.
- Great North Walk – established in the 1988 bicentennial year as a 250 kilometre walking track between Sydney and Newcastle. The route includes Sydney Harbour, Lake Macquarie and the Newcastle coastline. The walk is managed by SCS with cooperation and assistance of Forests NSW, Department of Environment and Climate Change (DECC) and 14 local councils. The physical on-ground maintenance works are undertaken by divisional staff.

REPORT ON OPERATIONS

Works

Works income (billings plus accrued less prepaid income) at \$5.36m was 22% decrease on last year's income and failed to meet the budgeted income of \$7.2m. This was a disappointing result, although operational costs came in below forecast by 17.3% partially offsetting the impact.

Chargeable plant hours at 766 hours per unit, dropped on 2008/09 (810 hours) and was well below the annual target of 1,300 hours (41%). Plant hours were again impacted by the ongoing widespread drought conditions for the majority of the year with a significant fall in landholder income of \$0.45 million as shown in Table 2. Operational units were reduced to 32 bulldozers and two excavators. Approximately 11,493 hectares of land was treated with conservation earthworks including broadacre banks/waterways, dams and sediment detention structures. One new Komatsu PC200LC-8 was added to the fleet during the year at Goulburn.

Consult

Total Consult income (billings plus accrued less prepaid income) for the year at \$19.5m exceeded budgeted income of \$15.8m (23.4%). Consult contract acceptances totalled \$21m (62.7% up) on the previous year's sales of \$12.9m, an outstanding result. SCS successfully bid for a number of preferred contractor and project tenders including work for National Parks (DECCW), Mineral Resources (DII), Sydney Catchment Authority, Transgrid, RTA and Defence. The Department of Education schools ground maintenance program in the Sydney/Newcastle areas contributed significantly to this strong consult result. New staff positions were filled in Parramatta, Coffs Harbour, Grafton and Windsor (three). Recruitment action is current in a further three positions, Parramatta (two) and Moss Vale. Continued strong growth in Consult is an important component of the division's business plan 2008–2019. Further new staff positions will be dependent on improving economic conditions and federal/state infrastructure program works.

Operations

Hunter Valley flood mitigation works and Great North Walk (GNW) programs were completed during the year to the value of \$3m. Riverworks teams successfully sourced additional projects to ensure full operational costs were met, despite a drop in revenue.

Earlier in the year GNW staff assisted Oxfarm in another very successful charity walk event on the track. 2,006 walkers participated with just over \$3.1m raised. In addition to annual maintenance works new boardwalks were constructed at Hornsby, Mt Kuring-gai, Somersby and Cowan. Staff also assisted in flood mitigation works offsetting costs to enable additional maintenance work on the walking track.

FUTURE FOCUS

LPMA, through the NSW Soils Working Group, will continue to work with the state's natural resource agencies to progress the NSW Soils Policy, Actions and Strategy through to public exhibition and adoption.

With approval of the revised SCS business plan the division will progress strategies to ensure business viability over the period of the current plan and on an ongoing basis. Key strategies include:

- expansion of the Consult business and recruitment of staff to meet demand. (Business plan target \$18.2m, a 15.2% increase on 2009/10 budget figures of \$15.8m, plus additional six Consult staff, subject to work demand)
- disposal of owned under utilised property assets. Subdivision and disposal of larger property assets. (Disposal of surplus depots, subdivision and sale of land at Orange and Singleton, sales target \$0.75m)
- a staged major plant and equipment replacement program, moving from leased to purchase as funds permit. (Gateway Review complete, tender documentation drafted and Statement of Business Intent signed off by Treasury. Several items of plant identified for purchase)
- reduction in excessive ongoing maintenance and repair costs associated with operating old plant. (staged disposal of old dozers)
- closure of high cost works teams to reduce Works operating losses. (review viability of Works fleet size)
- review of motor vehicle numbers within SCS to identify any savings through changed work practices. (To be determined)
- ensure that ongoing operations of the SCS are financially viable to enable plant replacement in the longer term, 2019 onwards. (Meet revised business plan targets for income and expenditure).

Retirement of senior staff will provide an opportunity to restructure the SCS management team to better suit the division's current direction.

Works plant operations will be subject to ongoing review and a fleet replacement program introduced to provide a sustainable conservation earthmoving service to NSW. This activity is seen as an integral part of the current and future SCS.

The achievement of business plan targets and significant expansion of the consult business augurs well for the ongoing viability of the SCS.

OFFICE OF BIOFUELS REPORT

The world is now using up proven petroleum resources faster than new supplies are being discovered; a situation commonly referred to as 'peak oil'. Australia's oil self-sufficiency is declining even faster. Our transport future therefore depends on finding new renewable sources of energy.

Many new vehicle propulsion technologies, such as electric vehicles and hydrogen fuel cells are being developed, but only biofuels are useable in the current vehicle fleet without modification, and many of our existing motor vehicles are going to be on the road for another 20 or more years.

The NSW Government therefore aims to increase the sustainable local production, distribution and consumer uptake of biofuels, creating a viable biofuels industry base. From this industry base, the NSW Government will encourage the development of second-generation technologies and feedstocks that will enable the sustainable production of much greater volumes of biofuels.

The Office of Biofuels was established in 2007 to implement the NSW Government's biofuels program and to support the further development of biofuels strategy.

Aims and objectives

The Office of Biofuels' aims and objectives are to continue to:

- develop biofuels strategy in accordance with government policy
- develop legislation and other measures to implement the strategy
- implement biofuels legislation
- deliver other approved measures to increase the sustainable production, distribution and use of biofuels
- provide the secretariat for the Biofuels Expert Panel, which advises the Minister for Lands on biofuels issues.

Governance

Reporting

The Office of Biofuels reports to the Chief Executive of the Land and Property Management Authority.

Biofuels Expert Panel

Members are appointed to the expert panel in accordance with the provisions set out in Section 24 of the *Biofuels Act 2007*. The Act nominates of six members, who hold the office of, or are a respective nominee of, the heads of the Land and Property Management Authority, the Departments of State and Regional Development, Primary Industries, Environment, Climate Change and Water, Services, Technology and Administration, and the Treasury. The Chief Executive of the Land and Property Management Authority, or his nominee, chairs the panel.

Panel meetings

The panel met formally on four occasions during the year.

Report on performance

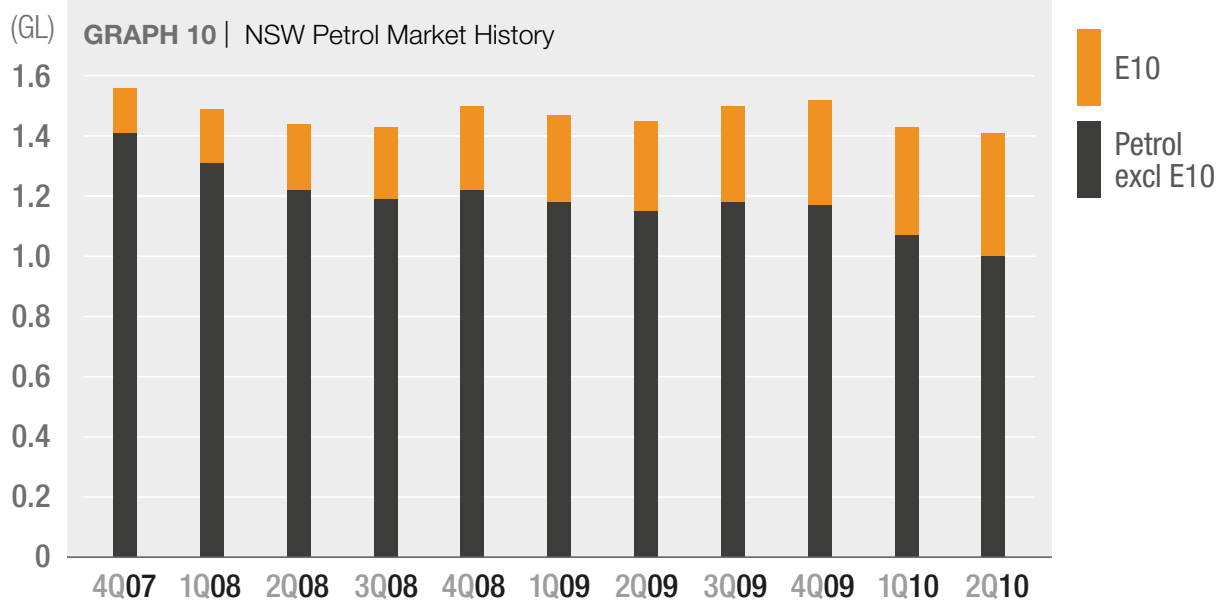
The *Biofuel (Ethanol Content) Act 2007* mandated a minimum 2% average ethanol content in petrol, which was the first stage of the NSW Government's biofuels program. The Act was successfully implemented during 2008, with the average ethanol content of NSW petrol reaching 2% in September 2008.

During 2009/10, the Office of Biofuels implemented the second stage of the biofuels program, embodied in the *Biofuel (Ethanol Content) Amendment Act 2007*, which:

- renamed the original Act to be the *Biofuels Act 2007*
- broadened its application to impose a direct obligation on major retailers
- increased the ethanol mandate to 4% from 1 January 2010
- further increases the ethanol mandate to 6% from 1 January 2011
- requires all regular grade unleaded petrol to be blended with 10% ethanol from 1 July 2011
- established a 2% biodiesel mandate from 1 January 2010
- increases the biodiesel mandate to 5% from 1 January 2012
- established sustainability standards for biofuels.

The office maintained liaison with many stakeholders to ensure that the biofuels program is smoothly implemented.

The progress of some individual primary wholesalers that have not yet reached the required biofuels content is managed through partial exemptions granted by the Minister in accordance with the Act. These partial exemptions impose strict conditions that require the primary wholesaler to take all reasonable actions to achieve the required biofuels content as soon as possible. Approximately 30% of all NSW petrol is now E10. 3 billion litres of E10 have been used in NSW since the start of the mandate.



Future focus

The Office of Biofuels is to develop a 10-year biofuels strategy to encourage the development of second-generation technologies and feedstocks, which will enable the sustainable production of much greater volumes of biofuels.

Second generation technologies include:

- lignocellulosic ethanol
- butanol
- algal biodiesel
- pyrolysis oil.

Statutory reporting

Consultants

The Office of Biofuels did not employ any consultants during 2009/10.

Consumer response

The Office of Biofuels is part of LPMA. As such, all policies, systems and guidelines relating to complaints and customer satisfaction are dealt with as per the authority's directions.

Ethnic affairs priorities statement

All policies, systems and guidelines relating to ethnic affairs are dealt with as per the authority's directions.

Grants to non-government organisations

There were no grants given to non-government organisations in the reporting year.

Legislation

The Office of Biofuels implements the *Biofuels Act 2007* and the *Biofuels Regulation 2007*.

STATE PROPERTY AUTHORITY

The State Property Authority is the government's corporate real estate service provides specialist industry knowledge and expertise in managing government property. SPA owns 152 buildings and has 84 client agencies.

View the 2009/10 State Property Authority Annual Report at

http://www.lpma.nsw.gov.au/spa/corporate_publications

SYDNEY HARBOUR FORESHORE AUTHORITY

The Sydney Harbour Foreshore Authority is responsible for Sydney's most historically and culturally significant waterfront locations, including The Rocks and Darling Harbour, and over \$1.1 billion in state assets.

View the 2009/10 Sydney Harbour Foreshore Authority Annual Report at

http://www.shfa.nsw.gov.au/sydney-Resource_centre-Annual_reports_2009_10.htm

OFFICE OF STRATEGIC LANDS

The Office of Strategic Lands' primary role is acquisition of land for regional open space and core infrastructure development like the north and southwest rail links. Land is also acquired for regional growth areas such as the Rouse Hill Regional Centre.

View the 2009/10 Office of Strategic Lands Annual Report at <http://www.lpma.nsw.gov.au/osl>

LAKE ILLAWARRA AUTHORITY

The Lake Illawarra Authority is responsible for restoring the ecological environment of Lake Illawarra.

View the 2009/10 Lake Illawarra Authority Annual Report at http://www.lia.nsw.gov.au/about_us#7

CHIPPING NORTON LAKE AUTHORITY

The Chipping Norton Lake Authority is restoring the reaches of the Georges River, the authority has created a vast water-based habitat and recreation area.

View the 2009/10 Chipping Norton Lake Authority Annual Report at http://www.lpma.nsw.gov.au/about_us/cnla

Land and Property Development

Strategic objective

- Developing strategic projects and partnerships to foster growth, investment and renewal.

Our contribution

- LPMA is engaged in a variety of projects which seek to stimulate investment, development and social renewal. These projects may involve partners including local, state and federal government, the private sector and not-for-profit organisations in creating a new community vision, and importantly, delivering solutions to reinvigorate or improve community outcomes by initiating integrated development solutions.
- LPMA's role in these projects can be varied. Solutions may involve leveraging government held land assets to provide for housing, commercial or community facilities, to facilitating land acquisition to provide for infrastructure development.

For information on agency achievements, visit the individual business reports.

HUNTER DEVELOPMENT CORPORATION

The Hunter Development Corporation manages over 1,600 hectares of land in the Hunter region, covering 11 local government areas. Major projects include remediation of the former BHP steelworks at Mayfield and the revitalisation of Newcastle's city centre.

View the 2009/10 Hunter Development Corporation Annual Report at <http://hunterdevelopmentcorporation.com.au/publications>

FESTIVAL DEVELOPMENT CORPORATION

The Festival Development Corporation fosters ecologically sustainable development at Mt Penang Parklands, near Gosford. Achievements include an event park, sports facilities, gardens and a business park.

View the 2009/10 Festival Development Corporation Annual Report at http://www.mpp.nsw.gov.au/about_us/publications

COOKS COVE DEVELOPMENT CORPORATION

The Cooks Cove Development Corporation is creating a trade and technology zone, increasing public space and creating a foreshore riverside zone along Cooks River and Muddy Creek. Key partners include SHFA and Rockdale City Council.

View the 2009/10 Cooks Cove Development Corporation Annual Report at http://www.shfa.nsw.gov.au/sydney-Resource_centre-Annual_reports_2009_10.htm