Landgate annual report 2015/16

Leading transformation through innovation

GOVERNMENT OF WESTERN AUSTRALIA

Landgate

Earth is Art

Inspired by art, created by nature

Landgate's Earth is Art range shows a bird's eye view of the wonders of Western Australia's natural geographical formations, shorelines and island archipelagos. The popular product, originally an innovative idea from an employee, gained Western Australian and national media coverage in 2015/16. View the Earth is Art collection online today at **landgate.wa.gov.au/earthisart**.

Cover imagery:
Earth is Art - Dancing Witch Halls Head

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Statement of compliance

for the year ended 30 June 2016

Hon Terry Redman MLA
Minister for Lands

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Western Australian Land Information Authority, trading as Landgate, for the year ended 30 June 2016.

The report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.

Caroline de Mori
Chair
2 September 2016

Mike Bradford
Chief Executive
2 September 2016

Earth is Art - Willie Creek Broome

Operational highlights

Chair's message

During 2015/16 Landgate made significant progress with its transformation agenda to ensure it delivers ongoing benefits for the people and government of Western Australia (WA).

Through its secure land titles system, Landgate is the custodian of property rights for the people of WA. This responsibility – along with our stewardship role in delivering land valuation services and managing WA's location information – is fundamental to the state's economic growth and prosperity.

Over the past 12 months we have seen continued and rapid change in the environment in which we operate. The land registry sector in particular is experiencing significant upheaval, both nationally and internationally. We have made a conscious choice to implement a strategy to respond to these challenges, pursue growth and secure long-term success.

Chair's message

Key to this strategy, Landgate created a new commercial entity, Advara, which is the vehicle for us to help minimise threats of new entrants as well as positioning us for opportunities in other markets. This year, we continued to advance our 'Transform' program, which has seen significant progress in reorienting our business to thrive in a digital environment and become more efficient.

In addition, Landgate has ensured its business remains financially sound despite a weak property market. Our performance this year resulted in a profit of $6.8 million, enabling us to continue to deliver financial returns to government, for reinvestment into the state. Our investment strategy continues to seek opportunities to grow the net worth of the business and benefit WA. This year, Landgate invested a further $10.3 million in Property Exchange Australia (PEXA) Ltd.

I would like to thank my fellow Board members and the management team, whose leadership, commitment and experience has ensured the business continues its improved performance and is well positioned for the future.

Finally, I thank the Lands Minister Terry Redman for his support over the past year and for helping Landgate to progress its vision for the future.

Caroline de Mori
Chair

Chief Executive's message

This past year has been both busy and rewarding. It has resulted in Landgate making some significant achievements.

A particular highlight has been the successful transition to our innovative New Land Registry system, which revolutionises the way land registry transactions are processed.

In December 2015, through this new system, we introduced the ability to automatically examine and register land registry documents electronically. As a result, certain property transactions that once took up to seven days to process can now be completed in less than 30 seconds and the number of documents awaiting registration has halved.

Chief Executive's message

In addition, as we move closer to a fully electronic marketplace for property transactions, the number of transactions lodged electronically in WA through the PEXA (Property Exchange Australia) platform has continued to increase.

The result of business improvements implemented through our Transform program is evidenced in our customer satisfaction levels, which increased by almost 10 per cent to 80 per cent. This result can be attributed to the holistic series of system, process and capability improvements we've made throughout our journey of transformation.

To align our workforce with new ways of working introduced through new technology and processes, new structures were developed for a significant portion of the business. Transition to the new structures began in November, and as a result, will realise significant ongoing salary savings and increased flexibility in the way we deliver services.

In April, we celebrated the launch of SPUR, our location and innovation hub. SPUR draws on Landgate's leadership in innovation and research to bring together knowledge, ideas, research and investment in a collaborative environment. The launch of SPUR realised a vision that is part of WA's location information strategy.

Landgate's land registry commercialisation project also celebrated an outstanding achievement during the year, with the formation of Advara Limited. Advara was formed to explore opportunities to deliver Landgate's new land registry system to other jurisdictions, both interstate and internationally.

Our legislative reform program has continued to progress to ensure WA has a modern regulatory environment to support future growth. After consultation with the property industry and community, amendments to the *Sale of Land Act 1970* were introduced in Parliament in June 2016 to deliver greater protection to consumers and provide certainty to land developers.

In reflecting on our achievements, I would like to thank our people. As always, their passion for customer service and their willingness to explore new ways of working demonstrates their commitment to keeping our customers and our community at the heart of everything we do.

Mike Bradford
Chief Executive

Our year at a glance

323k
documents lodged

[Our services]

$36.7b
value of transactions

1.6m
valuations completed

3,468
datasets available through SLIP

1.5m
title searches

1.4m
titles secured in the register

151,809km²
of aerial imagery captured which equates to 5.5% of the state

Our year at a glance

199,489
customers served

55%
reduction in documents awaiting processing

[Our customer service]

2.5
days average turn around time to register documents

76%
of queries resolved at first point of contact

97%
of calls answered within 60 seconds

[Our people]

661
staff at Landgate as at 30 June

80%
customer satisfaction rating

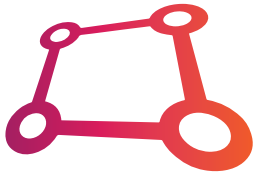
50%
Landgate's Tier 3 management team are women

Executive summary

Transform

During the year, significant progress was made in advancing Landgate's business improvement program Transform. Opportunities to improve the structures, processes and technology across operational and shared services functions were identified and implemented. A significant portion of the business transitioned to new structures, capitalising on efficiencies brought about through new technology and building greater capability.

Landgate implemented its new cloud based land registration system, which has resulted in cost saving and efficiency gains through automation of registration processes. Landgate also completed preparatory work for the reform of its plan lodgement system and processes.



Land registry commercialisation project (Advara)

The land registry commercialisation project, sponsored by Landgate's Innovation Program, reached a significant milestone during the year with Cabinet's approval of the creation of a new company called Advara. Incorporated in December 2015, Advara is the vehicle through which Landgate and its partners will pursue commercial opportunities for Landgate's new land registry platform in other jurisdictions.

e-Conveyancing

Landgate's leadership role in encouraging the adoption of e-conveyancing by the conveyancing industry continued during the year, and the number of transactions conducted electronically through PEXA showed a sustained increase. Preparatory work was also completed on a number of regulatory and process reforms to support the use of the electronic channel for property transactions.

SPUR

SPUR, Landgate's new location and innovation hub was launched by the Minister for Lands Terry Redman in April. A key component of the Location Information Strategy, the hub promotes collaboration and acceleration of new ideas across industry, government and academia to drive greater benefits to the state.

Legislative reform

Over the past 12 months, Landgate completed extensive work and consultation to deliver the final recommendations for Strata Titles Act reform. Landgate has continued to support drafting of the Bill and consult with key stakeholders about the reforms.

Landgate also progressed amendments to the *Sale of Land Act 1970*, with the *Sale of Land Amendment Bill 2016* introduced in Parliament on 23 June.

Financial summary

Key highlights

Landgate remains in a sound financial position despite the 2015/16 financial result being significantly impacted by the subdued property market. Property market activity fell by approximately 10 per cent compared to the previous year, and overall revenue was well below initial expectations. Management's continued focus on reforming to achieve greater efficiency in the delivery of services has enabled a positive return to the state for 2015/16.

Financial summary

$6.8m

$123.7m

$200.7m

$23.1m

Gross profit

Landgate's $6.8m gross profit was below budget as a consequence of the weaker Western Australian economy impacting property market activity. The final outcome was positive despite the difficult trading conditions, with expenditure being tightly managed and ongoing savings delivered through Landgate's reform program.

Customer revenue

Customer revenue of $123.7m is primarily driven by activity in the state's property market. This year's result was 3.8 per cent below last year, with overall revenue finishing 10.3 per cent below target.

Net assets

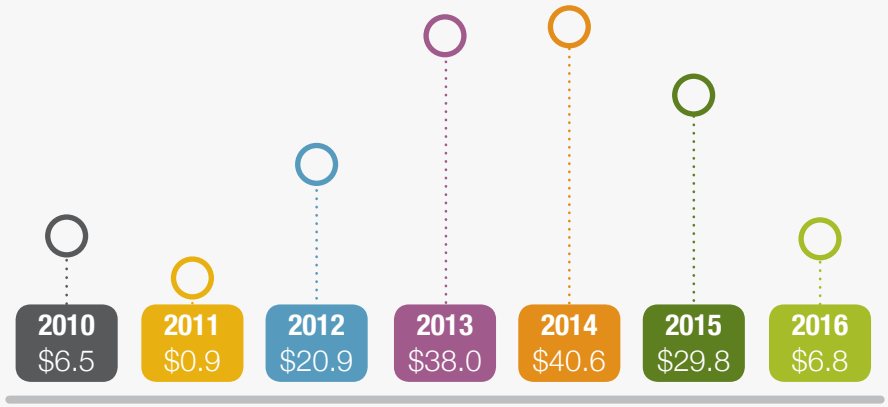
Landgate's net assets have decreased slightly to $200.7m, compared to $201.4m the previous year. The lower cash balance was due to lower profit, capital expenditure and a further investment in PEXA Ltd. The position was partially offset by a reduction in liabilities (lease liability and staff leave entitlements).

Capital expenditure

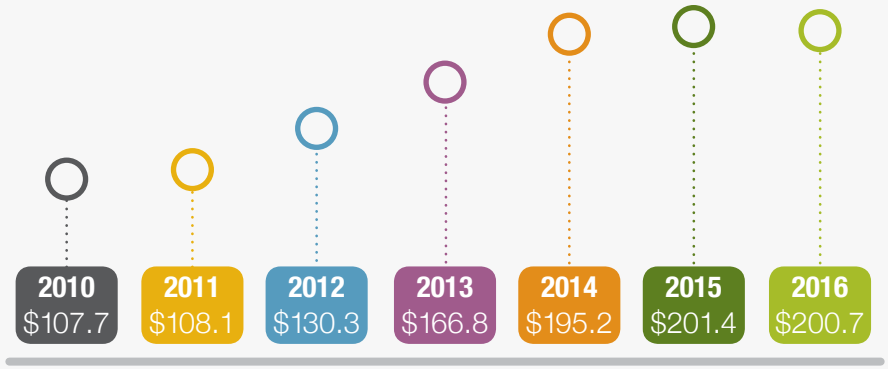
Capital expenditure for the year totalled $23.1m. This investment supports initiatives such as e-conveyancing, Landgate's business improvement program Transform, the development of new systems, reforms to the *Strata Titles Act 1985* and improving the quality and accessibility of location information across agencies and industry.

Financial summary

Gross profit ($m)



Net assets ($m)



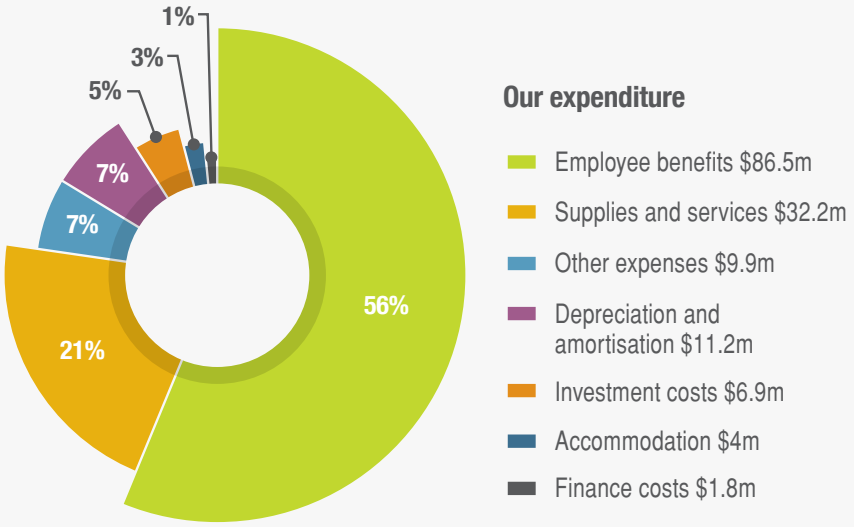
Our profit

Landgate delivered a gross profit of $6.8m which was below expectations due to revenue being impacted from subdued activity in the property market. However, expenditure finished the year below budget despite incurring additional costs to deliver Landgate's strategic business reform program which will result in future salary savings.

Our net assets

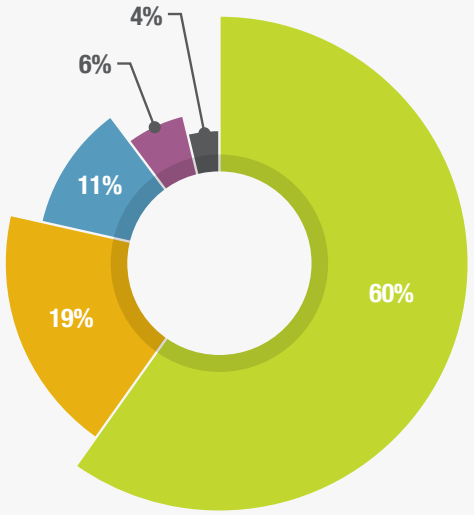
Landgate's net assets declined marginally to $200.7m, mainly as a result of the flow on impact on profit from the weaker property market. Landgate's net asset base is in a very sound financial position allowing for the continuing investment in the efficient delivery of services and further diversification and enhancement of products and services available to the community.

Financial summary



Our expenditure

- Employee benefits $86.5m
- Supplies and services $32.2m
- Other expenses $9.9m
- Depreciation and amortisation $11.2m
- Investment costs $6.9m
- Accommodation $4m
- Finance costs $1.8m



Our revenue

- Customer revenue - registrations $95.5m
- State Government funding $30.1m
- Customer revenue - valuations $17.8m
- Customer revenue - other $10.3m
- Other revenue $5.8m

Our expenditure

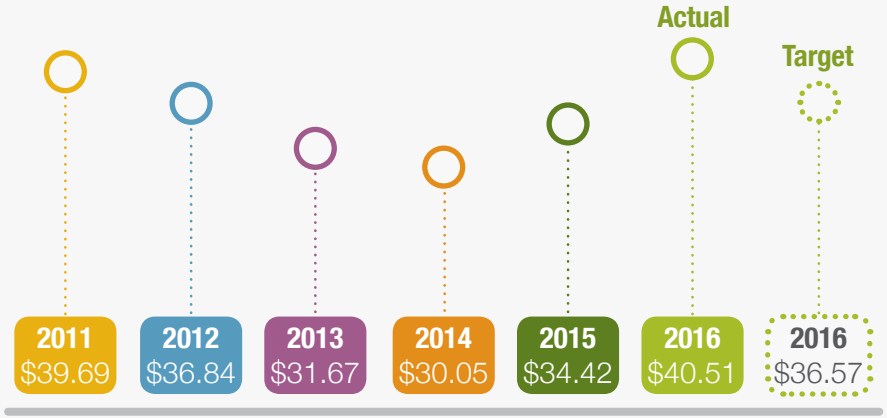
Landgate continues to proactively manage expenditure and finished the year 2.7 per cent below budget. This result was despite absorbing a higher than expected share of the operating loss in its equity investment in PEXA Ltd, and incurring one-off costs related to delivering reform initiatives that will realise long-term cost savings. These items contributed to the 6.9 per cent increase in overall expenditure compared to the previous financial year.

Our revenue

Landgate's operating revenue was below target by 10.3 per cent and down on the previous year. The subdued property market impacted paid document registration and search activity levels which fell by 9.8 per cent and 11.4 per cent respectively compared to the previous year. Valuations revenue exceeded the target and the service appropriation received from the state government was comparable to the previous financial year.

Performance summary

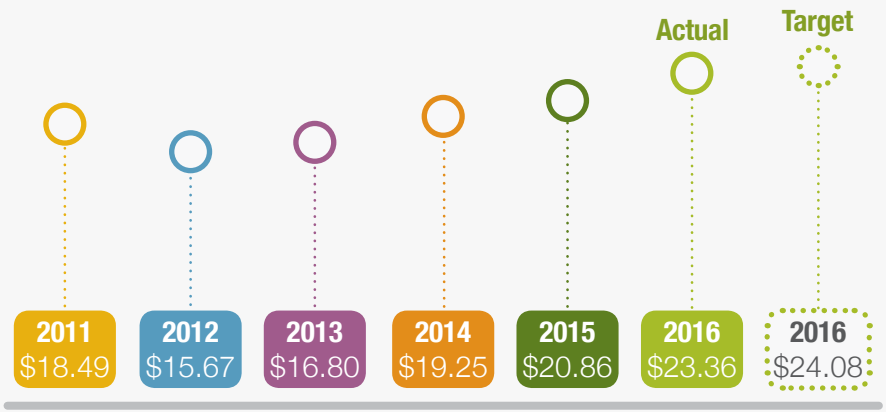
Average cost per land registration action



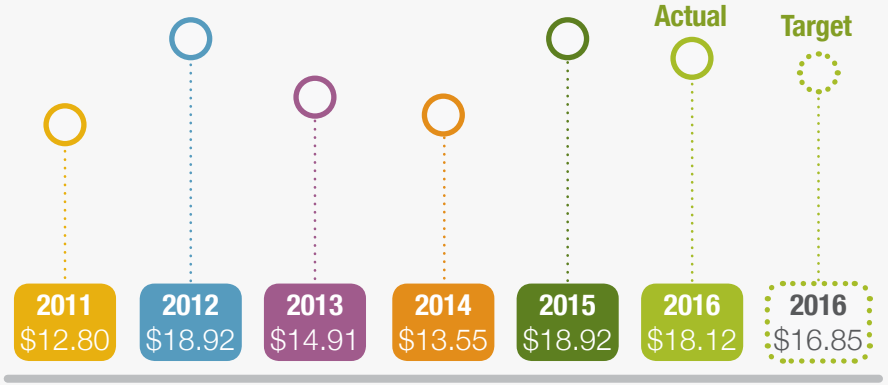
Land registration actions

Land registration actions involve activities associated with registering land and property transactions including document search requests and lots created. The actual average cost per land registration action for this financial year was $40.51 which was 10.8 per cent above target. This was due to the subdued property market that led to a 13.8 per cent reduction in the expected number of land registrations actions, although this was partially offset by a reduction in related service delivery costs.

Average cost per land information action



Average cost per valuation



Land information actions

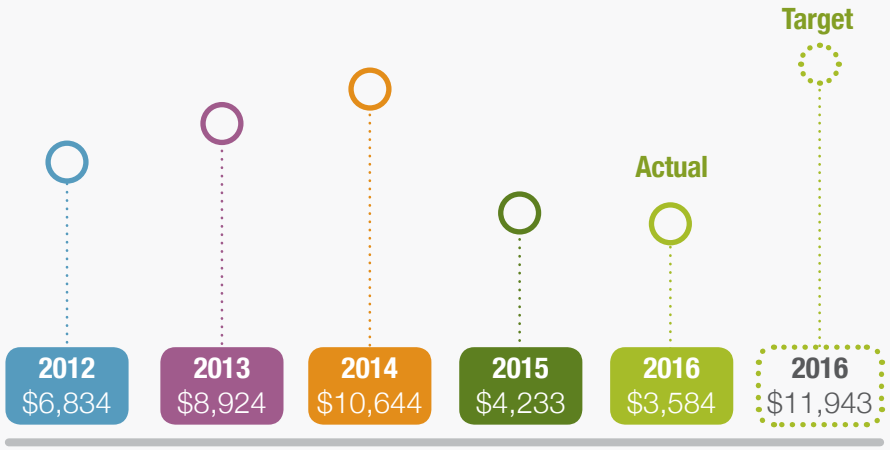
Land information actions involve activities associated with the capture, production and maintenance of physical and land boundary datasets. The actual average cost per land information action for this financial year was $23.36 which was 3 per cent below target. This was due to lower total costs to deliver this service as a result of Landgate's tight expenditure control, partially offset by the number of actions ending the year 1.6 per cent below target.

Valuations completed

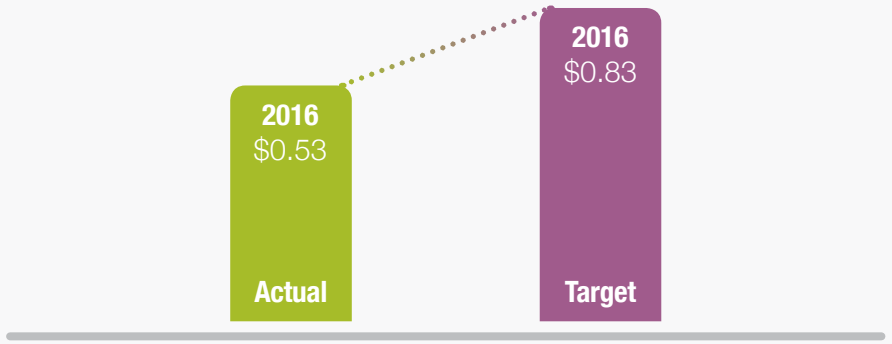
Valuations completed include unimproved and gross rental valuations; interim valuations; stamp duty, asset and market valuations; objections, appeals and queries made during the financial year; and general property related valuation consultancy services. The actual average cost per valuation of $18.12 was 7.5 per cent above target. This was mainly due to a revised allocation resulting in a greater share of indirect and overhead costs for this service and higher costs as part of the transition to a new business operating model. This was partially offset by the number of completed valuations exceeding target by 2.6 per cent.

Performance summary

Average cost of coordinating the Capture WA Program per request for capture



Average cost per pages viewed of information delivered through SLIP



Coordinated capture of the state's location information

Requests for the capture of location information are received from agencies participating in the program. The program is designed to reduce cost and avoid duplication in the capture of location information across the state. The actual average cost of $3,584 for coordinating the program for capture was significantly lower than target due to the higher than expected number of requests received for capture together with reduced costs in delivering the program.

Coordinated access to the state's location information

The Shared Location Information Program (SLIP) provides a single point of access for whole of government and industry partners to use and share location information. The aim of SLIP is to reduce the effort required to make data available and ensure it is the most cost effective solution to deliver location information to users. For 2015/16, the method of measuring the information delivered through SLIP changed to pages viewed (from gigabytes delivered), although the intent behind this measure remains unchanged. The actual average delivery cost (per page view) of data through SLIP was $0.53 compared to the target of $0.83. This positive result was due to lower costs and the number of pages viewed exceeding target. As this measure is derived from a new baseline figure for the volume of data consumed for 2015/16, there is no comparative information available and future performance will be measured from this baseline.

About us

Who we are

Landgate is the government agency responsible for WA's land and property information. We trace our history back to the state's colonial days, when land was traded as the most available and tangible currency. Property rights continue to underpin the security and prosperity of our economy today.

Since 1829, Landgate and its predecessor agencies have been responsible for developing and maintaining a secure land administration system for WA. We remain committed to ensuring the integrity of the system and enhancing its value.

In 2007 Landgate became a statutory authority. Since then, we have commercialised our offering to deliver a broader range of products and services to Western Australians – providing even greater benefits to the state.

To do this, Landgate pursues opportunities for innovation and collaboration that extend current operations and develop the location information industry. We are leading the transformation of this sector to deliver economic, environmental and social benefits to the state.

Landgate is recognised in government and industry for its leadership in innovation and customer service. As an innovation leader, we are constantly exploring ways to improve, and how we can give customers and the community even better products and services.

About us

Land and **property information** links a range of economic, social and physical data to a geographic location to become 'location information'. **Location is so much more** than a set of geographical coordinates. **Location can – and should – provide critical information for better decision making** by governments, business and the public.

Whether trying to determine where to build a new school, examine the impact of rising sea levels along our coast, or plan major developments in regional areas, reliable, relevant, **easily accessible** and **cost-effective location information** is vital.

It underpins the **effective delivery of key state initiatives**, including priority infrastructure programs, regional development, climate change adaptation, emergency services, crime prevention, urban planning and more.

What we do

Landgate maintains the state's official register of land ownership and survey information for WA. By providing a secure land titles register, we protect the property wealth of the state and support the function of the state's property market and economy.

We are responsible for providing independent and impartial land and property valuations to government, to support the determination of rates and taxes. Additionally, we value and maintain the register of the state-owned property asset portfolio.

We capture and maintain the state's geographic information, including aerial and satellite imagery and topography on behalf of government. And we provide this information to our business and government customers to support the provision of emergency services, planning and decision making for land use and infrastructure, and management of agriculture and natural resources.

Through our location technology hub, SPUR, Landgate leads collaboration and innovation across sectors to harness the value of location information for the benefit of the state. Our Shared Location Information Platform (SLIP) provides access to thousands of datasets held by various government agencies in WA.

Our services, projects and activities span the state and we have offices in Midland, Perth, Bunbury and Albany.

About us

Our governance framework

Landgate is a statutory authority established under the *Land Information Authority Act 2006* (the Act). We are governed by a Board that is accountable to the Minister for Lands for delivery of our services. Our profit is returned to the government as a dividend for the development of the state and reinvested in the business to improve systems and services.

Our commitments

Landgate is passionate about our customers and their needs. We have benchmarks for excellent customer experience and have committed to these in our Customer Charter. We report quarterly on our performance against these benchmarks, which revolve around wait times, response to feedback and system availability.

Our measures

In addition to our service commitments, Landgate conducts monthly customer service research, which is reported quarterly. This financial year, Landgate recorded 80 per cent of customers rating us eight, nine or 10 out of 10 for overall satisfaction. This result is reflective of ongoing changes across people, processes and systems. Customer sentiment throughout this period has concentrated on two key areas – customer service and ease of doing business with us online.

Our brand

This financial year, Landgate has worked on revitalising our brand to align it with our evolution into a business that is more commercially competitive and customer-centric. A strong refreshed brand helps us to better promote our products and services to customers and the community in a contemporary, clear and consistent way.

Through research and consultation with our people, we were able to develop a look and feel that accurately reflects Landgate's rich history and bright future. Our brand triggers instant recognition of who we are and what we do.

Landgate's revitalised brand communicates our reputation for quality services, products and systems.

Our values

Our values define the culture of Landgate and highlight what's important to us. They guide how we behave and interact with our customers, our people and our community, who are at the heart of everything we do. Our values are:

Commit and act

We do what we say we will do.

We take personal responsibility.

Dynamic and engaged

We are passionate, proud and enthusiastic.

We make it easy to do business with us.

Innovate and achieve

We think about tomorrow in what we do today.

We celebrate success.

Honest and true

We are supportive and respectful.

We communicate openly.

Significant achievements

Transform – business improvement program

'Transform' is Landgate's business improvement program which comprises a series of technology, process and workforce reforms to ensure Landgate can deliver optimal value now and into the future. Initiated in 2014, Transform has progressively implemented a number of successful initiatives that are profoundly changing the way Landgate does business.

Review of our operating model

Transform completed a review of the structures, processes and technology for about 80 per cent of the business to identify opportunities for improvement. The review considered Landgate's operational and shared services functions and identified ways to enhance workforce capability, strengthen customer focus and ensure the efficient and effective delivery of these services into the future. As a result, new operating models, including new structures, were developed for each area to optimise performance and service delivery.

To complement the transition to new structures, Landgate initiated a voluntary severance program for employees in November 2015. The aim was to minimise the number of employees displaced in the transition to new structures. The program resulted in over 100 employees accepting a voluntary severance, delivering significant salary savings. The transition to new structures and roles began in February and will be completed in the first quarter of 2016/17.

Significant achievements

Overall, the restructure will result in salary savings of $15.5 million per annum from the 2016/17 financial year and total salary savings of $79 million over the next five years.

Reform of registrations

Registrations reform focuses on replacing Landgate's system and improving associated business processes required to manage the WA Titles Register. During the year, Landgate implemented a new land registration system (NLR), which has resulted in cost savings and efficiency gains in the registration process through automation.

The system is cloud-based and supports the shift from paper-based lodgement processes to e-conveyancing through the first national digital property exchange, PEXA. Since December 2015, Landgate has been able to examine and register mortgages, discharges, transfers, caveats and withdrawal of caveats in a fully digital environment. As a result, processing times have reduced from up to seven days to as little as 23 seconds. In addition, the integrity of the register has been strengthened through automation of lodgement validation and error correction processes.

Further benefits of the new system include reduced turnaround times for Landgate customers and improved overall accuracy of the WA titles register.

In addition, automation has allowed Landgate to reduce overall employee numbers and introduce more flexible work practices. Automation positions Landgate to more easily deal with peaks of business activity without the need to employ more staff.

Reform of plan lodgement

Landgate's spatial cadastral database (SCDB) contains information about land parcel boundaries for all freehold and Crown land within WA.

Preparatory work for reform of the system and associated processes responsible for preparing, lodging and managing plans in the SCDB were completed during the year. With functional, technical and legal aspects of the new system finalised, the first release went live in July 2016.

As at 30 June 2016, over

200,000

transactions were processed

by the **new system** and the number of documents awaiting processing **fell by half**.

The new plan lodgement system streamlines the way survey plans are lodged by introducing a digital validation service for surveyors. This will enable surveyors to check that plans conform with survey standards before lodging them with Landgate. It will also enable electronic lodgement, increasing efficiency for both Landgate and its customers.

A further benefit of the new system is the digitisation of plan lodgements, which will streamline processes and improve turnaround times for issuing Certificates of Title for new lots in developments. The changes follow extensive consultation with the surveying industry and Landgate will continue to work closely with industry to ensure the ongoing success of the project.

Keeping customers at the heart of everything we do

The impact of Landgate's business improvement program resulted in a record customer satisfaction rating for Landgate in 2015/16 of 80 per cent.

During the year, our customer relationship management (CRM) system was integrated with our telephone and new land registration systems. This provides a history of our customer interactions by recording details of customer phone calls in the CRM. Through this information, Landgate can better anticipate future needs of customers and resolve queries more efficiently. In addition, integrating the new land registration system with the CRM has provided a way to better manage our communications to customers about the status of land title transactions.

The upskilling of customer service employees to respond to a wider range of customer queries has helped to ensure they are resolved at the first point of contact.

e-Conveyancing advances

Electronic conveyancing (e-conveyancing) is a process for completing property transactions electronically in a paperless environment. This includes the creation and lodgement of land title dealings for registration and the electronic settlement of funds.

Landgate's leadership role in encouraging the adoption of e-conveyancing continued during the year, with industry workshops and presentations on legislative requirements, and helping PEXA to familiarise new subscribers with the national e-conveyancing platform. The number of transactions conducted electronically through PEXA showed a gradual but sustained increase over the year, with over 5,000 transactions lodged electronically in WA.

Preparatory work was completed to mandate the use of electronic channels for simple mortgage and discharge of mortgage transactions starting early in 2016/17. The verification of identity practices in place for e-transactions was extended to paper transactions and planned amendments to the *Transfer of Land Act 1893* will remove duplicate Certificates of Title, resulting in increased security and protection against fraud.

▲ Significant achievements

Land registry commercialisation project (Advara)

The land registry commercialisation project, sponsored by Landgate's Innovation Program, reached a significant milestone during the year with Cabinet's approval of the creation of a new company called Advara.

The project was established to respond to the challenge of potentially disruptive trends in the national and international land registry market and to enable Landgate to pursue growth opportunities in other jurisdictions. It resulted in the creation of Advara, through which Landgate and its partners will seek to leverage Landgate's new land registry platform to deliver services in other jurisdictions.

Incorporated in December 2015, Advara will pursue commercial opportunities in other markets and reduce the cost of IT services to Landgate in the future. As at 30 June 2016, Landgate owned 100 per cent of shares in Advara.

SPUR

SPUR, Landgate's new location and innovation hub that promotes collaboration, stimulation and acceleration of new ideas, was launched by the Minister for Lands Terry Redman in April.

SPUR supports innovators – such as technology-based businesses, start-up companies, the location industry, the education sector and government – by providing them with access to government data, including information relating to property, roads, imagery and geography.

Advara:
is a name made from two Latin words.

Ad: meaning 'towards/forward'.
Vara: meaning a unit of linear measurement or area.

Advara was designed to inspire confidence and the meanings behind the name are relevant to the new company's innovative and confident approach.

SPUR:
meaning anything that impels, or urges, as to action, speed or achievement.

Significant achievements

The creation of the hub was a strategic priority for Landgate in 2015/16 and a key component of the government's Location Information Strategy (LIS) for WA. SPUR builds on the success of the LIS program and Landgate's Shared Location Information Platform (SLIP) by harnessing existing and emerging location technology capabilities to deliver greater economic and social benefits for the state.

Scoring an early success, SPUR provided the catalyst for the development of a mobile device application for the real estate industry. The 'PropertySMS' app was developed through a SPUR developer's licence, allowing Landgate's property and sales data to be integrated into the app at reduced cost.

Location Information Strategy

Maximising the value of location information to the state is the key objective of the LIS. From 2016/17, the objectives and benefits of the strategy will continue to be driven by Landgate through its new SPUR capability. The following projects outline key achievements for Stage 1 of the strategy.

Shared Location Information Platform (SLIP)

SLIP underpins the delivery of the LIS by providing access to a single source of location information, reducing costs associated with duplication across government. With SLIP, shared access to land and property information is economical, faster and simpler. Thousands of datasets have been packaged together by Landgate and its partners in SLIP to make it easy to bring together location information to view and share through maps or use in geographical information systems (GIS) and other business applications.

During the year, Landgate has delivered 50 new SLIP services to customers across the public, private and research sectors. SLIP also successfully transitioned from the Google Maps Engine (GME) content management system to a cloud-based Esri platform. Strong demand for SLIP services – up to 750,000 page views per month – continued throughout the transition.

Landgate has delivered

50 new SLIP services

to customers across the **public, private** and **research sectors**.

▲ Significant achievements

New SLIP services were also used to support the South-West Native Title Settlement, the most **comprehensive native title agreement** in Australian history. This historic agreement involved around **30,000 Noongar people** and covered about **200,000 square kilometres**. SLIP enabled the Department of Lands, the South-West Aboriginal Land and Sea Council and the Department of Mines and Petroleum a shared view of the same **up-to-date information**. This significantly reduced the time and effort involved in exchanging and analysing interests in **Crown land** being negotiated as part of the agreement.

Open data WA

The state government's new Open Data Policy, launched in July, aims to improve management and use of public sector data assets. Landgate has committed to develop and implement the policy on behalf of the government.

While WA is not lacking good, publicly available government data, until now it has only been discoverable by visiting individual agency websites, or accessing it from isolated portals. In accordance with the new policy, data was extracted from Landgate's SLIP platform, combined with 800 datasets from over 30 agencies and made accessible through data.wa.gov.au, the new portal for open data in Western Australia.

Launched at a GovHack event in September 2015, this portal is central to the implementation of the policy. During the year, Landgate provided regular training and seminar events for the public sector to assist other agencies in making more data discoverable and accessible through the new data portal.

Capture WA

The Capture WA program delivers a coordinated approach to the capture of updated location information, such as aerial and satellite imagery, across the state.

Data requested through the program provides an opportunity to drive decision making on important issues such as climate change, planning, mining and health. The coordinated program allows for greater capture, sharing and reduced duplication among government organisations.

Significant achievements

In June 2016, the accelerated imagery capture of regional centres through the Royalties for Regions program concluded. Imagery over larger population centres is now updated more frequently, with updates occurring within two years compared to five or more years previously. New satellite imagery has also been captured and delivered over much of the rest of the state.

Supply arrangements for new services through Capture WA have been established, with effect from 1 July 2016. This provides greater opportunity to improve the efficiency of data capture across government.

Regional and Urban Scenario Planning

The Regional and Urban Scenario Planning (RUSP) program is part of the LIS being implemented by Landgate. RUSP seeks to develop whole-of-government scenario modelling and analysis capability as well as enhance access to new and improved geospatial datasets.

As part of the RUSP program, Landgate launched a new service called Plan WA, which leverages new SLIP services. A range of additional datasets was also published by the Department of Planning to SLIP and data.wa.gov.au for re-use by others.

Another project within the RUSP program, the Coastal Vulnerability project – led by the Department of Transport – delivered several new datasets to the marine and coastal engineering community and local government through data.wa.gov.au and SLIP. This greatly enhanced the access to data needed to manage the vulnerability of coastal communities to severe weather and climate events.

The implementation of a scenario-planning tool was managed by the Department of Planning, with support from the Department of Regional Development. Although a tender for a scenario-planning tool went to market in November 2015, this work did not proceed through the LIS. However, through SPUR, Landgate has been able to support the provision of scenario-planning capabilities, which has provided services to a number of regional development commissions.

HackED, GovHack and GovCamp

Landgate continued to demonstrate its commitment to industry and the community through three special events in 2015/16.

HackED is an education program organised and sponsored by Landgate to engage tomorrow's workforce with the power of location data and applications. HackED was launched during the year, with the first junior 'hack' event taking place in August 2015. About 120 students in 24 teams from seven schools across Perth competed, developing map-based apps using SLIP to help solve a range of problems. Based on the success of the first event, a second HackED event is scheduled for August 2016.

GovHack is about developing great things with open government data. It is where programmers, designers, entrepreneurs and open data enthusiasts come together to develop innovative solutions to business and community challenges. In July 2015, 140 data hackers took part in GovHack Perth 2015, which was held at the Spacecubed co-working and innovation centre. The weekend event involved hackers forming groups and using data accessed through SLIP as the creative spark for innovative projects. In August 2015, just weeks after the launch of the Open Data Policy, WA was recognised for the success of the event, winning Best Government Participation Award at the first international GovHack Red Carpet Awards in Sydney.

Significant achievements

Landgate continued its contribution to innovation across government this year through its support of GovCamp 2015. The event was held in Perth in July and brought together experts from across government, private, academic and community sectors. The focus of the event was how to nurture innovation to create a better public sector.

Innovation

Landgate is a leader and key supporter of innovation, research and development, both internally and across government and industry. The land registry commercialisation project (Advara) and Kaggle projects were developed through the Innovation Program to help achieve Landgate's strategic objectives. These projects have the potential to deliver significant growth and productivity gains to the people of WA.

Kaggle

Landgate processes over 1.3 million property valuations in WA, along with other services, for local government authorities to determine annual rates and taxes.

In 2015/16 Landgate launched an innovative crowdsourcing competition via Kaggle, an Australian company based in the US, to investigate ways to streamline the valuations process and improve efficiencies in our property valuations area. Landgate engaged the expertise of Kaggle's top data scientists to improve on our existing property valuation model. The Kaggle competition resulted in 60 teams vying to provide the best property valuation solution. The selected model has formed the basis for the development of a 'proof-of-concept' tool, currently being assessed and tested prior to implementation.

Harnessing knowledge through innovation

The **innovation team** ran an extremely successful **communications** and **engagement campaign** during the year with a series of business challenges introduced through **Landgate's innovation forum**. Drawing on the expertise of Landgate's people, the forum used crowd-sourcing to find solutions to real-world challenges within the agency, **encouraging collaboration** and **knowledge sharing**.

A highlight was **Landgate's Innovation Month**. Held in March, it featured a series of information and **workshop sessions** for employees. Special guests were invited to speak and run workshops about **creative thinking** and **mindfulness**. Innovation Month concluded with a celebratory event and presentation, with the **land registry commercialisation project** presented with the Innovation of the Year Award for 2016.

Significant achievements

CRCSI

The Cooperative Research Centre for Spatial Information (CRCSI) is Landgate's main vehicle for coordinating spatial research and development. It enables Landgate to be actively involved in research that aligns with its business focus and supports the spatial industry.

In 2015/16, through its engagement with the CRCSI, Landgate contributed strategic, business and technical expertise to research and development programs such as:

spatial infrastructures program – creating value-added applications by exploiting semantic web technologies for next-generation spatial infrastructures

biomass and carbon monitoring system – high-resolution, high-frequency application for use on farms and improved environmental monitoring

positioning program – facilitating precision mining, agriculture and intelligent transport throughout Australia

built infrastructure program – creating new tools and strategies to support sustainable urban planning and built infrastructure and development

earthmine – trialling automated sign detection and system changes in 3D street-level data.

International activities

Recognising that the security of land ownership underpins every economy, Landgate shares its expertise in land administration with developing countries.

In 2015/16 Landgate delivered two successful Australian Award Fellowship programs under sponsorship by the Department of Foreign Affairs and Trade. These programs aim to build capability and foster relationships with developing nations in the Asia–Pacific and African regions. In September and November, Landgate shared its location information expertise with a total of 20 visiting fellows from Ghana and Sri Lanka. Landgate also hosted study tours for delegates from South Africa, Indonesia, Ethiopia, Ghana and Afghanistan.

Enhanced valuation tools
The state Valuer-General is required to maintain valuations of all rateable land in WA for rating and taxing purposes. Local council rates are predominantly determined using gross rental values (GRVs), which are assessed by Landgate valuers.

Landgate valuers trialled an enhanced residential rent analysis tool, resulting in a 10 per cent reduction in time spent on rent analysis and value assessment. This saving allows valuers to redirect time to more complex aspects of the valuation program.

Development continued on an online mobile mapping tool for land valuers. The tool improves efficiency by allowing valuers to create, store and manage maps, applications and data in a digital environment, alleviating largely manual paper-based processes. Using mobile technologies such as smartphones and tablets, valuers can digitally share, update and capture property information, including photos and videos. This delivers further benefits by allowing valuers to update property records while 'on the road'.

Legislative reform

***Strata Titles Act 1985* reform**
Based on current trends, it is predicted that WA's population will increase to between 4.4 and 5.6 million by 2056 and more housing options will be required to cater for this growth.

Landgate has been tasked to deliver reforms to WA's *Strata Titles Act 1985* as a priority to allow more flexibility in strata developments and provide for better community environments. The reforms will ensure the state has a modern legislative and regulatory environment to better meet its future housing needs, particularly in light of population growth and declining housing affordability.

Over the past 12 months, extensive work and consultation was completed to deliver the final recommendations for reform. A submission to request approval for drafting of a Bill to amend the *Strata Titles Act 1985* and the accompanying drafting instructions was delivered to Cabinet.

Cabinet gave approval to draft the legislation. The drafting priority assigned to the Bill at the time of Cabinet approval indicated the Bill may be introduced to Parliament in the second half of 2016. However, due to the size and complexity of the reforms, the Bill will not be able to be introduced before the end of 2016.

Despite the delayed legislative timeline, Landgate has continued to support the drafting process and consult with key stakeholders about the reforms, including peak property industry bodies and government agencies.

In addition, Landgate continued to identify internal business requirements needed to support the legislative reforms, including changes to systems and processes. Implementation of these system changes will be reviewed in 2016/17 when the legislative timeframe is finalised.

Significant achievements

Sale of Land Act 1970 amendments

During the year, Landgate progressed amendments to the *Sale of Land Act 1970* to support the timely release of new subdivided property lots, while providing better protection for buyers.

A Supreme Court decision in 2014 – known as the 'Barker Decision' – led to legal uncertainty about the enforceability of sales contracts if they were signed before the developer owned the land. This was detrimental to the property industry with banks reluctant to lend money in these circumstances.

The *Sale of Land Amendment Bill 2016* – introduced in Parliament on 23 June – will ensure that the Act continues to deliver protection to consumers by clearly stating the obligations of developers and buyers when the developer is not the registered owner of the land at the time of sale. The amendments will also provide certainty to land developers, supporting the ongoing timely release of affordable new lots into the market.

Landgate worked closely with the Department of Consumer Protection to make sure the amendments delivered better protections for buyers. Consultation with peak industry bodies has also revealed widespread support for the changes within the property industry.

Our people

the reason for our success

Leading cultural transformation

Landgate way of working

Our values continue to underpin everything we do. The Landgate way of working initiative was commenced to drive Landgate's cultural transformation. The way of working is described as being customer-centric, living Landgate's values and demonstrating leadership behaviours in order to build a culture of high performance.

A leadership framework was developed during the year. 'Landgate leadership expectations' identifies leadership behaviours expected of all Landgate employees. The framework will guide leadership development activities in 2016/17 to support the behaviours that will drive cultural change.

Developing our managers

Identifying the next generation of leaders and developing their leadership skills is one of the strategies Landgate implemented during the year to build a highly skilled workforce, capable of meeting the challenges of a dynamic environment.

In July 2015, a leadership development program was rolled out to frontline managers across Landgate. The four-day program 'Explore' was designed to equip people managers with the skills to more effectively lead their teams through change.

Over 100 'explorers' from across the business attended the program and 98 per cent of participants stated they would recommend the program to others.

Community and charity events

Landgate continued its commitment to support the local community in partnership with the City of Swan through various events during the year.

NAIDOC celebrations commemorated the history, culture and achievements of Aboriginal and Torres Strait Islander people. An International Women's Day breakfast and charity fundraiser was held in March, with proceeds from the event donated to Starick, a charity that works alongside women and children to support recovery from the impact of family and domestic violence. Volunteers from Landgate and the City of Swan also participated in planting 3,000 trees at Whiteman Park to help restore areas devastated by fire in December 2014.

Landgate continued its support of the Australian Red Cross by enabling employees to donate blood during work time. Additionally, employee fundraising events continue to be well supported, raising money for local charities. Included this year were the Cancer Council's 'Daffodil Day', a 'Charity Extravaganza' sausage sizzle and participation in casual dress Fridays.

Fostering workplace diversity

The Aboriginal cross-cultural awareness program – 'Culturally speaking: towards partnerships with Aboriginal people' was delivered at Landgate in three separate workshops. The program aims to ensure our workforce is equipped with an understanding of Aboriginal and Torres Strait Islander cultures and supports an inclusive workplace.

Landgate took part in a street banner project in Midland as part of Reconciliation Week, a project led by the Department of Aboriginal Affairs.

An inaugural celebration of Pride Month was held in November. The event recognises and embraces the role and contributions of LGBTIQ (lesbian, gay, bisexual, transgender, intersex and questioning) people in the workplace and community.

Earth is Art - River Veins Wyndham

Significant issues and trends

A changing marketplace

The introduction of e-conveyancing has revolutionised the way property is transacted by enabling traditional manual property transactions to be completed electronically. This, together with the move to privatise land registry offices and the need for jurisdictions to replace ageing systems, is creating unprecedented levels of change in the sector, across Australia and internationally.

Landgate is driving activity to respond to opportunities that may emerge from this disruptive change. Work continues on building our new multi-tenanted cloud-based registration system, which will be completed by the end of 2016. The first in the world of its kind, the new system supports e-conveyancing and automates processes for both electronic and paper channels.

The creation of the new commercial entity, Advara, will allow us to pursue opportunities for the new system as the land registry sector continues to evolve. In addition, as e-conveyancing provides the enabler for further real property market reform, Landgate is supporting industry uptake of PEXA as a priority.

Government budget measures

The state economy is continuing to transition away from mining investment to a more diversified economy. Softer commodity prices are reducing government's revenue base, creating a challenging financial environment and placing pressure on the delivery of government services.

In response to this, the government continues to implement budget measures, such as the Workforce Renewal Policy, to contain expenditure and ensure the delivery of key services in the most efficient and effective way.

Landgate will continue to implement its business improvement program to enhance productivity and efficiency. In addition, it will seek to grow and diversify its revenue streams to ensure it continues to deliver returns to the government.

Property market outlook

A large proportion of Landgate's revenue is dependent on the activity of the property market. This year, the WA property market has been significantly weaker than expected. With the softening of the economy and low consumer confidence, the outlook for the property market is predicted to remain subdued over the next few years.

Landgate is closely monitoring property market forecasts to ensure it is prepared for the future. It is also investigating opportunities to broaden revenue streams that can withstand property market fluctuations.

Future workforce

Advancements in technology, increasing automation and an ageing workforce will lead to a significant change in the profile of Landgate's workforce in coming years.

To address these trends – and the changing needs of the business as it becomes more commercial – Landgate has begun implementing workforce reform. Along with improving capabilities through new roles and structures, Landgate has continued to implement new technology to automate business processes. It will also focus on alternative service delivery models to ensure services are delivered in the most efficient and effective way.

Identifying and capturing intellectual property, business rules and legal precedents is fundamental to addressing this issue, as is sourcing the right skills and capabilities in the future.

In addition, to improve the way we work into the future and create a more collaborative, productive, satisfying and efficient workplace, Landgate is moving to activity-based working. Activity-based working provides employees with a choice of settings for workplace activities, depending on where it is most suitable for them to complete their work. The decision follows extensive research and a desire for Landgate to retain its place in the Midland community.

An improved fit-out of its current Midland premises will optimise use of existing office space and enhance teamwork and business performance by providing a work environment that supports Landgate's strategic and cultural imperatives.

Private sector partnerships

Landgate continues to explore opportunities to partner with the private sector to provide the authority's services and data using jointly developed technology and intellectual property. Its new land registry system, developed in partnership with Ajilon, is an example of how Landgate has successfully collaborated by combining innovation with internal knowledge and industry expertise.

SPUR, Landgate's location and innovation hub, will continue to leverage its reputation for cross-agency collaboration and leadership to provide an environment that connects the location, technology, education and investment sectors. SPUR will build relationships between government and industry, facilitate focused innovation and nurture the development of the location technology industry to benefit the government and community.

Commoditisation of information technology

Cloud infrastructure for delivering IT service solutions has become increasingly popular, resulting in a reduction of infrastructure and service delivery costs. Recognising these costs in financial reporting has the potential to impact the authority's bottom line during transition, as new 'software as a service' costs are incurred and retiring systems are depreciated or written off.

A 'greenfields' reconstruction of Landgate's core systems will provide a more flexible, responsive and cost-effective IT environment, using 'as-a-service' offerings as well as cloud technology. It also supports our engagement with PEXA and provides an opportunity for the automation and streamlining of business processes. In addition, it will provide the platform for future growth opportunities.

Open data

The WA public sector holds a vast array of data that is an important strategic asset. The state government has introduced an Open Data Policy to improve the management and use of the WA's public sector data assets through greater release of appropriate and high value data to the public in ways that are easily discoverable and usable.

Landgate will implement and maintain the policy on behalf of the government, and will support other agencies in developing their own open data policies. This builds on Landgate's success in increasing access to data through initiatives such as the Location Information Strategy, SLIP and Locate. Locate is WA's innovative public mapping tool that provides access to Landgate's aerial photography and property information, as well as roads, public transport routes, census data, schools, health facilities and much more.

Landgate manages the government's online data portal (data.wa.gov.au) that provides a single, convenient point of access to open data in WA. We have also released a selection of Fundamental Land Information datasets that can now be accessed free of charge.

Increasing customer expectations

As customers and citizens become better informed and more active, they expect to be able to access services anywhere and at any time. They want personalised products and service offerings, and options for self-service. They expect their communications to be monitored and want quick and thorough responses, through their preferred channels.

Landgate has taken several measures through its business transformation program to improve the customer experience. As a result, customer satisfaction levels have increased this year.

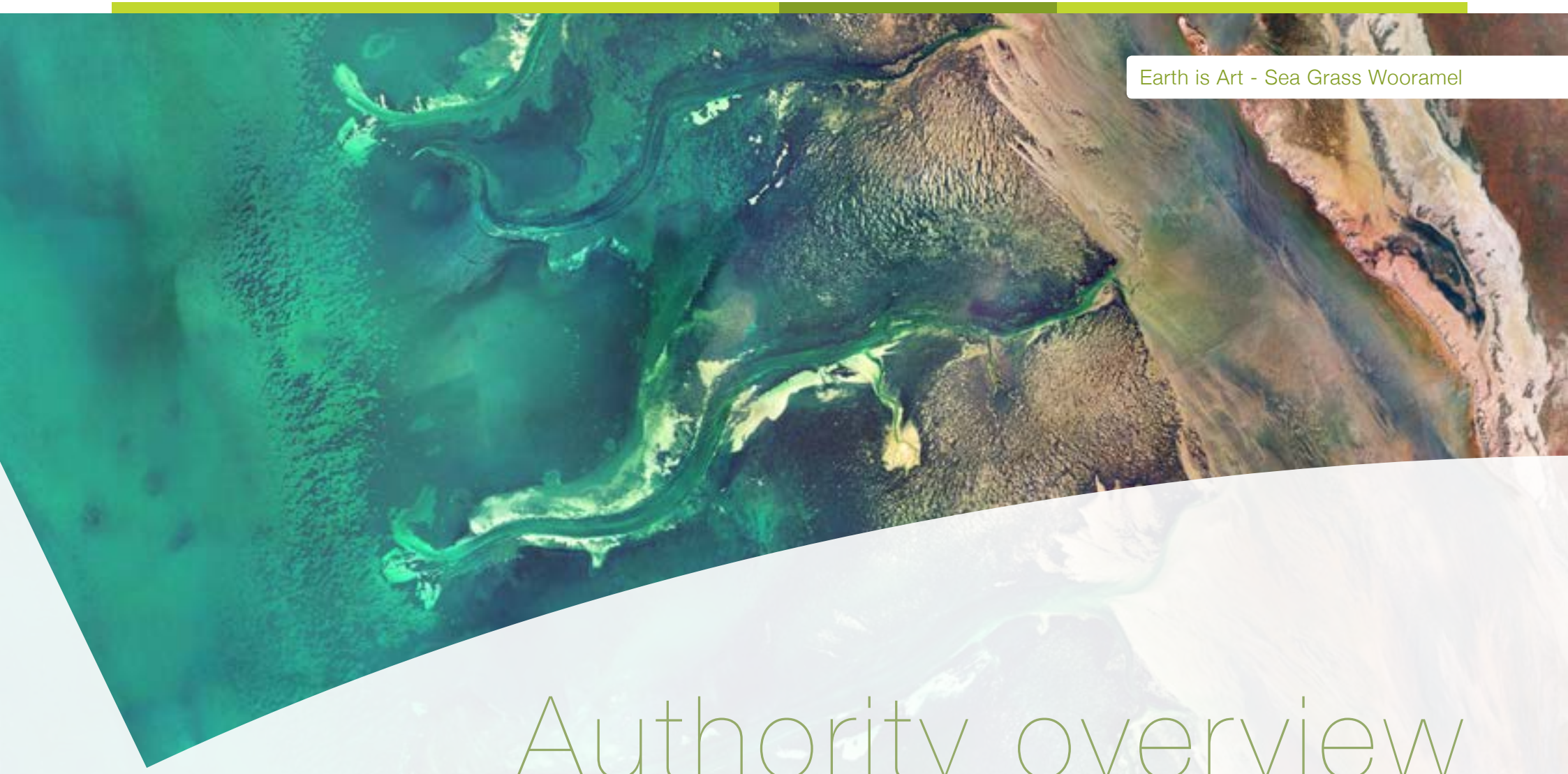
In keeping with its values, Landgate will build on this success to ensure it keeps customers at the heart of everything we do. Our strong customer focus will drive improvements to our products and services to ensure Landgate anticipates and meets the expectations of our customers and the broader marketplace into the future.

Increasing demand for spatial information and services

The potential impact of climate change, significant natural weather events and natural disasters will increase the demand for authoritative, accessible spatial information and services.

Landgate provides spatial data and services to inform predictive modelling for bushfire spread simulation, assessing the impact of rising sea levels on property boundaries, and assisting emergency services management. For example, Landgate's Aurora, FireWatch Pro and MyFireWatch systems deliver critical fire information to help inform planning and responses by emergency services.

Society is becoming increasingly conscious of the potentially devastating impact of significant weather events and natural disasters. As a result, the need and expectations for spatial information and services to inform pro-active and reactive strategies for these events will increase over time.



Earth is Art - Sea Grass Wooramel

Authority overview

Landgate is the trading name of the Western Australian Land Information Authority. It is a statutory authority with commercial powers established under the *Land Information Authority Act 2006* and is accountable to the Minister for Lands.

Board

Caroline de Mori

Chair

Caroline de Mori was appointed as Chair of the Landgate Board for a three-year term on 1 August 2015. Ms de Mori is the founder and Chair of the EON Foundation and is currently a member of the University of Western Australia Centre for Regional Development Advisory Council. Ms de Mori previously held the roles of Deputy Chairperson and Director of LandCorp from 2009 to 2015. In 2013 she received the Local Hero of the Year Award for her work as an Indigenous health advocate.

Roger Hussey, LLB (WA) MA (Oxon) Business (Stanford)

Deputy Chairman

Roger Hussey joined the Landgate Board in October 2012. Roger's career has focused on business management and commercial activities. He was Chair and Chief Executive Officer of Century Holdings Ltd and Chair of other ASX companies involved in mining and industrial activities. Roger has also been a senior strategy consultant with large international consulting firms, KPMG and Deloitte, leading large-scale organisational projects for government and business clients. Roger has also chaired many government and community bodies, such as Princess Margaret Hospital, Telethon Child Health Research Institute, Agwest Trade Development, TAB (WA) and the Bali Eye Foundation.

Anne Arnold BEc MAICD

Anne Arnold joined the Landgate Board in January 2013. She chairs the Audit and Risk Committee. Most recently, she was Chief Executive of the Real Estate Institute of WA. Previously, she held senior positions in a number of private and government organisations. Anne has served on various boards and committees and is currently Chair of the Heritage Council of Western Australia and a Director of Southern Cross Care. Anne holds a Bachelor of Economics from the University of Western Australia.

Claire Poll, BA BJuris LLB

Claire Poll joined the Landgate Board in February 2012. She is a legal and corporate executive with over 25 years experience working at board and senior management level in technology-based companies including biotechnology, information technology and communications. Claire has led strategy and corporate development for both small start-ups focused on growth and financing, and for large mature organisations focused on corporate transformation and investing in next generation assets and technology. Claire is a member of the Australian Institute of Company Directors and holds a Bachelor of Laws from the University of Western Australia and a Diploma in Applied Finance and Investment from the Securities Institute of Australia.

Paul White, BSc BEng MBA

Paul White joined the Landgate Board in 2009. He has significant expertise in information technology, strategic planning, project management and the implementation of technology-based solutions. Currently, Paul is Chief Executive Officer of The Tailor Made Spirits Company, which produces and markets boutique Australian spirits. Paul is also on the board of earthmine Australia, which provides services for the collection, processing and delivery of 3D street-level imagery in the Australian and New Zealand marketplace. He graduated from the University of Western Australia with a Bachelor of Science in Electrical Engineering (Honours) and Computer Science. He also holds a Master of Business Administration from the Massachusetts Institute of Technology, Boston, USA.

Ian Macliver, BCom, FCA, SF Fin, FAICD

Ian Macliver is a chartered accountant with many years experience as a senior executive and director of both resource and industrial companies, with particular responsibility for capital raising and other corporate development initiatives. Mr Macliver is Managing Director of Grange Consulting Group Pty Limited, which provides specialist corporate advisory services to both listed and unlisted companies.

Mike Bradford, BSurv MMngt Stud

Chief Executive

Mike Bradford was appointed Chief Executive of Landgate in June 2009. He has led the transformation of the business, including founding a new commercial sales team and the development of a Location Information Strategy for WA. Mike has international experience managing land information products and services, including topographic map production, satellite remote sensing and geographic information systems. He is experienced in strategic planning and the management of complex information technology projects. He has also been instrumental in several cross-government initiatives. Mike is Deputy Chair of the Australia New Zealand Land Information Council and holds a Bachelor of Surveying Degree and a Master in Management Studies (Project Management).

Corporate Executive

Jodi Cant, BEc GAICD
General Manager, SPUR

Jodi Cant joined Landgate in 2004 and was appointed to the Executive team in October 2009. Jodi developed and implemented the Landgate Innovation Program, a first for the state government. Jodi has worked in both the private and not-for profit sectors with extensive experience in strategic planning, organisational transformation and marketing and communications. Jodi is the Chair of earthmine Australia and a board member of PSMA Australia. She is a creative thinker and an effective team builder. Jodi holds a Bachelor of Economics Degree from the University of Western Australia, is a Graduate of the Australian Institute of Company Directors, a Fellow of Leadership WA and a CEDA Trustee.

Andrew Fernandez

General Manager, Sales, Marketing and Customer Service

Andrew Fernandez joined Landgate in August 2012 as General Manager Sales, Marketing and Customer Service. Andrew brings to Landgate a results-driven, commercial focus that aligns customer satisfaction with financial results. Drawing on a wealth of executive management, customer service and sales experience from previous roles in the telecommunications, IT and health sectors, Andrew is passionate about implementing changes to the way Landgate views and engages with its customers, as well as how it takes its offerings to market. Andrew is leading his team to deliver greater value to the authority's customers and raise the public profile of Landgate. Andrew has completed various executive programs at the Australian School of Management, Harvard Business School and similar institutions.

Alison Hodge, MA (Merit), BA, Grad Dip Bus Admin, GAICD

General Manager, Strategy, People and Performance

Alison Hodge joined Landgate in 2013 with more than 20 years of progressive strategic and operational experience. During her corporate career, she has led diversified sales, marketing and customer teams for large global organisations through to entrepreneurial start-ups, and public/private partnerships. As a consultant she worked with leading organisations in professional services, construction and owner-managed businesses. Alison has a proven ability in designing and implementing actionable strategies focused on driving growth. Skilled at implementing change programs, she adopts a practical 'real life' approach to ensure outcomes are achieved. She has a Master of Arts (with Merit) from the University of Sydney, where she achieved first place for her research dissertation, a Bachelor of Arts and a Graduate Diploma in Business Administration.

Bruce Roberts, BJuris LLB

General Manager, Operations

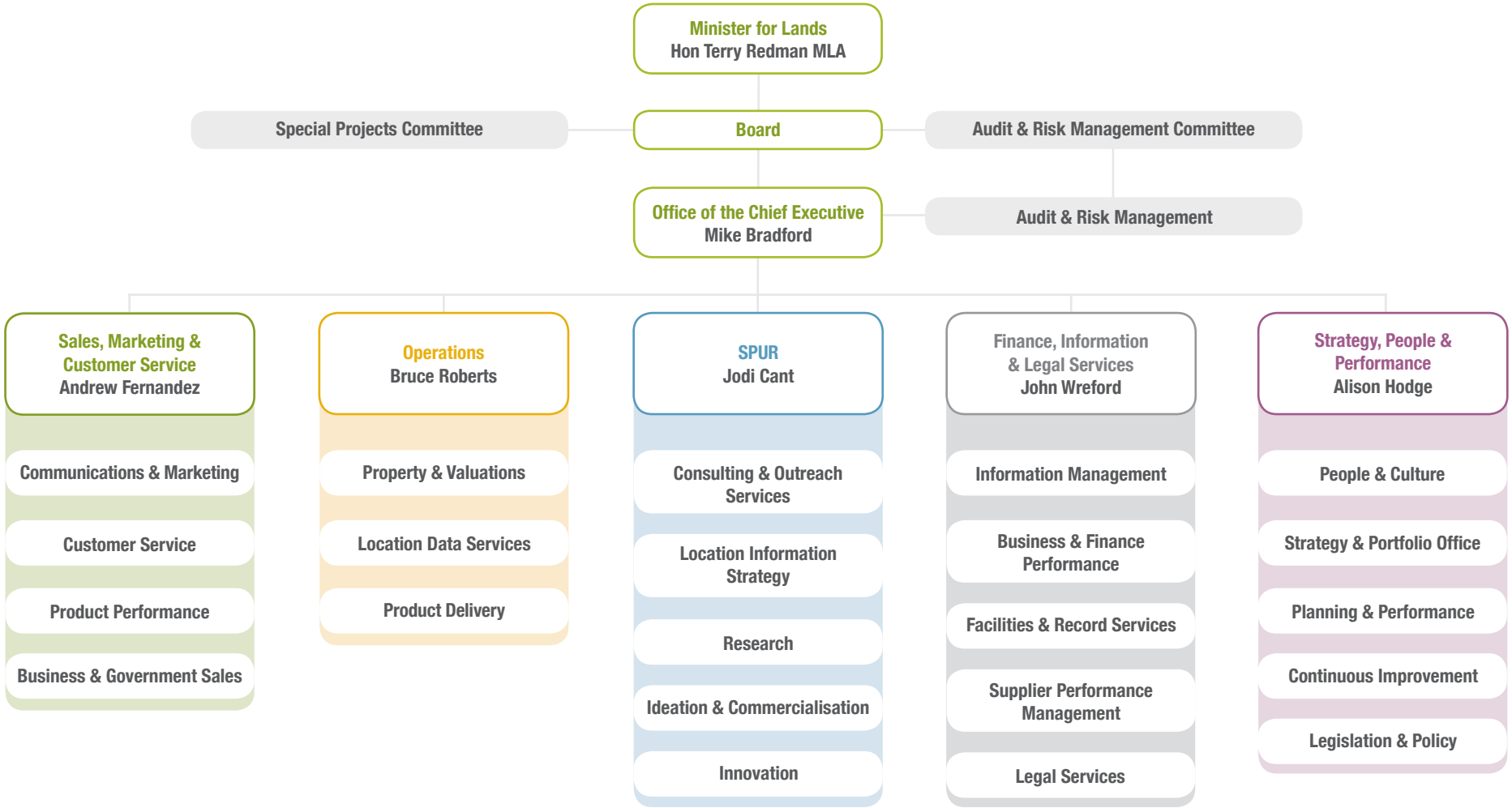
Bruce Roberts joined Landgate in 1993. Prior to being appointed General Manager Operations in December 2011, he held the positions of Registrations Branch Manager, Registrar of Titles, Manager Legal Services and Deputy Commissioner of Titles. Bruce has worked on Landgate's major legislative reforms, including the changes to the *Transfer of Land Act 1893*, which enabled WA's digital land title register. He was instrumental in developing the *Land Administration Act 1997*, which created the single title registration system for private and Crown-owned land in WA. He is also currently leading the Strata Title Reform program for Landgate, which will deliver new strata development options of community title schemes and leasehold stratas along with improved dispute resolution, vendor disclosure, strata management, staged development, and termination of strata schemes under the *Strata Titles Act 1985*. He is also leading significant amendments to the *Sale of Land Act 1970*, to provide improved community consumer protection and certainty of property rights. He has worked on international projects establishing land title systems in Asia. He was the inaugural Chair of the Australian Registrars National Electronic Conveyancing Council of Australia. Bruce holds a Bachelor of Laws and Bachelor of Jurisprudence.

John Wreford, BEng GradDipBus MCom (Electronic Commerce) CPA CISA

General Manager, Finance, Information and Legal Services

John Wreford joined Landgate as General Manager Finance, Information and Legal Services in 2011. John's experience in the private sector in accounting, banking, IT, legal services and capital markets has contributed a commercial edge to Landgate's investment, operational and strategic decisions. This has helped Landgate increase profitability and productivity in the business through close attention to cost management and sourcing. John is the portfolio director for the New Land Registry commercialisation initiative at Landgate. John is currently completing his PhD by research in the outsourcing of information systems. He is a member of CPA Australia (Public Practice), the Australian Computer Society and the Information Systems Audit and Control Association.

Organisational structure



Outcomes-based management framework

Outcome-based management framework

Landgate directly supported the state government's goal of ensuring economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of WA by:

- underpinning the effective and efficient operation of the land and property market
- supporting the state's rating and taxing base
- providing access to government location information to support sound decision making by government, industry and the community.

These contributions and their relationships to state government goals and authority outcomes are outlined on page 53. Further details about Landgate's contributions to the government's goals and planned outcomes are outlined in the **Significant achievements** and the **Disclosures and legal compliance** sections of this annual report.

Shared responsibilities

Landgate is leading the implementation of the Location Information Strategy (LIS) in collaboration with the WALIS community. WALIS is a dynamic partnership of government agencies, businesses and educational institutions, working together to manage and promote the state's geographic information.

State Cabinet approved the LIS in August 2011 and confirmed Landgate's lead role in consolidating and managing the state's location information asset on behalf of government.

The collaboration between Landgate and WALIS to implement the LIS will:

- support the economic growth of the state by improving the access, use and integration of location information
- provide location information to support sound planning and decision making for government, industry and the community

▲ **Outcomes-based management framework**

- minimise the duplication of resources by collecting location data once and using it many times
- reduce infrastructure cost and maintenance for location information, resulting in more efficient use of funding across government
- develop the location information industry through partnerships between industry and government, rather than direct competition, to provide new planning and decision-making support services, geographic information system (GIS) capabilities, data collection and maintenance services, and industry development opportunities.

Although Landgate is not directly responsible for the delivery of other agencies' desired outcomes and services, we work with other agencies to deliver cross-government outcomes and provide benefits to government, industry and the community.

Outcomes-based management framework

Government goal: Social and environmental responsibility
Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the state

Landgate outcomes

The state's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land

Independent valuations support government's collection of rates and taxes and management of property assets

Coordinated capture and access to the state's location information

Landgate services

Land information
Information about land ownership, land boundaries and geographic features is collected, recorded and made available for use by government, business and the community

Secure property rights and land titles register underpins property market

Detail extent of interest and restrictions affecting use and enjoyment of private and Crown land

Provision and integration of location information (maps, surveys, aerial and satellite imagery and property sales information) to support decision making

Valuations
An impartial valuation and property consultancy service

Deliver fair, impartial valuations for state and local government and utilities that underpin the rating and taxing system

Manage and value property assets on behalf of state and local government

Access to government location information
Effective access to land and location information can be demonstrated by improved data capture, access and usability of location information

Location Information Strategy

Shared Location Information Platform

Coordinated and expanded Capture WA Program

Increase government agencies' collaboration in location information to achieve greater efficiencies and improve decision making

Earth is Art - Barrow Island

Disclosures and legal compliance

Independent audit opinions

Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

WESTERN AUSTRALIAN LAND INFORMATION AUTHORITY

Report on the Financial Statements

I have audited the accounts and financial statements of the Western Australian Land Information Authority.

The financial statements comprise the Statement of Financial Position as at 30 June 2016, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

Opinion
In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the financial position of the Western Australian Land Information Authority at 30 June 2016 and its financial performance and cash flows for the year then ended. They are in accordance with Australian Accounting Standards and the Treasurer's Instructions.

Board's Responsibility for the Financial Statements
The Board is responsible for keeping proper accounts, and the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the Treasurer's Instructions, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility for the Audit of the Financial Statements
As required by the Auditor General Act 2006, my responsibility is to express an opinion on the financial statements based on my audit. The audit was conducted in accordance with Australian Auditing Standards. Those Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Authority's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Page 1 of 3

Report on Controls

I have audited the controls exercised by the Western Australian Land Information Authority during the year ended 30 June 2016.

Controls exercised by the Western Australian Land Information Authority are those policies and procedures established by the Board to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions.

Opinion
In my opinion, in all material respects, the controls exercised by the Western Australian Land Information Authority are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2016.

Board's Responsibility for Controls
The Board is responsible for maintaining an adequate system of internal control to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of public and other property, and the incurring of liabilities are in accordance with the Financial Management Act 2006 and the Treasurer's Instructions, and other relevant written law.

Auditor's Responsibility for the Audit of Controls
As required by the Auditor General Act 2006, my responsibility is to express an opinion on the controls exercised by the Western Australian Land Information Authority based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the adequacy of controls to ensure that the Authority complies with the legislative provisions. The procedures selected depend on the auditor's judgement and include an evaluation of the design and implementation of relevant controls.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Report on the Key Performance Indicators

I have audited the key performance indicators of the Western Australian Land Information Authority for the year ended 30 June 2016.

The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide information on outcome achievement and service provision.

Opinion
In my opinion, in all material respects, the key performance indicators of the Western Australian Land Information Authority are relevant and appropriate to assist users to assess the Authority's performance and fairly represent indicated performance for the year ended 30 June 2016.

Board's Responsibility for the Key Performance Indicators
The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the Financial Management Act 2006 and the Treasurer's Instructions and for such controls as the Board determines necessary to ensure that the key performance indicators fairly represent indicated performance.

Auditor's Responsibility for the Audit of Key Performance Indicators
As required by the Auditor General Act 2006, my responsibility is to express an opinion on the key performance indicators based on my audit conducted in accordance with Australian Auditing and Assurance Standards.

An audit involves performing procedures to obtain audit evidence about the key performance indicators. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments the auditor considers internal control relevant to the Board's preparation and fair presentation of the key performance indicators in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the relevance and appropriateness of the key performance indicators for measuring the extent of outcome achievement and service provision.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence
In conducting the above audits, I have complied with the independence requirements of the Auditor General Act 2006 and Australian Auditing and Assurance Standards, and other relevant ethical requirements.

Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators
This auditor's report relates to the financial statements and key performance indicators of the Western Australian Land Information Authority for the year ended 30 June 2016 included on the Authority's website. The Authority's management is responsible for the integrity of the Authority's website. This audit does not provide assurance on the integrity of the Authority's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.

COLIN MURPHY
AUDITOR GENERAL
FOR WESTERN AUSTRALIA
Perth, Western Australia
8 September 2016

Certification of the

Financial statements

The accompanying financial statements of the Western Australian Land Information Authority have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2016 and the financial position as at 30 June 2016.

At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.

Caroline de Mori
Chair
Board
Western Australian Land Information Authority
2 September 2016

Mike Bradford
Chief Executive
Member, Board
Western Australian Land Information Authority
2 September 2016

Murray Smith
Chief Finance Officer
Western Australian Land Information Authority
2 September 2016

Western Australian Land Information Authority (Landgate)

Statement of Comprehensive Income for the year ended 30 June 2016

	note	2016 ($'000)	2015 ($'000)
Income			
Revenue			
Provision of services	7	114,942	120,587
Sale of land information, data and imagery	8	8,750	8,004
Interest revenue	9	2,243	2,919
Other revenue	10	1,123	1,022
Gains			
Gain on equity accounted investments	11(a)	2,389	9,681
Gain on financial assets	11(b)	39	0
Total Income		**129,486**	**142,213**
Expenses			
Employee benefits expense	12	86,536	81,073
Supplies and services	13	32,240	29,304
Other expenses	14	9,713	10,445
Depreciation and amortisation expense	15	11,250	9,791
Finance costs	16	1,847	2,104
Accommodation expenses	17	4,057	4,508
Impairment loss	32	231	244
Share of losses on equity accounted investments	11(a)	6,944	5,438
Loss on disposal of property, plant and equipment	11(c)	2	3
Total Expenses		**152,820**	**142,910**
Profit/(loss) before grants and subsidies from State Government		(23,334)	(697)
Grants and subsidies from State Government			
Service appropriation	18	29,579	30,076
Royalties for Regions fund	19	112	116
Services received free of charge	20	412	352
Total grants and subsidies from State Government		**30,103**	**30,544**
Profit/(loss) before income tax equivalent		**6,769**	**29,847**
Income tax equivalent (expense)/benefit	**38**	**(2,408)**	**(9,371)**
Profit/(loss) for the period		**4,361**	**20,476**
Other comprehensive income			
Items not reclassified subsequently to profit or loss			
Changes in asset revaluation surplus	37	(30)	(4,871)
		(30)	**(4,871)**
Items that will be reclassified subsequently to profit or loss			
Available-for-sale financial assets:	37		
Reclassification adjustment transferred to income statement		0	(9,585)
Income tax on reclassification		0	2,875
		0	**(6,710)**
Total other comprehensive income		**(30)**	**(11,581)**
Total comprehensive income for the period		**4,331**	**8,895**

See also Note 53 'Schedule of Income and Expenses by Service'.

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Western Australian Land Information Authority (Landgate)

Statement of Financial Position as at 30 June 2016

	note	2016 ($'000)	2015 ($'000)
Assets			
Current assets			
Cash and cash equivalents	21	8,847	18,988
Restricted cash and cash equivalents	21	7	3,106
Receivables	22	19,361	16,264
Held to maturity financial assets	26	19,708	55,000
Amounts receivable for services	27	5,774	4,072
Prepayments	28	1,843	1,908
Accrued interest	29	493	1,170
Inventory (maps)		0	18
Total current assets		**56,033**	**100,526**
Non-current assets			
Receivables	22	0	2,468
Held to maturity financial assets	26	31,239	0
Amounts receivable for services	27	22,465	22,962
Equity accounted investments	23	38,759	33,267
Property, plant and equipment	30(a)	55,076	57,473
Intangible assets	30(b)	37,789	30,508
Deferred tax assets	38	5,975	5,032
Total non-current assets		**191,303**	**151,710**
Total assets		**247,336**	**252,236**

	note	2016 ($'000)	2015 ($'000)
Liabilities			
Current liabilities			
Payables	33	3,420	4,109
Current tax liabilities	38	632	0
Finance lease	34	3,510	3,152
Provisions	35	13,596	15,346
Other current liabilities	36	6,022	4,319
Total current liabilities		**27,180**	**26,926**
Non-current liabilities			
Finance lease	34	15,857	20,351
Provisions	35	3,615	3,579
Total non-current liabilities		**19,472**	**23,930**
Total liabilities		**46,652**	**50,856**
Net assets		**200,684**	**201,380**
Equity	37		
Contributed equity		91,488	91,395
Reserves		16,676	16,706
Retained earnings		92,520	93,279
Total equity		**200,684**	**201,380**

The Statement of Financial Position should be read in conjunction with the accompanying notes.

Western Australian Land Information Authority (Landgate)

Statement of Changes in Equity for the year ended 30 June 2016

	note	2016 ($'000)	2015 ($'000)
Balance of equity at start of period		**201,380**	**195,153**
Contributed equity	**37**		
Balance at start of period		91,395	88,467
Transactions with owners in their capacity as owners:			
Capital contribution		0	220
Other contributions by owners		93	3,108
Distributions to owners		0	(400)
Balance at end of period		**91,488**	**91,395**
Reserves - Asset revaluation surplus	**37**		
Balance at start of period		16,706	28,287
Changes in asset revaluation surplus		(30)	(11,581)
Balance at end of period		**16,676**	**16,706**
Retained earnings	**37**		
Balance at start of period		93,279	78,399
Distribution to owners		(5,120)	(5,596)
Profit/(loss) for period		4,361	20,476
Balance at end of period		**92,520**	**93,279**
Balance of equity at end of period		**200,684**	**201,380**

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Western Australian Land Information Authority (Landgate)

Statement of Cash Flows for the year ended 30 June 2016

	note	2016 ($'000)	2015 ($'000)
		Inflows (Outflows)	Inflows (Outflows)
Cash Flows from operating activities			
Receipts			
Provision of services		112,271	130,388
Sale of land information, data, and imagery		8,827	8,184
Interest received		2,967	2,656
GST receipts on sales		1,356	1,376
GST receipts from Australian Taxation Office		4,454	3,958
Other receipts		2,832	556
Payments			
Employee benefits		(90,022)	(80,165)
Supplies and services		(31,844)	(30,089)
Other expenses		(9,335)	(10,257)
Accommodation		(4,253)	(4,563)
Finance costs		(1,925)	(2,175)
GST payments on purchases		(5,914)	(5,690)
Net cash provided by/(used in) operating activities	39(b)	**(10,586)**	**14,179**
Cash Flows from investing activities			
Receipts			
Proceeds from sale of property, plant and equipment		3	0
Proceeds from sale of held to maturity financial assets		78,957	65,000
Payments			
Purchase of property, plant and equipment and intangible assets		(16,403)	(14,922)
Purchase of held to maturity financial assets		(74,937)	(55,000)
Purchase of additional shares in associate		(10,047)	(6,374)
Net cash provided by/(used in) investing activities		**(22,427)**	**(11,296)**
Cash Flows from financing activities			
Payments			
Finance lease payments		(3,152)	(2,901)
Net cash provided by/(used in) financing activities		**(3,152)**	**(2,901)**
Cash Flows from State Government			
Service appropriations		24,302	25,254
Royalties for Regions funds		205	3,224
Drawdowns from amounts receivable for services		4,072	4,386
Capital appropriations		0	220
Income tax equivalents - payments		(2,719)	(15,635)
- refund for previous year		2,185	0
Dividends paid		(5,120)	(5,596)
Capital contribution transferred to another agency		0	(400)
Net cash provided by State Government		**22,925**	**11,453**
Net increase / (decrease) in cash and cash equivalents		(13,240)	11,435
Cash and cash equivalents at start of the period		22,094	10,659
Cash and cash equivalents at end of period	39(a)	**8,854**	**22,094**

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to the Financial Statements for the year ended 30 June 2016

1. Australian Accounting Standards

General

The financial statements of the Western Australian Land Information Authority (the 'Authority') for the year ended 30 June 2016 have been prepared in accordance with Australian Accounting Standards. The term 'Australian Accounting Standards' refers to Standards and Interpretations issued by the Australian Accounting Standards Board (AASB). The Authority has adopted any applicable, new and revised, Australian Accounting Standards from their operative dates.

Although the Authority is required to operate on prudent commercial principles, Treasurer's Instruction 1101 *Application of Australian Accounting Standards and Other Pronouncements* deems the Authority to be a not-for-profit entity for the purposes of complying with Australian Accounting Standards.

Early adoption of standards

The Authority cannot early adopt an Australian Accounting Standard unless specifically permitted by Treasurer's Instruction 1101 *Application of Australian Accounting Standards and Other Pronouncements*. Partial exemption permitting early adoption of AASB 2015-7 *Amendments to Australian Accounting Standards – Fair Value Disclosures of Not-for-Profit Public Sector Entities* has been granted. Aside from AASB 2015-7, there has been no early adoption of Australian Accounting Standards that have been issued or amended (but not yet operative) by the Authority for the annual reporting period ended 30 June 2016.

2. Summary of significant accounting policies

(a) General statement

The Authority is a not-for-profit reporting entity that prepares general purpose financial statements in accordance with Australian Accounting Standards, the Framework, Statements of Accounting Concepts, and other authoritative pronouncements of the AASB as applied by the Treasurer's Instructions. Several of these are modified by the Treasurer's Instructions to vary application, disclosure, format, and wording.

The *Financial Management Act 2006* and the Treasurer's Instructions impose legislative provisions that govern the preparation of financial statements and take precedence over Australian Accounting Standards, the Framework, Statements of Accounting Concepts, and other authoritative pronouncements of the AASB.

Where modification is required and has a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

(b) Basis of preparation

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, except for land and buildings which have been measured at fair value.

The accounting policies adopted in the preparation of the financial statements have been consistently applied throughout all periods presented unless otherwise stated.

The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars ($'000).

2. Summary of significant accounting policies (continued)

Note 3 'Judgements made by management in applying accounting policies' discloses judgements that have been made in the process of applying the Authority's accounting policies resulting in the most significant effect on the amounts recognised in the financial statements.

Note 4 'Key sources of estimation uncertainty' discloses key assumptions made concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

(c) Contributed equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, to be designated by the Government (the owner) as contributions by owners (before or at the time of transfer) before such transfers can be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly Owned Public Sector Entities* and have been credited directly to Contributed Equity.

The transfers of net assets to or from other agencies, other than as a result of a restructure of administrative arrangements, are designated as contributions by owners where the transfers are non-discretionary and non-reciprocal.

(d) Income

Revenue recognition

Revenue is recognised and measured at the fair value of consideration received or receivable. Revenue is recognised for the major business activities as follows:

Provision of services

Revenue is recognised on delivery of the service to the client or by reference to the stage of completion of the transaction. Where the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of costs incurred that are expected to be recoverable.

Sale of goods

Revenue is recognised from the sale of goods and disposal of other assets when the significant risks and rewards of ownership transfer to the purchaser and can be measured reliably.

Interest

Interest on the bank account and held-to-maturity financial assets is recognised as the interest accrues. Interest income on held-to-maturity financial assets is recognised in the Statement of Comprehensive Income using the effective interest method. The effective interest method is a way of calculating amortised cost using the effective interest rate of a financial asset. The effective interest rate is the rate that exactly discounts the estimated stream of future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset.

The amortisation of the premium (discount) on buying bonds or floating rate notes is deducted from (added to) interest on held-to-maturity financial assets.

Service appropriations

Service appropriations are recognised as revenues at fair value in the period in which the Authority gains control of the appropriated funds. The Authority gains control of appropriated funds at the time those funds are deposited to the bank account or credited to the 'Amounts receivable for services'.

2. Summary of significant accounting policies (continued)

Service appropriations are accrual amounts, reflecting the full cost of services delivered. The appropriation revenue comprises a cash component ('Service appropriation') and a receivable ('Amounts receivable for services'). The receivable consists of an allocation based on the depreciation expense for the reporting period. See Note 18 'Service appropriation' and Note 27 'Amounts receivable for services'.

Grants, gifts and other non-reciprocal contributions
Revenue is recognised at fair value when the Authority obtains control over the assets comprising the contributions, usually when cash is received.

Other non-reciprocal contributions that are not contributions by owners are recognised at their fair value. Contributions of services are only recognised when a fair value can be reliably determined and the services would be purchased if not donated.

Royalties for Regions funds are recognised as revenue at fair value in the period in which the Authority obtains control over the funds. The Authority obtains control of the funds at the time the funds are deposited into the Authority's bank account. Where contributions recognised as revenue during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the end of the reporting period, the nature of, and amounts pertaining to, those undischarged conditions are disclosed in the notes. See Note 19 'Royalties for Regions fund.'

Gains/losses
Realised and unrealised gains/losses are usually recognised on a net basis. These include gains/losses arising on the disposal of non-current assets and some revaluations of non-current assets.

(e) Income tax
The Authority operates within the National Tax Equivalent Regime (NTER) whereby an equivalent amount of income tax is paid to the Western Australian Department of Treasury. The calculation of the income tax liability is governed by NTER guidelines and directions approved by Government and is managed by the Australian Taxation Office (ATO).

Due to participation in the NTER, the Authority is required to comply with AASB 112 *Income Taxes*.

The income tax expense or revenue for the period is the tax payable on the current period's taxable income adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements, and to unused tax losses.

Deferred tax assets and liabilities are recognised for temporary differences at the tax rate expected to apply when the assets are recovered or liabilities settled, based on those tax rates which are enacted or substantively enacted. The relevant tax rates are applied to the cumulative amounts of deductible and taxable temporary differences to measure the deferred tax asset or liability.

An exception is made for certain temporary differences arising from the initial recognition of an asset or liability. No deferred tax asset or liability is recognised in relation to these temporary differences if they arose in a transaction, other than a business combination, that at the time of the transaction did not affect either accounting profit or taxable profit or loss.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses. Current and deferred income tax equivalents are recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. Current and deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities, and when the tax balances relate to the same taxation authority.

2. Summary of significant accounting policies (continued)

(f) Property, plant and equipment

Capitalising or expensing of assets

Items relating to building, furniture, plant, equipment, computer equipment, and leasehold improvements costing $1,000 or more are recognised as assets and the cost of utilising assets is expensed (depreciated) over their useful lives. Items costing less than $1,000 are immediately expensed direct to the Statement of Comprehensive Income (unless they form part of a group of similar items which are significant in total).

Initial recognition and measurement

All items of property, plant and equipment are initially recognised at cost. For items of property, plant and equipment acquired at no cost or for nominal cost, the cost is the fair value at the date of acquisition.

Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land and building and the historical cost model for other property, plant and equipment. Land is carried at fair value less accumulated impairment losses.

The building is carried at fair value less accumulated depreciation and less accumulated impairment losses. All other items of property, plant and equipment are stated at historical cost less accumulated depreciation or amortisation and accumulated impairment losses.

The fair value of land is determined on the basis of current market buying values determined by reference to recent market transactions, where market based evidence is available. This is typically the case for land within the Perth metropolitan area. Land outside the Perth metropolitan area is valued on the basis of existing use, where market based evidence is not available. The fair value of the building is determined on the basis of market buying values by reference to recent market transactions. On revaluing the building, the accumulated depreciation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount.

Valuations for land and building are provided annually by the Valuer General and will be assessed by the Authority at 30 June each year. Where the valuation differs materially from the assets' carrying value the valuation will be brought to account.

Derecognition

Upon disposal or derecognition of an item of land and building, any related revaluation surplus is retained in the asset revaluation surplus.

Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of land and building assets on a class of assets basis and as described in Note 30(a) 'Property, plant and equipment'.

Depreciation and amortisation

All property, plant and equipment assets having a limited useful life are systematically depreciated or amortised over their useful lives in a manner which reflects the consumption of their future economic benefits. Land is not depreciated.

Depreciation or amortisation of other assets is calculated on the straight line basis, using rates which are reviewed annually. Estimated useful lives for each class of asset are:

Asset Class	Years
Building	50
Furniture	11
Plant	15 - 20
Equipment	5 - 15
Computer equipment	3 - 5
Leasehold improvements	8 - 15

2. Summary of significant accounting policies (continued)

Leasehold improvements under development are classified as 'Works in Progress - Leasehold Improvements'.

(g) Intangible assets

Capitalising or expensing of assets

Acquired and internally generated intangible assets costing $5,000 or more are capitalised. The cost of utilising the assets is expensed (amortised) over their useful lives. Costs incurred below these thresholds are immediately expensed directly to the Statement of Comprehensive Income.

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition. The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Amortisation for intangible assets with finite useful lives is calculated for the period of the expected benefit (estimated useful life, which is reviewed annually) on the straight line basis. All intangible assets capitalised by the Authority have a finite useful life and zero residual value.

The expected useful lives for each class of intangible asset are:

Service delivery software and related project costs	1-12 years

The value of intangible assets includes:

- major computer software packages acquired plus costs associated with preparing the software for its intended use; and
- major internally developed software plus the associated development costs.

Intangible assets under development are classified as 'Works in progress'.

Research and development costs

Research costs are expensed as incurred. Development costs incurred for an individual project are carried forward when the future economic benefits can reasonably be regarded as assured. Other development costs are expensed as incurred.

(h) Impairment of assets

Property, plant and equipment, intangible assets and financial assets are tested for any indication of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised. Where an asset measured at cost is written down to recoverable amount, an impairment loss is recognised in profit or loss. Where a previously revalued asset is written down to recoverable amount, the loss is recognised as a revaluation decrement in other comprehensive income. As the Authority is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation or amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from falling replacement costs.

Intangible assets not yet available for use are tested for impairment at the end of each reporting period irrespective of whether there is any indication of impairment.

See Note 32 'Impairment loss' for the outcome of impairment reviews and testing. See Note 2(r) 'Receivables' and Note 22 'Receivables' for impairment of receivables.

2. Summary of significant accounting policies (continued)

(i) Leases

Finance lease rights and obligations are initially recognised, at the commencement of the lease term, as assets and liabilities equal in amount to the fair value of the leased item or, if lower, the present value of the minimum lease payments, determined at the inception of the lease. The assets are disclosed as building and land under finance lease, and the building asset is depreciated over the period during which the Authority is expected to benefit from its use. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability, according to the interest rate implicit in the lease.

Operating leases are expensed on a straight line basis over the lease term as this represents the pattern of benefits derived from the leased properties.

(j) Subsidiary

A subsidiary is an entity controlled by a parent. Control exists when the parent has either:

- power over the subsidiary, that is, existing rights that give it the current ability to direct the relevant activities of the subsidiary (those that significantly affect the parent's returns); or
- exposure or rights to variable returns from its involvement with the subsidiary and the ability to use its power to affect those returns.

The subsidiary is consolidated from the date control transfers to the parent and is deconsolidated from the date that control ceases.

For the 2015/16 reporting period, the Authority controlled a subsidiary (Advara Ltd) by holding all its issued shares. Consolidated financial statements were not prepared as the subsidiary was dormant and held immaterial resources at the reporting date.

See Note 24 'Subsidiary'.

(k) Joint arrangements

A joint arrangement is an arrangement in which two or more parties have joint control. Joint control is the contractually agreed sharing of control such that decisions about the relevant activities of the arrangement (those that significantly affect the investor's returns) require the unanimous consent of the parties sharing control.

Investments in joint arrangements are classified as either joint operations or joint ventures, according to the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement. The Authority has interests in both joint operations and a joint venture.

Joint operations

A joint operation is a joint arrangement in which the parties that share joint control have rights to the assets, and obligations for the liabilities, relating to the arrangement. This includes situations where the parties benefit from the joint activity through a share of the output, rather than by receiving a share of the trading results. Where the Authority has an interest in a joint operation, it recognises in its financial statements under appropriate headings:

- revenue from selling its share of the output and its share of any revenue from the joint operation selling the output;
- its share of expenses; and
- its share of assets and liabilities.

See Note 25 'Other investments'.

Joint Ventures

A joint venture is a joint arrangement in which the parties that share joint control have rights to the net assets of the arrangement. Joint ventures are accounted for using the 'equity accounting method'.

See Note 2(m) 'Equity accounting method' and Note 23 'Equity accounted investments'.

2. Summary of significant accounting policies (continued)

(l) Associates

An associate is an entity that is neither a subsidiary nor a joint arrangement over which the Authority has significant influence. Significant influence is presumed to exist where there is neither control nor joint control and the Authority has over 20 per cent of the voting rights, unless it can clearly demonstrate that this is not the case. Significant influence can arise where the Authority holds less than 20 per cent of the voting rights if it has the power to participate in the financial and operating policy decisions affecting the entity. Investments in associates are accounted for using the 'equity accounting method'.

See Note 2(m) 'Equity accounting method' and Note 23 'Equity accounted investments'.

(m) Equity accounting method

Under the equity accounting method, the investment is recorded initially at cost to the Authority, including any goodwill on acquisition. In subsequent periods, the carrying amount of the investment is adjusted to reflect the Authority's share of its post-acquisition profit or loss and other comprehensive income. When the Authority's share of losses in an investment equals or exceeds its interest in the investee, including any other unsecured receivables, the Authority does not recognise any further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the investee. If the investee subsequently reports profits, the Authority then recognises its share of the profits only after its share of profits equals the share of losses that were not recognised. Dividends received from the investee reduce the carrying amount of the investment.

After application of the equity accounting method, the value of the investment is assessed for impairment to determine if there is objective evidence that an impairment of the investment may have occurred.

See Note 23 'Equity accounted investments' and Note 32 'Impairment loss'.

(n) Financial instruments

Classification

The Authority classifies financial assets into the following categories:

- Financial assets at fair value through profit and loss
- Held to maturity investments
- Loans and receivables
- Available for sale financial assets

The classification depends on the purpose for which the financial assets were acquired. Management determines the categories of investments at initial recognition and re-evaluates the categories at the end of each reporting period.

The Authority further classifies financial assets and liabilities into the following classes:

Financial Assets

- Cash and cash equivalents
- Restricted cash and cash equivalents
- Receivables
- Amounts receivable for services

Financial Liabilities

- Payables
- Finance lease liabilities
- Other current liabilities

The classes of financial assets and financial liabilities are determined according to the nature of information to be disclosed and considering the characteristics of the financial instruments.

2. Summary of significant accounting policies (continued)

Recognition and measurement

A financial asset or liability is recognised in the Statement of Financial Position when the Authority becomes a party to the contractual provisions of the instrument. Receivables are recognised when cash is received.

Financial assets are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in the Statement of Comprehensive Income.

After initial recognition, financial assets are measured at their fair value without deducting any transaction costs it may incur on sale or other disposal, except for:

- Held to maturity investments which are measured at amortised cost using the effective interest method; and
- investments in equity instruments that do not have a quoted price in an active market and whose fair value cannot be reliably measured are recognised at cost.

The fair value of short-term receivables and payables is the transaction cost or the face value because there is no interest rate applicable and subsequent measurement is not required as the effect of discounting is not material.

Derecognition

The Authority derecognises a financial asset when the contractual cash flows from the asset expire or it transfers its rights to receive contractual cashflows on the financial asset in a transaction in which substantially all the risks and rewards of ownership are transferred. Any interest in transferred financial assets that is created or retained by the Authority is recognised as a separate asset.

A financial liability is derecognised from the Statement of Financial Position when the Authority has discharged its obligations or the contract is cancelled or expired.

See Note 2(s) 'Held to maturity financial assets' and Note 43 'Financial instruments'.

(o) Cash and cash equivalents

For the purpose of the Statement of Cash Flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand, cash at bank, and short-term deposits with original maturities of three months or less that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

Restricted cash and cash equivalents are funds reserved for particular uses by specific legal or external requirements and are not available for the Authority's general activities. See Note 21 'Cash and cash equivalents'.

(p) Accrued salaries

Accrued salaries represents the amount due to staff but unpaid at the end of the financial year (See Note 33 'Payables'). As accrued salaries are settled within a fortnight of the financial year end, the Authority considers the carrying amount of accrued salaries to be equivalent to its fair value.

(q) Inventory

Inventory is measured at the lower of cost and net realisable value. Costs are assigned by the method most appropriate for each particular class of inventory, with most being valued at weighted average cost. From 2015/16 the Authority no longer has inventory as it has moved to digital distribution.

2. Summary of significant accounting policies (continued)

(r) Receivables

Receivables are recognised at original invoice amounts less an allowance for any uncollectible amounts (i.e. impairment). The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off against the allowance account. The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Authority will not be able to collect the debts. The carrying amount is equivalent to fair value as it is due for settlement within 30 days.

See Note 2(n) 'Financial instruments' and Note 22 'Receivables'.

(s) Held to maturity financial assets

Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments that the Authority has the intention and ability to hold to maturity. Held-to-maturity financial assets are initially recognised at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method, net of any provision for impairment. Any sale or reclassification of a more than an insignificant amount of held-to-maturity financial assets would cause a reclassification of all held-to-maturity financial assets as available for sale, other than certain sales or reclassifications such as those that are close to an asset's maturity or those that are attributable to an isolated event that could not have been reasonably anticipated (for example, a significant deterioration in an issuer's creditworthiness). Following a sale or reclassification of held-to-maturity financial assets to 'available for sale' in circumstances other than those noted above, the Authority would be prevented from classifying financial assets as held-to-maturity in the financial year of the sale or reclassification and the following two financial years.

Held-to-maturity financial assets were reclassified from 'cash and cash equivalents' to 'held-to-maturity financial assets' due to the longer maturities and wider range of investment instruments being used by the Authority. The comparative figures have been adjusted to reflect the changed classification.

(t) Payables

Payables are recognised at the amounts payable when the Authority becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value as settlement is generally within 30 days.

(u) Provisions

Provisions are liabilities of uncertain timing or amount and are recognised where there is a present legal or constructive obligation as a result of a past event and when the outflow of resources embodying economic benefits is probable and a reliable estimate can be made of the amount of the obligation. Provisions are reviewed at the end of each reporting period. See Note 35 'Provisions'.

Provisions - employee benefits

All annual leave and long service leave provisions are in respect of employees' services up to the end of the reporting period.

Annual leave

Annual leave is not expected to be settled wholly within 12 months after the end of the reporting period and is therefore considered to be 'other long-term employee benefits'. The annual leave liability is recognised and measured at the present value of amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

The provision for annual leave is classified as a current liability as the Authority does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

2. Summary of significant accounting policies (continued)

Long service leave

Long service leave is not expected to be settled wholly within 12 months after the end of the reporting period and is measured at the present value of amounts expected to be paid recognised when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

When assessing expected future payments consideration is given to expected future wage and salary levels including non-salary components such as employer superannuation contributions, as well as the experience of employee departures and periods of service. The expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Unconditional long service leave provisions are classified as current liabilities as the Authority does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period. Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Authority has an unconditional right to defer the settlement of the liability until the employee has completed the required years of service.

Deferred leave

The provision for deferred leave relates to Public Service employees who have entered into an agreement to self-fund an extra 12 months leave in the fifth year of the agreement. The provision recognises the value of salary set aside for employees to be used in the fifth year. This liability is measured on the same basis as annual leave. Deferred leave is reported as a current provision as employees can leave the scheme at their discretion at any time.

Purchased leave

The provision for purchased leave relates to Public Service employees who have entered into an agreement to self-fund up to an additional 10 weeks leave per calendar year. The provision recognises the value of salary set aside for employees and is measured at the undiscounted amounts expected to be paid when the liabilities are settled.

Superannuation

The Government Employees Superannuation Board (GESB) and other fund providers administer public sector superannuation arrangements in Western Australia in accordance with legislative requirements. Eligibility criteria for membership in particular schemes for public sector employees vary according to commencement and implementation dates.

Eligible employees contribute to the Pension Scheme, a defined benefit pension scheme closed to new members since 1987, or the Gold State Superannuation Scheme (GSS), a defined benefit lump sum scheme closed to new members since 1995.

Employees commencing employment before 16 April 2007 who were not members of either the Pension Scheme or the GSS became non-contributory members of the West State Superannuation Scheme (WSS). Employees commencing employment on or after 16 April 2007 became members of the GESB Super Scheme (GESBS). From 30 March 2012, existing members of the WSS or GESBS and new employees have been able to choose their preferred superannuation fund provider. The Authority makes contributions to GESB or other fund providers on behalf of employees in compliance with the *Commonwealth Government's Superannuation Guarantee (Administration) Act 1992*. Contributions to these accumulation schemes extinguish the Authority's liability for superannuation charges for employees who are not members of the Pension Scheme or GSS.

The GSS is a defined benefit scheme for the purposes of employees and whole-of-government reporting. However, it is a defined contribution plan for agency purposes because the concurrent contributions (defined contributions) made by the Authority to the GESB extinguishes the agency's obligations to the related superannuation liability.

2. Summary of significant accounting policies (continued)

The Authority has no liabilities under the Pension Scheme or the GSS. The liabilities for the unfunded Pension Scheme and the unfunded GSS transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS obligations are funded by concurrent contributions made by the Authority to the GESB. The concurrently funded part of the GSS is a defined contribution scheme as these contributions extinguish all liabilities in respect of the concurrently funded GSS obligations.

The GESB makes all benefit payments in respect of the Pension Scheme and GSS, and is recouped from the Treasurer for the employer's share.

See also Note (u) 'Superannuation expense'.

Provisions – other

Employment on-costs

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses' and are not included as part of the Authority's 'Employee benefits expense'. The related liability is included in the 'Employment on-costs provision'. See Note 14 'Other Expenses' and Note 35 'Provisions'.

(v) Superannuation expense

The superannuation expense in the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBS, or other superannuation funds. The employer contribution paid to the GESB in respect of the GSS is paid back into the Consolidated Account by GESB.

(w) Amounts receivable for services (Holding Account)

The Authority receives appropriation funding on an accrual basis. The appropriations are paid partly in cash and partly as an asset ('Amounts receivable for services'). The accrued amount receivable is accessible on the emergence of the cash funding requirement to cover asset replacement.

(x) Dividends payable

Dividends are provided for in the reporting period in which the dividends recommended by the Board are accepted by the Minister for Lands, with the concurrence of the Treasurer of Western Australia.

(y) Services received free of charge

Assets or services received free of charge or for nominal cost are recognised as income at the fair value of the assets and/or the fair value of those services that can be reliably measured and the Authority would otherwise pay for. A corresponding expense is recognised for services received. Receipts of assets are recognised in the Statement of Financial Position.

(z) Foreign currency translation

The Authority accounts for foreign currency transactions in accordance with AASB 121 *The Effects of Changes in Foreign Exchange Rates*. The Authority's functional currency is Australian Dollars (Australia is the primary economic environment in which the Authority operates).

Transactions denominated in foreign currencies are initially translated to the functional currency using the exchange rates at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are retranslated at the year end exchange rates. All exchange rate differences are included in the Statement of Comprehensive Income.

(aa) Comparative figures

The Authority has reclassified comparative figures, where appropriate, to be comparable with the figures presented in the current financial year.

3. Judgements made by management in applying accounting policies

The preparation of financial statements requires management to make judgements about the application of accounting policies that have a significant effect on the amounts recognised in the financial statements. The Authority evaluates these judgements regularly.

Operating lease commitments
The Authority has entered into several leases of buildings for branch office accommodation. Some of these building leases are temporary in nature and it has been determined that the lessor retains substantially all the risks and rewards incidental to ownership. Accordingly, these leases have been classified as operating leases. See Note 41 'Commitments'.

Equity accounted investments
The Authority currently holds less than 20% equity interest in Property Exchange Australia Ltd (PEXA Ltd). Under the amended Shareholder deed, the Authority exercised its right to appoint a director to the board. Management have determined that this and a 14.31% equity interest has lead to significant influence over PEXA Ltd. Accordingly, the Authority's interest in PEXA Ltd is disclosed in accordance with AASB 128 *Investments in Associates and Joint Ventures*.

See Note 23 'Equity accounted investments.

4. Key sources of estimation uncertainty

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Long Service Leave
Several estimations and assumptions used in calculating the Authority's long service leave provision include expected future salary rates, discount rates, employee retention rates, and expected future payments. Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision.

5. Disclosure of changes in accounting policy and estimates

(a) Initial application of an Australian Accounting Standard
The Authority has applied the following Australian Accounting Standards, effective for annual reporting periods beginning on or after 1 July 2015, that affected the Authority:

AASB 2013-9	*Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments* Part C of this Standard defers the application of AASB 9 to 1 January 2017. The application date of AASB 9 was subsequently deferred to 1 January 2018 by AASB 2014-1. The Authority has not yet determined the application or the potential impact of AASB 9.

5. Disclosure of changes in accounting policy and estimates (continued)

AASB 2014-8 *Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) – Application of AASB 9 (December 2009) and AASB 9 (December 2010) [AASB 9 (2009 & 2010)]*

This Standard makes amendments to AASB 9 Financial Instruments (December 2009) and AASB 9 Financial Instruments (December 2010), arising from the issuance of AASB 9 Financial Instruments in December 2014. The Authority has not yet determined the application or the potential impact of AASB 9.

AASB 2015-3 *Amendments to Australian Accounting Standards arising from the Withdrawal of AASB 1031 Materiality*

This Standard completes the withdrawal of references to AASB 1031 in all Australian Accounting Standards and interpretations, allowing that Standard to effectively be withdrawn. There is no financial impact.

AASB 2015-7 *Amendments to Australian Accounting Standards - Fair Value Disclosures of Not-for-Profit Public Sector Entities [AASB 13]*

This Standard relieves not-for-profit public sector entities from the reporting burden associated with various disclosures required by AASB 13 for assets within the scope of AASB 116 that are held primarily for their current service potential rather than to generate future net cash inflows. It has no financial impact.

(b) Future impact of Australian Accounting Standards not yet operative

The Authority cannot early adopt an Australian Accounting Standard unless specifically permitted by TI 1101 *Application of Australian Accounting Standards and Other Pronouncements*. By virtue of a limited exemption, the Authority has early adopted AASB 2015-7 *Amendments to Australian Accounting Standards - Fair Value Disclosures of Not-for-Profit Public Sector Entities*. If applicable, the Authority plans to apply these Australian Accounting Standards from their application date.

		Operative for reporting periods beginning on/after
AASB 9	*Financial Instruments* This Standard supersedes AASB 139 *Financial Instruments: Recognition and Measurement*, introducing a number of changes to accounting treatments. The mandatory application date of this Standard is currently 1 January 2018 after being amended by AASB 2012-6, AASB 2013-9 and AASB 2014-1 Amendments to Australian Accounting Standards. The Authority has not yet determined the application or potential impact of the Standard.	1 Jan 2018

5. Disclosure of changes in accounting policy and estimates (continued)

		Operative for reporting periods beginning on/after
AASB 15	*Revenue from Contracts with Customers* This Standard establishes the principles that the Authority shall apply to report useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from a contract with a customer. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2018
AASB 16	*Leases* This Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2019
AASB 1057	*Application of Australian Accounting Standards* This Standard lists the application paragraphs for each other Standard (and Interpretation), grouped where they are the same. There is no financial impact.	1 Jan 2016
AASB 2010-7	*Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Int 2, 5, 10, 12, 19 & 127]* This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010. The mandatory application date of this Standard has been amended by AASB 2012-6 and AASB 2014-1 to 1 January 2018. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2018

5. Disclosure of changes in accounting policy and estimates (continued)

		Operative for reporting periods beginning on/after
AASB 2014-1	*Amendments to Australian Accounting Standards* Part E of this Standard makes amendments to AASB 9 and consequential amendments to other Standards. It has not yet been assessed by the Authority to determine the application or potential impact of the Standard.	1 Jan 2018
AASB 2014-3	*Amendments to Australian Accounting Standards – Accounting for Acquisitions of Interests in Joint Operations [AASB 1 & 11]* The Authority establishes Joint Operations in pursuit of its objectives and does not routinely acquire interests in Joint Operations. Therefore, there is no financial impact on application of the Standard.	1 Jan 2016
AASB 2014-4	*Amendments to Australian Accounting Standards – Clarification of Acceptable Methods of Depreciation and Amortisation [AASB 116 & 138]* The adoption of this Standard has no financial impact for the Authority as depreciation and amortisation is not determined by reference to revenue generation, but by reference to consumption of future economic benefits.	1 Jan 2016
AASB 2014-5	*Amendments to Australian Accounting Standards arising from AASB 15* This Standard gives effect to the consequential amendments to Australian Accounting Standards (including Interpretations) arising from the issuance of AASB 15. The mandatory application date of this Standard has been amended by AASB 2015-8 to 1 January 2018. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2018

5. Disclosure of changes in accounting policy and estimates (continued)

		Operative for reporting periods beginning on/after
AASB 2014-7	*Amendments to Australian Accounting Standards arising from AASB 9 (December 2014)* This Standard gives effect to the consequential amendments to Australian Accounting Standards (including Interpretations) arising from the issuance of AASB 9 (December 2014). The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2018
AASB 2014-9	*Amendments to Australian Accounting Standards – Equity Method in Separate Financial Statements [AASB 1, 127 & 128]* This Standard amends AASB 127, and consequentially amends AASB 1 and AASB 128, to allow entities to use the equity method of accounting for investments in subsidiaries, joint ventures, and associates in their separate financial statements. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2016
AASB 2014-10	*Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture [AASB 10 & 128]* This Standard amends AASB 10 and AASB 128 to address an inconsistency between the requirements in AASB 10 and those in AASB 128 (August 2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The Authority has not yet determined the application or the potential impact of the Standard.	1 Jan 2016
AASB 2015-1	*Amendments to Australian Accounting Standards – Annual Improvements to Australian Accounting Standards 2012–2014 Cycle [AASB 1, 2, 3, 5, 7, 11, 110, 119, 121, 133, 134, 137 & 140]* These amendments arise from the issuance of International Financial Reporting Standard Annual Improvements to IFRSs 2012–2014 Cycle in September 2014, and editorial corrections. The Authority has determined that the application of the Standard has no financial impact.	1 Jan 2016

5. Disclosure of changes in accounting policy and estimates (continued)

		Operative for reporting periods beginning on/after
AASB 2015-2	*Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 101 [AASB 7, 101, 134 & 1049]* This Standard amends AASB 101 to provide clarification regarding the disclosure requirements in AASB 101. Specifically, the Standard proposes narrow-focus amendments to address some of the concerns expressed about existing presentation and disclosure requirements and to ensure entities are able to use judgement when applying a Standard in determining what information to disclose in their financial statements. There is no financial impact.	1 Jan 2016
AASB 2015-6	*Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities [AASB 10, 124 & 1049]* The amendments extend the scope of AASB 124 to include application by not-for-profit public sector entities. Implementation guidance is included to assist application of the Standard by not-for-profit public sector entities. There is no financial impact.	1 Jan 2016
AASB 2015-8	*Amendments to Australian Accounting Standards – Effective Date of AASB 15* This Standard amends the mandatory effective date (application date) of AASB 15 Revenue from Contracts with Customers so that AASB 15 is required to be applied for annual reporting periods beginning on or after 1 January 2018 instead of 1 January 2017. The Authority has not yet determined the application or the potential impact of AASB 15.	1 Jan 2017
AASB 2015-10	*Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 & 128* This Standard defers the mandatory effective date (application date) of amendments to AASB 10 and 128 that were originally made in AASB 2014-10 so that the amendments are required to be applied for annual reporting periods beginning on or after 1 January 2018 instead of 1 January 2016. The Authority has not yet determined the application or the potential impact of AASB 2014-10.	1 Jan 2016

5. Disclosure of changes in accounting policy and estimates (continued)

		Operative for reporting periods beginning on/after
AASB 2016-2	*Amendments to Australian Accounting Standards – Disclosure Initiative: Amendments to AASB 107* This Standard amends AASB 107 Statement of Cash Flows (August 2015) to require disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. There is no financial impact.	1 Jan 2017
AASB 2016-3	*Amendments to Australian Accounting Standards – Clarifications to AASB 15* This Standard clarifies identifying performance obligations, principal versus agent considerations, timing of recognising revenue from granting a licence, and, provides further transitional provisions to AASB 15. The Authority has not yet determined the application or the potential impact.	1 Jan 2018
AASB 2016-4	*Amendments to Australian Accounting Standards – Recoverable Amount of Non-Cash-Generating Specialised Assets of Not-for-Profit Entities* This Standard clarifies that the recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 *Fair Value Measurement*. The Authority has not yet determined the application or the potential impact.	1 Jan 2017

(c) Changes in accounting estimates

There were no changes in accounting estimates that will have an effect in the current period or is expected to have an effect in future periods.

Notes to the Financial Statements for the year ended 30 June 2016

6. Services of the authority

Information about the Authority's services and the expenses and revenues which are reliably attributable to those services are set out in Note 53 'Schedule of income and expenses by service'.

The three services of the Authority and their objectives as at 30 June 2016 were:

Service 1: Land Information
Information about land ownership, land boundaries, and geographic features is collected, recorded, and made available for use by government, business, and the community.

Service 2: Valuations
An impartial valuation and property consultancy service.

Service 3: Access to government location information
Effective access to land and location information can be demonstrated by improved data capture, access, and useability of location information.

7. Provision of services

	2016 ($'000)	2015 ($'000)
Land title management fees		
Search	33,722	37,073
Transfer	19,098	21,959
Mortgage	14,816	16,224
Discharge	14,586	15,671
Other (plan lodgements, caveats, applications, etc.)	13,242	13,523
	95,464	104,450
Other services		
Valuation service fees	17,847	14,251
Electronic Advice of Sale fees	1,255	1,419
Interest enquiry	376	467
	19,478	16,137
	114,942	**120,587**

Notes to the Financial Statements for the year ended 30 June 2016

8. Sale of land information, data and imagery

	2016 ($'000)	2015 ($'000)
Property information and services	3,087	2,840
Land information and services	2,457	2,648
Imagery	2,654	1,728
Consultancy services	552	788
	8,750	**8,004**

9. Interest revenue

Interest on operating bank account	300	342
Interest on held to maturity financial assets	1,943	2,577
	2,243	**2,919**

10. Other revenue

Project revenue	676	612
Recovery of costs	289	274
Other services	89	68
Government vehicle scheme	69	61
Sale of maps	0	7
	1,123	**1,022**

11. (a) Net gains/(losses) on equity accounted investments

	2016 ($'000)	2015 ($'000)
Gain on equity accounted investments:		
Reclassification of PEXA Ltd as an associate	0	9,585
Gain on dilution following share issue by PEXA Ltd in July 2015	1,303	0
Adjustment of share of PEXA Ltd loss from prior year	1,044	0
Share of earthmine Australia Pty Ltd profit	42	96
	2,389	9,681
Share of PEXA Ltd loss	(6,944)	(5,438)
Net gains/(losses) on equity accounted investments	**(4,555)**	**4,243**

See Note 23 'Equity accounted investments'.

11. (b) Gain on financial assets

Sale of held to maturity financial assets	**39**	**0**

Notes to the Financial Statements for the year ended 30 June 2016

11. (c) Net gain/(loss) on disposal of property, plant and equipment

	2016 ($'000)	2015 ($'000)
Proceeds from sale	3	0
Less: Cost	1,204	863
Accumulated depreciation	(1,199)	(860)
Carrying amount	5	3
Net gain/(loss) on disposal of property, plant and equipment	**(2)**	**(3)**

12. Employee benefits expense

Salaries and wages (i)	72,321	64,914
Superannuation - defined contribution plans	7,013	7,536
Annual leave (ii)	5,034	5,663
Long service leave (ii)	2,168	2,960
	86,536	**81,073**

i. This includes the value of fringe benefits to employees.

ii. This includes a superannuation contribution component. Employment on-costs such as workers compensation insurance and payroll tax are included at Note 14 'Other expenses'. The employment on-costs liability is included at Note 35 'Provisions'.

13. Supplies and services

	2016 ($'000)	2015 ($'000)
Services and contracts - Information Technology	18,914	18,907
Services and contracts - others	10,461	8,256
Consultancy including legal costs	1,475	453
Communications	835	811
Travel	340	631
Consumables	214	246
Other supplies and services	1	0
	32,240	**29,304**

14. Other expenses

Employee on-costs (i)	4,394	4,302
Staff recruitment	1,806	1,118
Other staffing costs	918	784
Insurance	417	292
Board and committee fees	205	197
Minor purchases	205	406
Fringe benefits tax	201	221
Advertising	144	417
Customer support costs (training, travel, etc.)	143	246
Books, magazines, acts and subscriptions	128	124

14. Other expenses (continued)

	2016 ($'000)	2015 ($'000)
Bank charges	121	136
Grants and subsidies	109	94
Compensation	106	1,390
Postage	96	74
Hire charges - furniture	92	86
Membership fees	81	86
Printing costs	51	70
Hospitality	11	8
Cost of sales - maps	0	1
Other expenses	485	393
	9,713	**10,445**

i. Includes payroll tax and workers' compensation insurance.

15. Depreciation and amortisation expense

	2016 ($'000)	2015 ($'000)
Depreciation		
Building	1,218	1,392
Furniture	8	8
Plant	79	81
Equipment	169	177
Computer equipment	1,156	1,075
	2,630	2,733
Amortisation		
Leasehold improvements	1,110	1,072
Service delivery software and related project costs	7,510	5,986
	8,620	7,058
Total depreciation and amortisation	**11,250**	**9,791**

16. Finance costs

Finance lease charges		
Building	1,770	2,016
Land	77	88
	1,847	**2,104**

Notes to the Financial Statements for the year ended 30 June 2016

17. Accommodation expenses

	2016 ($'000)	2015 ($'000)
Repairs and maintenance	1,364	1,377
Utilities and statutory charges	1,133	1,250
Lease rentals	579	537
Minor works and alterations	573	931
Contingent rent - building and land	208	175
Other accommodation expenses	200	238
	4,057	**4,508**

18. Service appropriation

Appropriation revenue received during the reporting period	**29,579**	**30,076**

Service appropriations are accrual amounts, reflecting the full cost of services delivered. The appropriation revenue comprises a cash component and a receivable ('Amounts receivable for services'). The receivable consists of an allocation based on the depreciation expense for the reporting period. See Note 27 'Amounts receivable for services'.

19. Royalties for Regions fund

	2016 ($'000)	2015 ($'000)
Revenue received during the period:		
Royalties for Regions fund - Regional Community Services Fund (i)	**112**	**116**

i. These funds are committed to projects and programs in WA regional areas. The Authority has been funded to provide the WA Location Information Strategy.

20. Services received free of charge

Services received free of charge have been determined from the following estimates provided by agencies:		
Department of the Attorney General (State Solicitor's Office)	191	179
Department of Water	154	0
Department of Finance (Building Management and Works)	65	173
Department of Agriculture and Food	2	0
	412	**352**

21. Cash and cash equivalents

	2016 ($'000)	2015 ($'000)
(a) Cash and cash equivalents		
Cash at bank (i)	8,827	18,968
Cash on hand	20	20
	8,847	18,988
(b) Restricted cash and cash equivalents		
Cash at bank (i)		
Accrued salaries suspense (ii)	0	2,687
Royalties for Regions fund (iii)	0	412
Rental bond from tenant	7	7
	7	3,106

i. Funds are held in the operating bank account.

ii. Funds set aside to meet the cost of the 27th pay in a financial year that occurs every 11 years. The 27th pay occurred on 30 June 2016.

iii. Unspent funds are committed to projects and programs in Western Australian regional areas (See Note 19 Royalties for Regions fund).

22. Receivables

	2016 ($'000)	2015 ($'000)
Current		
Trade debtors	9,137	11,412
Income Tax refund receivable	0	2,185
Accrued revenue	9,408	1,769
Goods and services tax	900	941
	19,445	16,307
Less: Allowance for impairment of receivables (i)	84	43
	19,361	**16,264**
Non-current		
Accrued revenue	0	2,468
	0	**2,468**
(i) Movements in the allowance for impairment of receivables:		
Balance at start of period	43	46
Doubtful debts expense recognised in the Statement of Comprehensive Income	51	45
Amounts written off during the year	(10)	(48)
Balance at end of period	**84**	**43**

See Note 2(r) 'Receivables' and Note 43 'Financial instruments'.

23. Equity accounted investments

	2016 ($'000)	2015 ($'000)
(a) Interest in associate	38,424	32,974
(b) Interest in joint venture	335	293
	38,759	**33,267**

a. Interest in associate

Property Exchange Australia Ltd (PEXA Ltd) was classified as an associate during 2014/15 and is the Authority's only associate.

While holding a 15.9% equity interest and pursuant to the amended Shareholder deed, on 18 September 2014 the Authority exercised its right to appoint a director to the board of PEXA Ltd. Management determined that this led to the Authority having significant influence over PEXA Ltd even though the Authority holds less than 20% of the voting rights. At 30 June 2016, the Authority held a 14.31% equity interest and retains the right to have a director on the board.

The objective of the company is to create and operate an efficient, competitive system to settle real property transactions, lodge instruments with land Registries, and pay associated duty and tax obligations electronically. PEXA Ltd operates in Australia and is not publicly listed.

On becoming an associate in 2014/15, a fair value adjustment of $9.585m (before tax), that was previously recognised in the Authority's equity and disclosed in other comprehensive income, was transferred to income within the Statement of Comprehensive Income as a reclassification adjustment.

This table sets out the latest available financial information of PEXA Ltd as at 30 June 2016. The Authority has determined no adjustments are required due to differences in accounting policies at reporting date. The table also reconciles the summarised financial information to the carrying amount of the Authority's interest in PEXA Ltd.

	2016 ($'000)	2015 ($'000)
Percentage ownership interest	**14.31%**	**15.90%**
Current assets	82,822	20,141
Non-current assets	50,663	68,593
Current liabilities	(7,376)	(5,548)
Non-current liabilities	(285)	(292)
Net assets (100%)	**125,824**	**82,894**
The Authority's share of net assets	18,005	13,180
Goodwill (i)	20,419	19,794
Carrying amount of interest in associate	**38,424**	**32,974**
Revenue	8,386	11,288
Expenses	(56,911)	(45,492)
Loss from continuing operations (100%)	(48,525)	(34,204)
Other comprehensive income (100%)	0	0
Total comprehensive income (100%)	**(48,525)**	**(34,204)**
Authority's share of total comprehensive income	**(6,944)**	**(5,438)**
Dividends received by the Authority	0	0

23. Equity accounted investments (continued)

	2016 ($'000)	2015 ($'000)
The following table reconciles the carrying value of PEXA Ltd as reported in the Authority's financial statements and the Authority's share of net assets in PEXA Ltd.		
Carrying amount of interest in associate held at start of period	**32,974**	**0**
Classification of PEXA Ltd as an Associate (i)	0	32,038
Gain on dilution following share issue in July 2015 (ii)	1,303	0
Adjustment of share of loss from prior year (iii)	1,044	0
Additional investment in equity accounted investment (iv)	10,047	6,374
Share of operating profit/(loss) of equity accounted investment	(6,944)	(5,438)
Dividends received from equity accounted investment	0	0
Carrying amount of interest in associate held at end of period	**38,424**	**32,974**

i. Upon PEXA Ltd becoming an associate, the Authority recognised goodwill which is included in the carrying amount of the investment. Goodwill represents the excess of the carrying amount of the investment on the Authority's statement of financial position, and its share of the fair value of PEXA Ltd's identifiable assets and liabilities. Amortisation of goodwill is not permitted.

ii. In July 2015 PEXA Ltd issued $45m in shares but the Authority did not receive an allocation. As a result of the share issue, the Authority's shareholding in PEXA Ltd was diluted from 15.9% to 13.64% but the overall value of its shareholding increased as the shares were issued at a higher price. This resulted in the Authority benefiting by $1.303m through a gain on dilution.

iii. In 2014/15 the Authority recognised its share of the PEXA Ltd loss of $5.438m. The Authority's share of the final audited PEXA Ltd loss was $4.394m resulting in an adjustment in 2015/16 of $1.044m. This was recognised as a 'Gain on equity accounted investments'.

iv. During 2015/16 the Authority increased its investment in PEXA Ltd from 13.64% to 14.31% by purchasing additional shares for $10.047m.

b. Interest in joint venture

The Authority's only joint venture is earthmine Australia Pty Ltd. In 2011/12, the Authority, together with Geomatic Technologies and earthmine Incorporated, formed a company called earthmine Australia Pty Ltd. The company was incorporated under the *Corporations Act 2001* and began trading on 1 February 2012. Its principal place of business is Australia.

The objective of earthmine Australia Pty Ltd is to provide Hi-Resolution 3D Street Level Imagery within Australia and New Zealand. The Authority has a 45% ownership interest in earthmine Australia Pty Ltd, represented by owning 180,000 fully paid $1 ordinary shares. Geomatic Technologies and earthmine Incorporated have ownership interests of 45% and 10% respectively.

The table below summarises the financial information of earthmine Australia Pty Ltd as included in its own unaudited financial statements. This table also reconciles the summarised financial information to the carrying amount of the Authority's interest in earthmine Australia Pty Ltd. The Authority has determined that no adjustments are required for differences in accounting policies.

23. Equity accounted investments (continued)

	2016 ($'000)	2015 ($'000)
Percentage ownership interest	**45%**	**45%**
Current assets	744	837
Non-current assets	67	95
Current liabilities	(66)	(281)
Non-current liabilities	0	0
Net assets (100%)	**745**	**651**
The Authority's share of net assets	335	293
Carrying amount of interest in joint venture	**335**	**293**
Revenue	849	1,141
Expenses	(755)	(928)
Total comprehensive income (100%)	**94**	**213**
Authority's share of total comprehensive income	**42**	**96**
Dividends received by Authority	0	0
The table below reconciles the carrying value of earthmine Australia Pty Ltd as reported in the Authority's financial statements and the Authority's share of net assets in earthmine Australia Pty Ltd.		
Investment held at start of period	**293**	**199**
Share of operating profit/(loss) of earthmine Australia Pty Ltd	42	96
Adjustment for prior period expenditure	0	(2)
Investment held at end of financial year	**335**	**293**

24. Subsidiary

The Authority incorporated 'A.C.N. 609 966 627 Ltd' on 23 December 2015 as an Australian Public Company limited by shares. The Australian Company Number was used as the company name because at incorporation a decision on the company name had not yet been made. On 5 February 2016 the company issued 7 million ordinary shares to the Authority for $2. From 21 March 2016 the company changed its name to Advara Ltd. The Authority has effective control over the whole structure either directly or indirectly through various agreements that constitute the structure and to which it is a party. The Board of Directors of Advara Ltd comprise two directors from the Authority and one director from the private sector. The Authority held a 100% shareholding in Advara Ltd at 30 June 2016.

Advara will provide the Authority's IT services. It will also provide to the Authority (and other land title jurisdictions) a New Land Register (NLR). The NLR is a scalable, cloud-based, land registry as a service (LRaaS) solution, developed with the land registry industry, for the land registry industry.

The Authority did not prepare consolidated financial statements because at 30 June 2016 Advara Ltd was dormant and held immaterial resources ($2 cash and $2 equity). Advara's contribution to retained earnings was:

		Percentage Owned		Investment shares at cost ($000)	
Name of Controlled Entity	**Principal place of business**	**2016**	**2015**	**2016**	**2015**
Advara Ltd	Australia	100%	0%	0	0

25. Other investments

(a) Joint operations

The Authority holds interests in the following joint operations:

Name of Operation	Principal place of business	Principal Activity	Ownership Interest (%)
Western Australian Satellite Technology and Applications Consortium – X Band Facility (i)	Australia	The operation's use includes acquiring and processing data for weather forecasting, monitoring environmental conditions, and technical research.	42.9%
Western Australian Satellite Technology and Applications Consortium – L Band Facility (ii)	Australia	The operation's use includes facilitating the reception of earth observation data and maintaining an archive of remotely sensed data received from various satellites.	25%

i. The Authority makes annual contributions of $20,000 for the operation and maintenance of the Facility. The Facility is managed by a board under the Agreement that set up the X Band facility.

ii. The Authority makes annual contributions of $10,000 for the operation and maintenance of the Facility. The Facility is managed by a board under the Agreement that set up the L Band facility.

The joint operations are not material and therefore the Authority expenses its annual contributions and does not apply AASB 11 *Joint Arrangements*.

(b) Public Sector Mapping Agency

The Authority has an investment of one ordinary share in Public Sector Mapping Agency (PSMA) Australia Limited, an unlisted public company limited by shares, incorporated under the *Corporations Act 2001*. PSMA has 9 shareholders being the Commonwealth of Australia and each Australian State and Territory Government. Each shareholder holds one fully paid $1 share.

PSMA's primary purpose is the building of national data sets to which all shareholders contribute data at no cost, and its activities are funded from the revenues it receives from data licensing and data supply contracts with third parties. Part of this revenue is distributed back to the shareholders at a rate determined by the Directors of PSMA.

The Authority represents the Government of Western Australia on the Board of PSMA. The Authority owns one fully paid $1 share, but does not have control or significant influence over the financial and operating policy decisions of PSMA.

This investment is measured at cost because there is no active market in which these types of shares are traded. Therefore, fair value cannot be reliably measured.

The distribution (royalties) paid to the Authority in 2015/16 for the 2014/15 financial year was $136,359 (2014/15: $127,564). This revenue is reported in the Statement of Comprehensive Income under 'Sale of land information, data and imagery' and in Note 8 'Sale of land information, data and imagery'.

Notes to the Financial Statements for the year ended 30 June 2016

26. Held to maturity financial assets

	2016 ($'000)	2015 ($'000)
Current		
Term deposits	19,708	55,000
Non-current		
Term deposits	5,000	0
Bonds	7,344	0
Floating rate notes	18,895	0
	31,239	0
Total held to maturity financial assets	**50,947**	**55,000**

27. Amounts receivable for services

Current	5,774	4,072
Non-current	22,465	22,962
Total held to maturity financial assets	**28,239**	**27,034**

This asset represents the non-cash element of service appropriations. It is restricted in that the funds can only be used for asset replacement. See also Note 18 'Service appropriation'.

28. Prepayments

	2016 ($'000)	2015 ($'000)
Information and technology services	1,824	1,876
Other	19	32
	1,843	**1,908**

29. Accrued interest

Interest on operating bank account	70	68
Interest on held to maturity financial assets	423	1,102
	493	**1,170**

30. (a) Property, plant and equipment

Building		
Building under finance lease at fair value (i)	34,400	34,400
Accumulated depreciation	(1,218)	0
	33,182	**34,400**
Land		
Land under finance lease at fair value (i)	8,500	8,500
Land reserves at fair value (ii)	3,725	3,755
	12,225	**12,255**

30. (a) Property, plant and equipment (continued)

	2016 ($'000)	2015 ($'000)
Furniture		
Furniture at cost	116	114
Accumulated depreciation	(90)	(82)
	26	**32**
Plant		
Plant at cost	1,569	1,569
Accumulated depreciation	(393)	(314)
	1,176	**1,255**
Equipment		
Equipment at cost	2,791	2,620
Accumulated depreciation	(1,809)	(1,673)
	982	**947**
Computer equipment		
Computer equipment at cost	10,013	10,725
Accumulated depreciation	(7,985)	(7,993)
	2,028	**2,732**
Leasehold improvements		
Leasehold improvements at cost	14,879	14,649
Accumulated amortisation	(10,241)	(9,130)
	4,638	**5,519**
Works in progress at cost	819	333
	5,457	**5,852**
Total property, plant, and equipment	**55,076**	**57,473**

i. The building and land under finance leases were valued as at 1 July 2015 by the Valuer General. As the valuations were not materially different to the carrying amounts the valuations have not been adopted.

ii. This represents reserves for which the Authority became responsible since 1 July 2008. Before this date the Department of Lands administered these reserves on behalf of the State.

The land reserves were revalued as at 1 July 2015 by the Valuer General. The valuations were performed during the year and recognised at 30 June 2016. The fair values of the land reserves have been determined by reference to recent market transactions.

For information on the land reserves' fair value see Note 31 'Fair value measurements'.

Notes to the Financial Statements for the year ended 30 June 2016

30. (b) Intangible assets

	2016 ($'000)	2015 ($'000)
Service delivery software and related project costs		
At cost	115,035	96,969
Accumulated amortisation	(89,322)	(81,812)
	25,713	**15,157**
Works in progress at cost	12,076	15,351
	37,789	**30,508**

30. (c) Reconciliations

Reconciliations of the carrying amounts of property, plant and equipment, and intangible assets (Service Delivery software) at the start and end of the reporting period are set out below.

2016	Building ($'000)	Land ($'000)	Furniture ($'000)	Plant ($'000)	Works in Progress Plant ($'000)	Equipment ($'000)	Computer Equipment ($'000)	Leasehold Improvements ($'000)	Works in Progress Leasehold Improvements ($'000)	Service Delivery, Software and Project Costs ($'000)	Works in Progress Service Delivery ($'000)	Total ($'000)
Carrying amount at 1 July 2015	34,400	12,255	32	1,255	0	947	2,732	5,519	333	15,157	15,351	87,981
Additions	0	0	2	0	0	204	429	229	819	18,066	14,918	34,667
Transfers (i)	0	0	0	0	0	0	0	0	(229)	0	(18,066)	(18,295)
Disposals	0	0	0	0	0	(3)	(2)	0	0	0	0	(5)
Revaluation increments/ (decrements)	0	(30)	0	0	0	0	0	0	0	0	0	(30)
Depreciation/ amortisation	(1,218)	0	(8)	(79)	0	(169)	(1,156)	(1,110)	0	(7,510)	0	(11,250)
Impairment loss	0	0	0	0	0	0	0	0	(104)	0	(127)	(231)
Adjustments	0	0	0	0	0	3	25	0	0	0	0	28
Carrying amount at 30 June 2016	**33,182**	**12,225**	**26**	**1,176**	**0**	**982**	**2,028**	**4,638**	**819**	**25,713**	**12,076**	**92,865**

i. The Department of Lands is the only agency with the power to sell Crown land. Transfers includes surplus Crown land transferred to the Department of Lands. The Authority accounts for the transfer as a distribution to owner. Includes expenditure transferred out of work in progress to property, plant and equipment, intangible assets, or relevant expenditure accounts.

30. (c) Reconciliations (continued)

Reconciliations of the carrying amounts of property, plant and equipment, and intangible assets (Service Delivery software) at the start and end of the previous reporting period are set out below.

2015	Building ($'000)	Land ($'000)	Furniture ($'000)	Plant ($'000)	Works in Progress Plant ($'000)	Equipment ($'000)	Computer Equipment ($'000)	Leasehold Improvements ($'000)	Works in Progress Leasehold Improvements ($'000)	Service Delivery, Software and Project Costs ($'000)	Works in Progress Service Delivery ($'000)	Total ($'000)
Carrying amount at 1 July 2014	40,716	12,202	40	1,123	214	973	2,564	6,096	495	10,860	12,708	87,991
Additions	0	0	0	214	0	162	1,258	495	344	10,283	12,926	25,682
Transfers (i)	0	0	0	0	(214)	0	0	0	(495)	0	(10,039)	(10,748)
Disposals	0	0	0	0	0	(1)	(2)	0	0	0	0	(3)
Revaluation increments/ (decrements)	(4,924)	53	0	0	0	0	0	0	0	0	0	(4,871)
Depreciation/ amortisation	(1,392)	0	(8)	(81)	0	(177)	(1,075)	(1,072)	0	(5,986)	0	(9,791)
Impairment loss	0	0	0	0	0	0	0	0	0	0	(244)	(244)
Adjustments	0	0	0	(1)	0	(10)	(13)	0	(11)	0	0	(35)
Carrying amount at 30 June 2015	**34,400**	**12,255**	**32**	**1,255**	**0**	**947**	**2,732**	**5,519**	**333**	**15,157**	**15,351**	**87,981**

i. The Department of Lands is the only agency with the power to sell Crown land. Transfers includes surplus Crown land transferred to the Department of Lands. The Authority accounts for the transfer as a distribution to owner. Includes expenditure transferred out of work in progress to property, plant and equipment, intangible assets, or relevant expenditure accounts.

31. Fair value measurements

Land reserves measured at fair value (i):

2016	Level 1 ($'000)	Level 2 ($'000)	Level 3 ($'000)	Fair value at the end of period ($'000)
Opening balance (1 July 2015)	0	257	3,498	3,755
Transfers from Level 2 to Level 3	0	(20)	20	0
Revaluation increments/(decrements) recognised in Other Comprehensive Income	0	5	(35)	(30)
Closing balance (30 June 2016)	**0**	**242**	**3,483**	**3,725**

2015	Level 1 ($'000)	Level 2 ($'000)	Level 3 ($'000)	Fair value at the end of period ($'000)
Opening balance (1 July 2014)	0	283	3,419	3,702
Transfers from Level 2 to Level 3	0	(26)	26	0
Revaluation increments/(decrements) recognised in Other Comprehensive Income	0	0	53	53
Closing balance (30 June 2015)	**0**	**257**	**3,498**	**3,755**

i. For financial instruments revalued at fair value see Note 43 'Financial instruments'.

Valuation process

Land reserves have restrictions placed on their use and disposal due to the land being held to deliver specific community services. Accordingly, the fair value of land reserves is measured as follows:

Level 2

Land reserves designated as 'low restricted use land' (high level utility) are valued using Level 2 valuation inputs. Level 2 fair value is based on market value, using market evidence of sales of comparable unrestricted land less restoration costs to restore the site to a vacant and marketable condition.

Level 3

Land reserves designated as 'high restricted use land' (low level utility) are valued using Level 3 valuation inputs. Fair value is based on comparison with market evidence for land with low level utility. Relevant comparators of land with low level utility are selected by the Valuer General and represent the application of a significant Level 3 input in the valuation methodology. The fair value is sensitive to values of comparator land, with higher values of comparator land correlating with higher estimated fair values for the reserve land.

Notes to the Financial Statements for the year ended 30 June 2016

31. Fair value measurements (continued)

Significant Level 3 inputs used by the Authority are derived and evaluated as follows:

Description	Valuation Technique	Unobservable inputs	Relationship of unobservable inputs to fair value
Land reserves			
Perth and surrounds	Market Approach	Selection of land with similar approximate utility	Higher value of similar land increases estimated fair value
Rest of state	Market Approach		

Description	Fair Value ($'000) 2016	Fair Value ($'000) 2015	Range of unobservable inputs ($ per m²) 2016	Range of unobservable inputs ($ per m²) 2015	Weighted average ($ per m²) 2016	Weighted average ($ per m²) 2015
Land reserves						
Perth and surrounds	2,987	2,987	9.71 to 22.00	9.71 to 22.00	14.89	14.89
Rest of state	496	511	0.02 to 18.00	0.01 to 23.00	0.21	0.23
	3,483	**3,498**				

Reconciliation of the opening and closing balances is provided in Note 30(c).

32. Impairment loss

	2016 ($'000)	2015 ($'000)
Impairment loss recognised in the Statement of Comprehensive Income	231	244

Under AASB 136 *Impairment of Assets*, the Authority has reviewed its assets for impairment including work-in progress items, as at 30 June 2016. The impaired assets were intangible assets (software), recognised in work-in-progress and therefore not yet available for use. It is considered that further development and completion of the software would not generate future economic benefits to the Authority. There were no other indications of impairment of intangible assets or property, plant and equipment at 30 June 2016.

33. Payables

Accrued salaries	0	2,162
Accrued expenses	2,575	1,715
Trade payables	845	232
	3,420	**4,109**

34. Finance lease

	2016 ($'000)	2015 ($'000)
Current		
Finance lease liabilities		
Building	3,364	3,021
Land	146	131
	3,510	**3,152**
Non-current		
Finance lease liabilities		
Building	15,196	19,503
Land	661	848
	15,857	**20,351**

See Note 41 'Commitments' for further information on the finance leases.

35. Provisions

	2015 ($'000)	2014 ($'000)
Current		
Employee benefits provision (i)		
Annual leave (ii)	4,658	4,673
Long service leave (iii)	8,207	9,851
	12,865	14,524
Employee on-costs provision (iv)	731	822
	13,596	**15,346**
Non-current		
Employee benefits provision (i)		
Long service leave (iii)	3,421	3,386
Employee on-costs provision (iv)	194	193
	3,615	**3,579**

i. The provision as at 30 June 2016 includes $1.42m for employer superannuation contributions (2015: $1.55m).

ii. Annual leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the reporting period. However, the following assessments indicate that actual settlement of the liabilities is likely to occur as follows:

Within 12 months of the end of reporting period	3,639	3,809
More than 12 months after the end of reporting period	1,019	768
	4,658	**4,577**

Notes to the Financial Statements for the year ended 30 June 2016

35. Provisions (continued)

iii. Long service leave liabilities have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the reporting period. However, the following assessments indicate that actual settlement of the liabilities is likely to occur as follows:

	2016 ($'000)	2015 ($'000)
Within 12 months of the end of reporting period	2,798	3,240
More than 12 months after the end of reporting period	8,830	9,997
	11,628	**13,237**

iv. The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers compensation insurance. The provision is the present value of expected future payments. The associated expense is at Note 14 'Other expenses'.

Employment on-cost provision		
Carrying amount at start of the reporting period	1,015	1,018
Additional provisions recognised	454	528
Payments/other sacrifices of economic benefits	(544)	(531)
Carrying amount at the end of reporting period	**925**	**1,015**

36. Other current liabilities

	2016 ($'000)	2015 ($'000)
Unearned project revenue	4,056	2,127
Electronic advice of sales administration	1,025	1,173
Payroll tax	419	339
Service revenue received in advance	272	217
Other liabilities	250	463
	6,022	**4,319**

37. Equity

The Government holds the equity interest in the Authority on behalf of the community. Equity represents the residual interest in the net assets of the Authority. The asset revaluation surplus represents that portion of equity resulting from the revaluation of non-current assets.

37. Equity (continued)

	2016 ($'000)	2015 ($'000)
Contributed equity		
Balance at start of period	91,395	88,467
Contributions by owners		
Capital appropriations (i)	0	220
Other contributions by owners		
Royalties for Regions fund - Regional Infrastructure and Headwork Fund (i)	93	3,108
Distributions to owners		
Capital contribution - Royalties for Regions (iii)	0	(400)
Balance at the end of period	**91,488**	**91,395**

i. The amounts received represent funding towards the Western Australian Location Information Strategy. See Note 19 'Royalties for Regions fund'

ii. Transfer of Royalties for Regions capital contribution to the Department of Planning for development of the Location Information Strategy - Regional and Urban Scenario Planning project.

	2016 ($'000)	2015 ($'000)
Reserves - Asset revaluation surplus		
Balance at the start of period	16,706	28,287
Net revaluation increments/(decrements)		
Building under finance lease	0	(4,924)
Land reserves	(30)	53
Recognition of Property Exchange Australia Ltd as an associate (i)	0	(9,585)
Deferred tax asset (ii)	0	2,875
Balance at the end of period	**16,676**	**16,706**

i. See Note 11(a) 'Net gains/(losses) on equity accounted investments' for further details.

ii. See Note 38 'Taxation equivalent' for further details.

Retained earnings		
Balance at the start of period	93,279	78,399
Result for the period	4,361	20,476
Dividend disbursement	(5,120)	(5,596)
Balance at the end of period	**92,520**	**93,279**
Total equity	**200,684**	**201,380**

38. Taxation equivalent

The Authority was included in the National Tax Equivalents Regime (NTER) for the first time on 1 January 2007. The NTER requires the payment of company income tax as if the Authority were a non-government business.

Major components of income tax expense as at 30 June 2016 were:

(a) Income tax expense

	2016 ($'000)	2015 ($'000)
Current income tax		
Current income tax charge	3,350	7,808
Adjustments in respect of previous current income tax	1	(27)
Deferred income tax		
Relating to origination and reversal of temporary differences	(943)	1,574
Benefit from previously unrecognised tax loss used to reduce deferred tax expense	0	16
Total Income tax expense	**2,408**	**9,371**

(b) Numerical reconciliation of income tax expense to prima facie tax payable

Reconciliation of income tax expense/(benefit) applicable to accounting profit before income tax equivalents at the statutory income tax rate to income tax expense at the Authority's effective income tax rate for the periods ended 30 June 2016 and 30 June 2015 are as follows:

	2016 ($'000)	2015 ($'000)
Profit/(loss) before income tax equivalents	6,769	29,847
Tax at the statutory income tax rate of 30%	2,032	8,955
Non-deductible expenses	375	427
Temporary differences not recognised	0	16
Adjustments in respect of previous current income tax	1	(27)
Income tax expense/(benefit)	**2,408**	**9,371**

38. Taxation equivalent (continued)

(c) Deferred income tax

The Authority's Deferred income tax assets and liabilities are attributable to the following:

	Assets		Liabilities		Net	
	2016 ($'000)	2015 ($'000)	2016 ($'000)	2015 ($'000)	2016 ($'000)	2015 ($'000)
Receivables	(25)	(13)	21	20	(4)	7
Held to maturity financial assets	(10)	0	0	0	(10)	0
Equity accounted investments	(135)	0	47	1,278	(88)	1,278
Subsidiary set up costs	(174)	0	0	0	(174)	0
Property, plant and equipment	(1,890)	(2,171)	1,106	1,298	(784)	(873)
Payables	(20)	(61)	0	0	(20)	(61)
Provisions	(5,660)	(6,091)	765	708	(4,895)	(5,383)
Tax (assets) liabilities	**(7,914)**	**(8,336)**	**1,939**	**3,304**	**(5,975)**	**(5,032)**
Set off of tax	1,939	3,304	(1,939)	(3,304)	0	0
Net tax (assets) liabilities	**(5,975)**	**(5,032)**	**0**	**0**	**(5,975)**	**(5,032)**

Movement in temporary differences during the year	Balance 1 July 2015 ($'000)	Recognised in Income ($'000)	Recognised in Equity ($'000)	Balance 30 June 2016 ($'000)
Receivables	7	(11)	0	(4)
Held to maturity financial assets	0	(10)	0	(10)
Equity accounted investments	1,278	(1,366)	0	(88)
Subsidiary set up costs	0	(174)	0	(174)
Property, plant and equipment	(873)	89	0	(784)
Payables	(61)	41	0	(20)
Provisions	(5,383)	488	0	(4,895)
Tax (assets) liabilities	**(5,032)**	**(943)**	**0**	**(5,975)**

39. Notes to the Statement of Cash Flows

(a) Reconciliation of cash

Cash at end of reporting period as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	2016 ($'000)	2015 ($'000)
Cash and cash equivalents (see Note 21(a))	8,847	18,988
Restricted cash and cash equivalents (see Note 21(b))	7	3,106
	8,854	**22,094**

39. Notes to the Statement of Cash Flows (continued)

(b) Reconciliation of profit/(loss) after income tax equivalents to net cash flows provided by/(used in) operating activities

	2016 ($'000)	2015 ($'000)
Profit/(loss) after income tax equivalents	4,361	20,476
Grants and subsidies from State Government (non-operating activity)	(30,103)	(30,544)
Non-cash items:		
Income		
Gain on equity accounted investments	(2,389)	(9,681)
Gain on sale of held to maturity financial assets	(39)	0
Expenses		
Depreciation and amortisation	11,250	9,791
Income tax equivalent expense	2,408	9,371
Share of losses on equity accounted investments	6,944	5,438
Services received free of charge	412	352
Impairment loss	231	244
Amortisation of premium (discount) on bonds and floating rate notes	48	0
Doubtful debts expense	51	3
Loss on disposal of property, plant and equipment	2	3
(Increase)/decrease in assets:		
Inventory	18	1
Receivables (i)	(2,811)	11,028
Prepayments	65	198
Accrued interest	677	(263)
Increase/(decrease) in liabilities:		
Accounts payable (i)	(1,638)	(1,333)
Provisions	(1,714)	41
Other liabilities	1,703	(979)
Net GST receipts / (payments) (ii)	(62)	33
Net cash provided by /(used in) operating activities	**(10,586)**	**14,179**

i. Note that the Australian Taxation Office receivable/payable for GST and the receivable/payable for the sale/purchase of non-current assets are not included in these items as they do not form part of the reconciling items.

ii. This is the net GST paid/received, i.e. cash transactions.

40. Services provided free of charge

During the financial year the Authority provided these agencies with services free of charge in excess of $10,000:

Department of Finance (Office of State Revenue)	11,962	11,694
Water Corporation	4,866	0
Department of Lands	4,975	4,704
The University of Western Australia	1,201	186
Department of Fire and Emergency Services	1,144	1,807
Horizon Power	1,044	1,539

40. Services provided free of charge (continued)

	2016 ($'000)	2015 ($'000)
Department of Aboriginal Affairs	919	976
Western Australia Police Service	829	505
Western Power	802	0
Main Roads Western Australia	713	4,629
Department of Agriculture and Food	537	736
Tourism Western Australia	479	452
Department of Treasury	374	370
Public Transport Authority	311	67
Department of Fisheries	291	531
Department of Parks and Wildlife	236	298
Department of Water	232	929
Department of Education	216	295
LandCorp	192	0
Department of Planning	173	789
Department of Health	174	272
Department of the Attorney General	167	120
Department of Mines and Petroleum	133	368
Department of Education Services	110	40
Southern Ports Authority	110	0
Department of Transport	99	154
Office of the Director of Public Prosecutions	55	52
Department of Environment and Regulation	34	60
Department of the Premier and Cabinet	26	15
Department of Commerce	22	0
Department for Child Protection and Family Support	17	26
Fremantle Ports	13	275
Department of Local Government and Communities	0	138
Western Australian Electoral Commission	0	39
Department of Training and Workforce Development	0	31
Heritage Council of WA	0	24
Office of the Public Advocate	0	10
	32,456	32,131
Services provided free of charge to other agencies which were less than $10,000 per agency:	18	28
Services provided free of charge to organisations other than State government agencies:	5,759	3,995
Total resources provided free of charge	**38,233**	**36,154**

41. Commitments (continued)

Finance lease commitments

	2016 ($'000)	2015 ($'000)
Minimum lease payment commitments in relation to finance leases are payable as follows:		
Within 1 year	5,076	5,076
Later than 1 year and not later than 5 years	18,815	20,305
Later than 5 years	0	5,076
Minimum finance lease payments	23,891	30,457
Less future finance charges	(4,524)	(6,954)
Present value of finance lease liabilities	**19,367**	**23,503**
The present value of finance lease liabilities is payable as follows:		
Within 1 year	4,771	4,771
Later than 1 year and not later than 5 years	14,596	15,580
Later than 5 years	0	3,152
Present value of finance lease liabilities	**19,367**	**23,503**
Included in the financial statements as:		
Current (Note 34 'Finance lease')	3,510	3,152
Non-current (Note 34 'Finance lease')	15,857	20,351
	19,367	**23,503**

The land associated with the building is owned by the Government of Western Australia and is leased to a private sector entity until 14 March 2021. The private sector entity owns the building and has leased it to the Authority until 14 March 2021 after which ownership passes to the Government.

The lease contains an escalation clause under which the lease payments rise by the movement in the Consumer Price Index (CPI) every six months. Any excess of lease payments above the minimum lease payments set at lease inception in September 1993 is deemed contingent rent and is expensed each year. (See Note 17 'Accommodation expenses').

In September 2013, the lease payments (minimum lease payments plus contingent rent) were reset to an equivalent market rent. Any excess of the lease payments above the minimum lease payments set at the lease inception will continue to be accounted for as contingent rent. The new lease payments will then increase by the movement in the CPI every 6 months until the lease expires. Apart from the September 2013 reset of lease payments, the lease has a 'ratchet clause' that prevents the lease payments from falling. In the event of payment default, the remaining lease payments become due and payable. The finance lease does not impose restrictions on the Authority's financial operations such as dividends, debt, or further leasing.

The commitments below are inclusive of GST.

Non-cancellable operating lease commitments

These commitments relate to non-cancellable operating leases contracted for at the end of the reporting period but not recognised as liabilities. These leases include office accommodation, office equipment, and motor vehicles.

	2016 ($'000)	2015 ($'000)
Within 1 year	500	723
Later than 1 year and not later than 5 years	1,028	901
Later than 5 years	118	317
	1,646	**1,941**

41. Commitments (continued)

Capital expenditure commitments

Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:

	2016 ($'000)	2015 ($'000)
Within 1 year	1,832	1,148
Later than 1 year and not later than 5 years	0	0
Later than 5 years	0	0
	1,832	**1,148**

Other expenditure commitments (i)

These expenditure commitments relate to general administration expenses including IT services, software, licensing and maintenance, photographic services, and building maintenance, and are payable as follows:

Within 1 year	29,168	27,872
Later than 1 year and not later than 5 years	32,885	19,116
Later than 5 years	0	0
	62,053	**46,988**

i. During 2016-17 the Authority will transition to a new business model whereby Advara Ltd provides IT services for the Authority at an estimated cost of $95m over 5 years. These costs were not included in 'Other expenditure commitments' as the contracts had not been finalised at time of reporting.

42. Remuneration of members of the accountable authority and senior officers

(a) Remuneration of members of the accountable authority

The number of members of the accountable authority (the Authority's board of management), whose total fees, salaries, superannuation, non-monetary benefits, and other benefits for the financial year that fell within the following bands are:

	2016	2015
0 - 10,000	2	0
10,001 - 20,000	0	0
20,001 - 30,000	1	0
30,001 - 40,000	3	4
40,001 - 50,000	2	1
50,001 - 60,000	0	1
320,001 - 330,000	1*	0
330,001 - 340,000	0	1*
	9	**7**

* Includes the Chief Executive who is a senior officer and a member of the accountable authority

42. Remuneration of members of the accountable authority and senior officers (continued)

Remuneration	2016 ($'000)	2015 ($'000)
Base remuneration and superannuation	514	515
Annual leave and long service leave accruals	5	17
Other benefits	20	19
	539	**551**

Total remuneration includes the superannuation expense incurred by the Authority for members of the accountable authority. No member of the accountable authority is a member of the Pension Scheme.

(b) Remuneration of senior officers of the Authority

The number of senior officers, other than members of the accountable authority, whose total fees, salaries, superannuation, non-monetary benefits, and other benefits for the financial year, that fell within the following bands are:

	2016	2015
0 - 10,000	0	1
190,001 - 200,000	0	2
200,001 - 210,000	0	2
210,001 - 220,000	4	1
220,001 - 230,000	1	0
	5	**6**

Remuneration	2016 ($'000)	2015 ($'000)
Base remuneration and superannuation	987	994
Annual leave and long service leave accruals	48	(34)
Other benefits	57	58
	1,092	**1,018**

Total remuneration includes the superannuation expense incurred by the Authority for senior officers other than those reported as members of the accountable authority. No senior officer is a member of the Pension Scheme.

43. Financial instruments

(a) Financial risk management objectives and policies

Financial instruments held by the Authority are cash and cash equivalents, restricted cash and cash equivalents, receivables, investments, amounts receivable for services, payables, finance lease liabilities, and other current liabilities. The Authority has limited exposure to financial risks. The Authority's overall risk management program focuses on managing the risks identified below.

Credit risk

Credit risk arises when there is the possibility of the Authority's customers defaulting on their contractual obligations resulting in financial loss to the Authority. The maximum exposure to credit risk at the end of the reporting period for each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment as shown in the table at Note 43(c) 'Financial Instruments' and Note 22 'Receivables'.

43. Financial instruments (continued)

The Authority has policies in place to ensure that sales of products and services on credit are only made to customers with appropriate credit histories. In addition, receivable balances are monitored on an ongoing basis with the result that the Authority's exposure to bad debts is minimal. There are no significant concentrations of credit risk.

Overdue customer accounts are regularly reviewed, and credit may be suspended until the account is brought up to date. Where it is economic to do so, the Authority refers large unpaid debts to a debt collection agent for further action, including legal proceedings.

Allowance for impairment of financial assets is calculated based on objective evidence such as observable data indicating changes in client credit ratings. For financial assets that are either past due or impaired, see Note 43(c) 'Financial instruments'.

Liquidity risk
Liquidity risk arises when the Authority is unable to meet its financial obligations as they fall due. The Authority is exposed to liquidity risk through its trading in the normal course of business.

The Authority has appropriate procedures to manage cash flows, including drawdowns of appropriations, by monitoring forecast cash flows to ensure that sufficient funds are available to meet its commitments.

Market risk
Market risk is the risk that changes in market prices such as foreign exchange rates and interest rates will affect the Authority's income or the value of its holdings of financial instruments.

The Authority's trading in foreign currency is minimal. The Authority is exposed to interest rate risk primarily on held to maturity financial assets. There are no borrowings or Treasurer's advance, other than finance leases (fixed interest).

Fair values
All financial assets and liabilities recognised in the Statement of Financial Position, whether carried at cost or fair value, are recognised at amounts that represent a reasonable approximation of fair value unless otherwise stated in the applicable notes.

(b) Classes of financial instruments
The carrying amounts for each of the following classes of financial assets and financial liabilties at the end of the reporting period are:

	2016 ($'000)	2015 ($'000)
Financial assets		
Cash and cash equivalents	8,847	18,988
Restricted cash and cash equivalents	7	3,106
Receivables (i)	18,461	17,791
Held to maturity financial assets	50,947	55,000
Amounts receivables for services	28,239	27,034
	106,501	**121,919**
Financial liabilities		
Payables	3,420	4,109
Finance lease liabilities		
Building	18,560	22,524
Land	807	979
Other current liabilities	6,022	4,319
	28,809	**31,931**

i. Excludes the Goods and Services Tax receivable from the Australian Taxation Office.

43. Financial instruments (continued)

(c) Financial instrument disclosures

Credit risk

This table shows the Authority's maximum exposure to credit risk and the ageing analysis of financial assets. The Authority's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below. The table shows the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information given to senior management of the Authority. The Authority holds collateral (valued at $1.881m) as bank guarantees and cash deposits for some customers to mitigate the risk of these customers being unable to pay their accounts when due.

			Past due but not impaired					
	Carrying Amount ($'000)	Not past due and not impaired ($'000)	Up to 1 month ($'000)	1-3 months ($'000)	3 months to 1 year ($'000)	1-5 years ($'000)	More than 5 years ($'000)	Impaired financial assets ($'000)
2016 Financial assets								
Cash and cash equivalents	8,847	8,847						
Restricted cash and cash equivalents	7	7						
Receivables (a)	18,461	17,787	448	165	57	4	0	0
Held to maturity financial assets	50,947	50,947						
Amounts receivable for services	28,239	28,239						
	106,501	**105,827**	**448**	**165**	**57**	**4**	**0**	**0**
2015 Financial assets								
Cash and cash equivalents	18,988	18,988						
Restricted cash and cash equivalents	3,106	3,106						
Receivables (a)	17,791	17,156	384	235	14	2	0	0
Held to maturity financial assets	55,000	55,000						
Amounts receivable for services	27,034	27,034						
	121,919	**121,284**	**384**	**235**	**14**	**2**	**0**	**0**

a. Excludes the Goods and Services Tax receivable from the Australian Taxation Office.

43. Financial instruments (continued)

Liquidity risk and interest rate exposure

The following table details the Authority's interest rate exposure and the contractual maturity analysis of financial assets and financial liabilities. The maturity analysis section includes interest and principal cash flows. The interest rate exposure section analyses only the carrying amounts of each item.

Interest rate exposure and maturity analysis of financial assets and financial liabilities

			Interest rate exposure				Maturity dates				
2016	Weighted Average Effective Interest Rate %	Carrying Amount ($'000)	Fixed interest rate ($'000)	Variable interest rate ($'000)	Non-Interest bearing ($'000)	Nominal Amount ($'000)	Up to 1 month ($'000)	1-3 months ($'000)	3 months to 1 year ($'000)	1-5 years ($'000)	More than 5 years ($'000)
Financial assets											
Cash and cash equivalents	2.39	8,847	0	8,827	20	8,847	8,847	0	0	0	0
Restricted cash and cash equivalents	2.39	7	0	7	0	7	7	0	0	0	0
Receivables (i)	0	18,461	0	0	18,461	18,461	9,873	0	8,588	0	0
Held to maturity financial assets	3.14	50,947	32,052	18,895	0	50,947	0	0	19,708	31,239	0
Amounts receivable for services	0	28,239	0	0	28,239	28,239	666	1,332	3,776	22,465	0
		106,501	**32,052**	**27,729**	**46,720**	**106,501**	**19,393**	**1,332**	**32,072**	**53,704**	**0**
Financial liabilities											
Payables	0	3,420	0	0	3,420	3,420	3,420	0	0	0	0
Finance lease liabilities											
Buildings	8.46	18,560	18,560	0	0	18,560	268	541	2,554	15,197	0
Land	8.46	807	807	0	0	807	12	24	110	661	0
Other current liabilities	0	6,022	0	0	6,022	6,022	6,022	0	0	0	0
		28,809	**19,367**	**0**	**9,442**	**28,809**	**9,722**	**565**	**2,664**	**15,858**	**0**

i. The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

43. Financial instruments (continued)

Interest rate exposure and maturity analysis of financial assets and financial liabilities

			Interest rate exposure				Maturity dates				
2015	Weighted Average Effective Interest Rate %	Carrying Amount ($'000)	Fixed interest rate ($'000)	Variable interest rate ($'000)	Non-Interest bearing ($'000)	Nominal Amount ($'000)	Up to 1 month ($'000)	1-3 months ($'000)	3 months to 1 year ($'000)	1-5 years ($'000)	More than 5 years ($'000)
Financial assets											
Cash and cash equivalents	3.15	18,988	0	18,968	20	18,988	18,988	0	0	0	0
Restricted cash and cash equivalents	3.15	3,106	0	3,106	0	3,106	3,106	0	0	0	0
Receivables (i)	0	17,791	0	0	17,791	17,791	15,323	0	0	2,468	0
Held to maturity financial assets	3.15	55,000	55,000	0	0	55,000	0	0	55,000	0	0
Amounts receivable for services	0	27,034	0	0	27,034	27,034	450	600	3,022	22,962	0
		121,919	**55,000**	**22,074**	**44,845**	**121,919**	**37,867**	**600**	**58,022**	**25,430**	**0**
Financial liabilities											
Payables	0	4,109	0	0	4,109	4,109	4,109	0	0	0	0
Finance lease liabilities											
Buildings	8.46	22,524	22,524	0	0	22,524	0	1,479	1,542	19,503	0
Land	8.46	979	979	0	0	979	0	64	67	848	0
Other current liabilities	0	4,319	0	0	4,319	4,319	4,319	0	0	0	0
		31,931	**23,503**	**0**	**8,428**	**31,931**	**8,428**	**1,543**	**1,609**	**20,351**	**0**

i. The amount of receivables excludes the GST recoverable from the ATO (statutory receivable).

43. Financial instruments (continued)

Interest rate sensitivity analysis

The table below represents a summary of the interest rate sensitivity of the Authority's variable interest financial assets at the end of the reporting period on the profit/(loss) for the period and equity for a 1% change in interest rates. It is assumed that the change in interest rates is held constant throughout the reporting period.

		-100 basis points After Tax		+100 basis points After Tax	
2016	**Carrying amount ($'000)**	**Profit ($'000)**	**Equity ($'000)**	**Profit ($'000)**	**Equity ($'000)**
Financial Assets					
Cash and cash equivalents	8,827	(62)	(62)	62	62
Restricted cash and cash equivalents	7	0	0	0	0
Held to maturity financial assets (i)	18,895	(132)	(132)	132	132
Total increase / (decrease)	**27,729**	**(194)**	**(194)**	**194**	**194**

i. 'Held to maturity financial assets' comprise term deposits, bonds, and floating rate notes. Term deposits and bonds are excluded as they have fixed interest rates; floating rate notes are included as their interest rates adjust to market conditions. See Note 26 'Held to maturity financial assets'.

2015					
Financial Assets					
Cash and cash equivalents	18,968	(133)	(133)	133	133
Restricted cash and cash equivalents	3,106	(22)	(22)	22	22
Total increase / (decrease)	**22,074**	**(155)**	**(155)**	**155**	**155**

Fair value hierarchy

The Authority uses the following hierarchy for determining and disclosing the fair value of financial instruments (held to maturity financial assets):

i. Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date

ii. Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

iii. Level 3 - Unobservable inputs for the asset or liability

The following table shows the Authority's financial assets according to the valuation hierarchy:

2016	**Level 1 ($'000)**	**Level 2 ($'000)**	**Level 3 ($'000)**	**Market value ($'000)**	**Nominal value ($'000)**
Held to maturity financial assets					
Term deposits	0	25,184	0	25,184	24,708
Bonds	7,516	0	0	7,516	7,344
Floating rate notes	0	19,015	0	19,015	18,895
Total	**7,516**	**44,199**	**0**	**51,715**	**50,947**

2015					
Held to maturity financial assets					
Term deposits (i)	0	55,000	0	55,000	55,000
Total	**0**	**55,000**	**0**	**55,000**	**55,000**

i. In 2014/15 these investments were reported as 'Cash and cash equivalents' and in 2015/16 were reclassified as 'Held to maturity financial assets' for comparative purposes.

43. Financial instruments (continued)

Valuation process
There were no changes in valuation technique during the period.

Transfers into and out of fair value level are recognised at the end of the reporting period. Transfers between the three hierarchy levels are determined according to the criteria for each of the three levels.

44. Contingent liabilities and contingent assets

Contingent liabilities
In addition to the liabilities incorporated in the financial statements, the Authority has these contingent liabilities:

i. The Authority has pending or potential litigation that may affect the financial position by an estimated $1.288m.

ii. Following the decision of the Federal Court of Australia in Copyright Agency Limited v State of New South Wales [2007] FCAFC 80 (5 June 2007) and the decision of the High Court of Australia in Copyright Agency Limited v State of New South Wales [2008] HCA 35 (6 August 2008) there is potential for Copyright Agency Limited and/or individual surveyors to claim against the State of Western Australia or the Authority or both in respect of:

   a. copying surveyors' plans for public use; and

   b. the Authority's use of plans to create products and services.

   Litigation has currently ceased and Copyright Agency Limited is negotiating with the States the rate of payment to be made for publication of surveyors' plans. This may include an amount for retrospectivity which is unquantified.

No contingent liabilities exist in regards to the Authority's subsidiary or Joint Ventures.

Contingent assets
In addition to the assets incorporated in the financial statements, the Authority has one contingent asset relating to a counterclaim reported in (i) above for the value of $1.625m.

No contingent assets exist in regards to the Authority's subsidiary or Joint Ventures.

45. Intellectual property

The Authority's intellectual property consists of software, data, records created and processes developed by the Authority as a result of its activity and transactions, publications, products, trade marks, and know-how in the categories listed below. At the end of the reporting period the intellectual property cannot be reliably measured and accordingly has not been recognised as an asset in the financial statements. Also AASB 138 *Intangible Assets* does not allow internally generated brands, mastheads, publishing titles, customer lists, and items similar in substance to be recognised as assets in the financial statements:

1. *Aerial Photography*
   A collection of images and mosaics of Western Australia collected from 1948 and associated products.

2. *Spatial Cadastral Database*
   Includes information about land parcel boundaries (including freehold and crown lots), lodged cadastral boundaries, control marks, easements, surveyed mining tenements, and administrative boundaries.

3. *Geodetic Survey Marks Database*
   Information and metadata about the State's geodetic survey marks including three dimensional coordinates that provide the common geographic reference framework for the State's spatial data sets.

45. Intellectual property (continued)

4. *GEONOMA Database*
   Place, feature and road name information for Western Australia, including position, origin, meaning and classification of names.

5. *Authority's Branding and Ownership*
   Various registered trade marks, business names, internet domain names, unregistered trade mark rights, and associated collateral and copyright including logos, designs, etc.

6. *Mapping Products*
   Copyright, design, artwork, and 'know how' related to mapping products and publications (digital and analogue, including internet design).

7. *Application and Web Services*
   Copyright in the software code for various application and web services and the associated documents and process maps used for their specification and description (including for such key applications as SmartPlan, SmartRegister, and New Land Registry).

8. *Tenure*
   * Tenure Systems - systems containing descriptions of how land is held, e.g. freehold or reserve.
   * Title and Document Images and hardcopy - digital and historical hard copies of titles, surveys, and documents that are held in a central location.

9. *Topographic Database/Geodatabase*
   Repository of all geographic land information stored in terms of relief, cultural, transport, road centreline, hydrography, costlines, and points of interest.

10. *Satellite Imagery*
    Digital datasets of satellite value-added images maintained in a catalogue archive.

11. *Native Title Database*
    Spatial data depicting external boundaries of Native Title Applications and Indigenous Land Use Agreements.

12. *Thematic Databases*
    Data fundamentally used in the preparation of thematic mapping products.

13. *Land and Property Improvements Database*
    A repository that contains a description of the physical characteristics of land and improvements to land.

14. *Land Valuations Database*
    A database of current and previous values determined by the Valuer General.

15. *Property Sales and Rentals Database*
    A repository of historical sales and rental information integrated with land and property descriptions.

16. *Computer Assisted Valuation Methodology*
    A suite of integrated software that assists with the mass appraisal of values.

17. *Work Management System Database*
    A suite of software that provides the recording and allocation of human resources across services.

18. *Property/Valuation GIS*
    Integrated spatial and textual data displayed via a customised suite of software.

19. *Customer Information*
    A collection of lists and databases that make up the Authority's information, location data, commercial activity, and interactions, including information generated for the purposes of Customer Relationship Management.

45. Intellectual property (continued)

20. *TRIM Database*
    A register of the Authority's hard copy records, and storage of digital copies of surveys and related documents.

21. *Property Street Address Database*
    A database of current property street address details and geocodes of all property in Western Australia.

22. *Soil Grade Classification Sketches*
    Analogue Soil Classification Sketches for agricultural land throughout Western Australia used for rating valuations.

23. *Algorithms and Techniques*
    Confidential customised and novel algorithms and techniques for work processes, assessments, and analysis to generate, depict, and manipulate land and auxiliary information, digital geographic information, valuation and property information (including such tools and methodology to automate the thematic presentation of data and generate 3D modelling).

24. *The Innovation Forum Database*
    The Innovation Forum database of material (text and drawings) around opportunities or issues related to the location information domain and associated markets.

25. *Licences*
    Copyright in the compilation and design or a suite of licences to disseminate the Authority's products and services, including the license framework and 'Find a License' decision tree.

26. *Publications*
    Copyright in the imagery, design, and compilation of the Authority's key documentation, including its reports, policies, frameworks, guidelines, manuals, and application forms.

27. *Marketing material*
    Includes the copyright in marketing created photography, imagery, newsletters, videos, presentations, and website (including all code, design, and content).

28. *Training*
    Copyright in developed modules and training presentations.

29. *State Capture and Advice Register (SCAR)*
    An application to manage the Capture WA program.

30. *Shared Land Information Platform (SLIP)*
    Software, applications (DUET and WFS Translator), custom scripts, data dictionaries, and custodian instruction manuals.

31. *Provisional Patent Application for a System and Method for Multi-Tenanted Land Tenure Registration*
    Software, system design, and methodologies for a cloud based multi-tenanted land registration platform.

32. *Location Information Product Suite*
    Copyright, design, artwork, and 'know how' related to the creation and dissemination of products or services that combine a number of Authority and non-Authority databases and location information together (including such products as the Property Interest Report).

46. Events occurring after the end of the reporting period

The Authority's subsidiary, Advara Ltd (See Note 24 'Subsidiary'), issued 2m ordinary shares to Adecco Holdings Pty Ltd for $2 million on 18 August 2016 causing the Authority's shareholding to reduce from 100% to 78%, with 22% being held by Adecco. Advara continues to be a subsidiary of the Authority and will begin trading during 2016/17. Accordingly, the Authority will present consolidated financial statements for the 2016/17 financial year.

Notes to the Financial Statements for the year ended 30 June 2016

47. Remuneration of auditor

	2016 ($'000)	2015 ($'000)
Remuneration payable to the Auditor General for the current financial year audit	**164**	**160**

48. Affiliated body

Resources provided to Land Surveyors' Licensing Board:		
Administrative support	153	161
Grant	24	14
	177	**175**

The Land Surveyors' Licensing Board is an affiliated body as it received more than half of its resources from the Authority but is not subject to the Authority's operational control. The Board reports separately to Parliament.

49. Supplementary financial information

	2016 ($'000)	2015 ($'000)
(a) Write offs		
Bad debts and public property written off by the Accountable Authority	10	49
(b) Losses through theft, defaults and other causes		
Losses of public monies and public and other property through theft or default	0	4
Amount recovered	0	(1)
	0	**3**
(c) Gifts of public property		
Gifts of public property provided by the Authority	**3**	**2**

Notes to the Financial Statements for the year ended 30 June 2016

50. Special purpose accounts

Special Purpose Accounts under section 16(1)(c) of *Financial Management Act 2006.*

Payroll deductions

The purpose of the special purpose account is to hold income tax instalments deducted from salaries of Authority employees pending payment to the Australian Taxation Office.

	2016 ($'000)	2015 ($'000)
Balance at the start of the year	0	0
Receipts	17,884	17,106
Payments	(17,884)	(17,106)
Balance at the end of the year	**0**	**0**

51. Indian Ocean Territories Service Delivery Arrangement

The cost of providing services to the Indian Ocean Territories is recouped from the Commonwealth Government.

Balance at the start of the year	83	61
Receipts	135	136
Payments	(86)	(114)
Balance at the end of the year	**132**	**83**

52. Explanatory statement

This statement sets out details of significant variances between the Authority's original budget and actual results for 2016 and between the actual results for 2015 and 2016. Significant variances are defined as those greater than 5% and the lower of $25 million or 2% of Total Expenses (Statement of Comprehensive Income and Statement of Cash Flows) [2015 Actual: $2.858m] or 2% of Total Assets (Statement of Financial Position) [2015 Actual: $5.045m].

(a) Statement of Comprehensive Income

	Note	Original Budget 2016 ($'000)	Actual 2016 ($'000)	Actual 2015 ($'000)	Variance: Original budget to 2016 actual ($'000)	Variance: Actual 2015 to actual 2016 ($'000)
Income						
Revenue						
Provision of services	1	129,667	114,942	120,587	(14,725)	(5,645)
Sale of land information, data and imagery		10,069	8,750	8,004	(1,319)	746
Interest revenue		2,574	2,243	2,919	(331)	(676)
Other revenue		2,005	1,123	1,022	(882)	101
Gains						
Gain on equity accounted investments	A	0	2,389	9,681	2,389	(7,292)
Gain on financial assets		0	39	0	39	39
Total income		**144,315**	**129,486**	**142,213**	**(14,829)**	**(12,727)**

52. Explanatory statement (continued)

(a) Statement of Comprehensive Income (continued)

	Note	Original Budget 2016 ($'000)	Actual 2016 ($'000)	Actual 2015 ($'000)	Variance: Original budget to 2016 actual ($'000)	Variance: Actual 2015 to actual 2016 ($'000)
Expenses						
Employee benefits expense	B	84,562	86,536	81,073	1,974	5,463
Supplies and services	2,C	41,229	32,240	29,304	(8,989)	2,936
Other expenses		9,039	9,713	10,445	674	(732)
Depreciation and amortisation expense	3	14,221	11,250	9,791	(2,971)	1,459
Finance costs		1,857	1,847	2,104	(10)	(257)
Accommodation expenses		5,300	4,057	4,508	(1,243)	(451)
Impairment loss		0	231	244	231	(13)
Share of losses on equity accounted investments	4	945	6,944	5,438	5,999	1,506
Loss on disposal of property, plant and equipment		0	2	3	2	(1)
Total expenses		**157,153**	**152,820**	**142,910**	**(4,333)**	**9,910**
Profit/(loss) before grants and subsidies from State Government		**(12,838)**	**(23,334)**	**(697)**	**(10,496)**	**(22,637)**
Grants and subsidies from State Government						
Service appropriation		29,544	29,579	30,076	35	(497)
Royalties for Regions fund		112	112	116	0	(4)
Services received free of charge		680	412	352	(268)	60
Total grants and subsidies from State Government		**30,336**	**30,103**	**30,544**	**(233)**	**(441)**
Profit/(loss) before income tax equivalent (expense)/benefit		**17,498**	**6,769**	**29,847**	**(10,729)**	**(23,078)**
Income tax equivalent (expense)/benefit	**D**	**(5,249)**	**(2,408)**	**(9,371)**	**2,841**	**6,963**
Profit/(loss) for the period	**5, E**	**12,249**	**4,361**	**20,476**	**(7,888)**	**(16,115)**

52. Explanatory statement (continued)

(a) Statement of Comprehensive Income (continued)

	Note	Original Budget 2016 ($'000)	Actual 2016 ($'000)	Actual 2015 ($'000)	Variance: Original budget to 2016 actual ($'000)	Variance: Actual 2015 to actual 2016 ($'000)
Other comprehensive income						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus	F	0	(30)	(4,871)	(30)	4,841
		0	**(30)**	**(4,871)**	**(30)**	**4,841**
Items that will be reclassified subsequently to profit or loss						
Available-for-sale financial assets:						
Reclassification adjustment transferred to income statement	G	0	0	(9,585)	0	9,585
Income tax on reclassification	H	0	0	2,875	0	(2,875)
		0	**0**	**(6,710)**	**0**	**6,710**
Total other comprehensive income		**0**	**(30)**	**(11,581)**	**(30)**	**11,551**
Total comprehensive income for the period		**12,249**	**4,331**	**8,895**	**(7,918)**	**(4,564)**

(b) Statement of Financial Position

	Note	Original Budget 2016 ($'000)	Actual 2016 ($'000)	Actual 2015 ($'000)	Variance: Original budget to 2016 actual ($'000)	Variance: Actual 2015 to actual 2016 ($'000)
Assets						
Current Assets						
Cash and cash equivalents	6, I	68,138	8,847	18,988	(59,291)	(10,141)
Restricted cash and cash equivalents		20	7	3,106	(13)	(3,099)
Receivables		22,870	19,361	16,264	(3,509)	3,097
Held to maturity financial assets	7, J	0	19,708	55,000	19,708	(35,292)
Amounts receivable for services		5,705	5,774	4,072	69	1,702
Prepayments		2,218	1,843	1,908	(375)	(65)
Accrued interest		907	493	1,170	(414)	(677)
Inventories - maps		20	0	18	(20)	(18)
Total current assets		**99,878**	**56,033**	**100,526**	**(43,845)**	**(44,493)**

52. Explanatory statement (continued)

(b) Statement of Financial Position (continued)

	Note	Original Budget 2016 ($'000)	Actual 2016 ($'000)	Actual 2015 ($'000)	Variance: Original budget to 2016 actual ($'000)	Variance: Actual 2015 to actual 2016 ($'000)
Non-Current Assets						
Receivables		0	0	2,468	0	(2,468)
Held to maturity financial assets	7, J	0	31,239	0	31,239	31,239
Amounts receivable for services		22,534	22,465	22,962	(69)	(497)
Equity accounted investments	8, K	32,491	38,759	33,267	6,268	5,492
Property, plant and equipment	9	70,885	55,076	57,473	(15,809)	(2,397)
Intangible assets	L	36,375	37,789	30,508	1,414	7,281
Deferred tax assets		5,582	5,975	5,032	393	943
Total non-current assets		**167,867**	**191,303**	**151,710**	**23,436**	**39,593**
Total assets		**267,745**	**247,336**	**252,236**	**(20,409)**	**(4,900)**

	Note	Original Budget 2016 ($'000)	Actual 2016 ($'000)	Actual 2015 ($'000)	Variance: Original budget to 2016 actual ($'000)	Variance: Actual 2015 to actual 2016 ($'000)
Liabilities						
Current Liabilities						
Payables		3,766	3,420	4,109	(346)	(689)
Current tax liabilities		5,532	632	0	(4,900)	632
Finance lease		3,425	3,510	3,152	85	358
Provisions		12,023	13,596	15,346	1,573	(1,750)
Other current liabilities		5,255	6,022	4,319	767	1,703
Total current liabilities		**30,001**	**27,180**	**26,926**	**(2,821)**	**254**
Non-Current Liabilities						
Finance lease		16,926	15,857	20,351	(1,069)	(4,494)
Provisions		4,082	3,615	3,579	(467)	36
Total non-current liabilities		**21,008**	**19,472**	**23,930**	**(1,536)**	**(4,458)**
Total liabilities		**51,009**	**46,652**	**50,856**	**(4,357)**	**(4,204)**
Net assets		**216,736**	**200,684**	**201,380**	**(16,052)**	**(696)**

52. Explanatory statement (continued)

(b) Statement of Financial Position (continued)

	Note	Original Budget 2016 ($'000)	Actual 2016 ($'000)	Actual 2015 ($'000)	Variance: Original budget to 2016 actual ($'000)	Variance: Actual 2015 to actual 2016 ($'000)
Equity						
Contributed equity		91,089	91,488	91,395	399	93
Reserves	10	27,106	16,676	16,706	(10,430)	(30)
Retained earnings	11	98,541	92,520	93,279	(6,021)	(759)
Total equity		**216,736**	**200,684**	**201,380**	**(16,052)**	**(696)**

(c) Statement of Cash Flows

	Note	Original Budget 2016 ($'000)	Actual 2016 ($'000)	Actual 2015 ($'000)	Variance: Original budget to 2016 actual ($'000)	Variance: Actual 2015 to actual 2016 ($'000)
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash Flows from operating activities						
Receipts						
Provision of services	12, M	120,747	112,271	130,388	(8,476)	(18,117)
Sale of land information, data, and imagery		10,069	8,827	8,184	(1,242)	643
Interest received		2,574	2,967	2,656	393	311
GST receipts on sales		2,134	1,356	1,376	(778)	(20)
GST receipts from Australian Taxation Office		4,978	4,454	3,958	(524)	496
Other receipts		2,859	2,832	556	(27)	2,276

52. Explanatory statement (continued)

(c) Statement of Cash Flows (continued)

	Note	Original Budget 2016 ($'000)	Actual 2016 ($'000)	Actual 2015 ($'000)	Variance: Original budget to 2016 actual ($'000)	Variance: Actual 2015 to actual 2016 ($'000)
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Payments						
Employee benefits	N	(88,304)	(90,022)	(80,165)	(1,718)	(9,857)
Supplies and services	13	(41,046)	(31,844)	(30,089)	9,202	(1,755)
Other expenses		(8,505)	(9,335)	(10,257)	(830)	922
Accommodation		(5,300)	(4,253)	(4,563)	1,047	310
Finance costs		(1,857)	(1,925)	(2,175)	(68)	250
GST payments on purchases		(7,112)	(5,914)	(5,690)	1,198	(224)
Net cash provided by/ (used in) operating activities		**(8,763)**	**(10,586)**	**14,179**	**(1,823)**	**(24,765)**
Cash Flows from investing activities						
Receipts						
Proceeds from sale of property, plant and equipment		0	3	0	3	3
Proceeds from sale of held to maturity financial assets	14, O	0	78,957	65,000	78,957	13,957
Payments						
Purchase of property, plant and equipment and intangible assets	15	(20,295)	(16,403)	(14,922)	3,892	(1,481)
Purchase of held to maturity financial assets	16, P	0	(74,937)	(55,000)	(74,937)	(19,937)
Purchase of additional shares in associate	17, Q	0	(10,047)	(6,374)	(10,047)	(3,673)
Net cash provided by / (used in) investing activities		**(20,295)**	**(22,427)**	**(11,296)**	**(2,132)**	**(11,131)**
Cash flows from financing activities						
Payments						
Finance lease payments		(3,152)	(3,152)	(2,901)	0	(251)
Net cash provided by/ (used in) financing activities		**(3,152)**	**(3,152)**	**(2,901)**	**0**	**(251)**

52. Explanatory statement (continued)

(c) Statement of Cash Flows (continued)

	Note	Original Budget 2016 ($'000)	Actual 2016 ($'000)	Actual 2015 ($'000)	Variance: Original budget to 2016 actual ($'000)	Variance: Actual 2015 to actual 2016 ($'000)
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash Flows from State Government						
Service appropriations		24,267	24,302	25,254	35	(952)
Royalties for Regions funds	R	1,954	205	3,224	(1,749)	(3,019)
Drawdowns from amounts receivable for services		4,072	4,072	4,386	0	(314)
Capital appropriations		0	0	220	0	(220)
Income tax equivalents						
payments	18, S	(6,385)	(2,719)	(15,635)	3,666	12,916
refund for previous year		0	2,185	0	2,185	2,185
Dividends paid		(4,496)	(5,120)	(5,596)	(624)	476
Net cash transferred to other agencies		(1,842)	0	(400)	1,842	400
Net cash provided by State Government		**17,570**	**22,925**	**11,453**	**5,355**	**11,472**
Net increase/(decrease) in cash and cash equivalents		(14,640)	(13,240)	11,435	1,400	(24,675)
Cash and cash equivalents at start of period		82,798	22,094	10,659	(60,704)	11,435
Cash and Cash Equivalents at the end of the Period		**68,158**	**8,854**	**22,094**	**(59,304)**	**(13,240)**

52. Explanatory statement (continued)

(d) Footnotes

(i) Variances between original budget and actual

Statement of Comprehensive Income for the year ended 30 June 2016

1. *Provision of services*
   Provision of services revenue was lower than budget as the softening of the Western Australian economy caused lower than expected land titles management activity.

2. *Supplies and services*
   Supplies and services were less than budget due to tight management of expenditure during 2016 in response to the reduced land titles management revenue.

3. *Depreciation and amortisation expense*
   Depreciation and amortisation expense was lower than budget due to some projects not being completed as planned during 2016 and several major assets reaching the end of their useful lives.

4. *Share of losses on equity accounted investments*
   The 'Share of losses on equity accounted investments' was higher than budget due to the Authority's share of the PEXA Ltd's losses being higher than expected. PEXA Ltd's losses resulted from a slower than planned takeup of electronic conveyancing by the property industry.

5. *Profit/(loss) for the period*
   The profit for the period was under budget due to lower than forecast property market activity. Although expenditure was tightly managed during the year, there was a greater fall in revenue from property market activities and also a higher than expected 'share of losses on equity accounted investments'.

Statement of Financial Position as at 30 June 2016

6. *Cash and cash equivalents*
   Cash and cash equivalents were lower than budget due to reclassifying investments from 'Cash and cash equivalents' to 'Held to maturity financial assets' during the year (current and non-current). Budgeted 'Cash and cash equivalents' were higher than the total of actual 'Cash and cash equivalents' and 'Held to maturity financial assets' (current and non-current) mainly due to buying additional shares in PEXA Ltd ($10m).

7. *Held to maturity financial assets (current and non-current)*
   Held to maturity financial assets (current and non-current) were higher than budget as a result of the reclassification from 'cash and cash equivalents' to 'held to maturity financial assets' which arose after the budget was set. See Notes 21 'Cash and cash equivalents' and 26 'Held to maturity financial assets'.

8. *Equity accounted investments*
   Due to buying additional shares in PEXA Ltd during 2016, which arose after the budget was set, 'Equity accounted investments' were higher than budget. See Note 23 'Equity accounted investments'.

9. *Property, plant and equipment*
   Property, plant and equipment was under budget mainly due to the 'Midland land and building held under a finance lease' not increasing in value as expected. The land and building was revalued downwards in June 2015 and this reduction in asset value happended after the 2016 budget was set. See Note 30(a) 'Property, plant and equipment'.

10. *Reserves*
    When framing the 2016 budget, it was anticipated that the value of the 'Midland land and building held under a finance lease' would rise in 2016, which would have increased the Reserves. Instead, the Midland land and building were not revalued in 2016 but there was a small revaluation decrement for land reserves. See Note 31 'Fair value measurements'.

52. Explanatory statement (continued)

11. *Retained earnings*
Retained earnings were under budget because of lower than forecast profit, which in turn resulted from subdued property market activity.

Statement of Cash Flows for the year ended 30 June 2016

12. *Provision of services*
Provision of services receipts were under budget due to the softening of the Western Australian economy and subdued property market activity, which resulted in lower than expected land titles management activity.

13. *Supplies and services*
Supplies and services payments were less than budget due to the tight management of expenditure during 2016 to counteract the impact of the subdued demand experienced in land titles management services.

14. *Proceeds from the sale of held to maturity financial assets*
Investments were reclassified from 'Cash and cash equivalents' to 'Held to maturity financial assets' during 2016. Proceeds from the sale of held to maturity financial assets were higher than budget as the budget was set before the reclassification.

15. *Purchase of property, plant and equipment and intangible assets*
The 'Purchase of property, plant and equipment and intangible assets' was lower than budget because some components of the asset investment program, previously intended to be classified as assets, were expensed in compliance with Australian Accounting Standards, together with slower than expected progress in program initiatives.

16. *Purchase of held to maturity financial assets*
Purchase of held to maturity financial assets was higher than budget due to the reclassification of investments from 'Cash and cash equivalents' to 'Held to maturity financial assets', which arose after the budget was set. See Notes 21 'Cash and cash equivalents' and 26 'Held to maturity financial assets'.

17. *Purchase of additional shares in associate*
The 'Purchase of additional shares in associate' was higher than budget due to the Authority buying $10m of additional shares in PEXA Ltd during 2016, which arose after the budget was set. See Note 23 'Equity accounted investments'.

18. *Income tax equivalents - payments*
Income tax equivalents payments were under budget as a result of the lower than planned profit for the period, which resulted mainly from the subdued demand for land titles management services.

(ii) Variances between actual results for 2016 and 2015

Statement of Comprehensive Income for the year ended 30 June 2016

A. *Gain on equity accounted investments*
The 'Gain on equity accounted investments' was lower than last year's result due to a one-off reclassification adjustment in 2015 of the Authority's equity interest in PEXA Ltd. In 2016 the gain relates to a prior year adjustment and a gain on dilution of the investment following the purchase of additional PEXA Ltd shares by third parties. See Note 23(a) 'Equity accounted investments'.

B. *Employee benefits expense*
Employee benefits expense was higher than 2015 due to severance payments made during 2016 as the Authority moves to a new business model as part of its reform program.

C. *Supplies and Services*
Supplies and services expense was higher than 2015 due to higher contingency costs from implementing the new business model, part of the Authority's internal reform program, and an increase in aerial photography production costs to meet a request for an enlarged aerial capture program.

D. *Income tax equivalent (expense)/benefit*
Income tax equivalent expense was lower than 2015 as a consequence of the lower taxable profit due to subdued demand for land titles management services.

52. Explanatory statement (continued)

E. Profit/(loss) for the period

The profit for 2016 was lower than 2015 as, although expenditure was tightly managed during the year, there was a greater fall in revenue from land titles management services from the softening of the Western Australian economy and the subdued property market.

F. Changes in asset revaluation surplus

Changes in asset revaluation surplus was lower than the previous year as a result of the revaluation of the Midland building in June 2015. The reduction in building value in 2015 was consistent with the decline in market rental rates generally. In 2016 the building was not revalued but there was a small decline in the value of the Authority's land reserves. See Note 31 'Fair value measurements'.

G. Reclassification adjustment transferred to income statement

The 'Reclassification adjustment transferred to income statement' in 2015 was a one-off reclassification of the Authority's equity interest in PEXA Ltd from a financial instrument to an associate. See Note 23(a) 'Equity accounted investments'.

H. Income tax on reclassification

Income tax on reclassification in 2015 relates to the income tax implications of the one-off reclassification adjustment of the Authority's equity interest in PEXA Ltd to an associate.

Statement of Financial Position as at 30 June 2016

I. Cash and cash equivalents

Cash and cash equivalents was lower than 2015 due to the payment of severances during 2016 as the Authority moves to a new business model as part of its reform program and the purchase of additional shares in PEXA Ltd. Also, the Authority is maintaining a lower operating cash balance to allow more cash to be invested in held to maturity investments.

J. Held to maturity financial assets (current and non-current)

For 'Held to maturity financial assets' (current and non-current), the current category is lower and the non-current category is higher than 2015 due to the Authority moving its investments to longer-term maturity dates. Hence, there was a movement in investments from current into the non-current category.

K. Equity accounted investments

Equity accounted investments were higher than 2015 as the Authority bought additional shares in PEXA Ltd during 2016. See Note 23 'Equity accounted investments'.

L. Intangible assets

Intangible assets were higher in 2016 as a result of costs associated with implementing the Authority's strategic reform programs which has resulted in greater expenditure on service delivery software.

Statement of Cash Flows for the year ended 30 June 2016

M. Provision of services

Receipts from the 'Provision of services' were lower than 2015 due to the softer Western Australian economy and the subdued property market sentiment resulting in a decline in land titles management services.

N. Employee Benefits

Payment for employee benefits was higher than 2015 due to the payment of severances during 2016 as the Authority implements a new business model as part of its internal reform program.

O. Proceeds from sale of held to maturity financial assets

The 'Proceeds from sale of held to maturity financial assets' were greater than 2015 due to the high turnover of the 'Held to maturity financial assets' as all cash investments at 30 June 2015 ($55m) plus new cash investments ($20m) made early in 2016 matured during 2016. Also, in June 2016 the Authority sold a bond ($4m) to help fund the purchase of shares in PEXA Ltd. See Note P below and Note 26 'Held to maturity financial assets'.

52. Explanatory statement (continued)

P. Purchase of held to maturity financial assets

The 'Purchase of held to maturity financial assets' was higher than 2015 because the Authority's 'Held to maturity financial assets' at 30 June 2015 ($55m) matured during 2016 and were reinvested. There was also new cash investments ($20m) in 2016. These funds have been invested into term deposits, bonds and floating rate notes. See Note O above and Note 26 'Held to maturity financial assets'.

Q. Purchase of additional shares in associate

The 'Purchase of additional shares in associate' was higher than 2015 due to the higher value of shares offered at the 2016 tertiary share raising by PEXA Ltd. See Note 23 'Equity accounted investments'.

R. Royalties for Regions fund

Revenue received from the 'Royalties for Regions fund' was lower than 2015 as a result of the completion of the Strategic Enablers initiative of the Location Information Strategy program during 2016, for which most funds were received in 2015, and delays in progressing some components of the Regional and Urban Scenario Planning initiative of the program.

S. Income tax equivalents - payments

Income tax equivalents payments were lower than 2015 due to the lower than expected profit, which mainly resulted from the subdued demand for land titles management services.

53. Schedule of income and expenses by service

Service	Land Information		Valuations		Access to Government Location Information		Total	
	2016 ($'000)	2015 ($'000)	2016 ($'000)	2015 ($'000)	2016 ($'000)	2015 ($'000)	2016 ($'000)	2015 ($'000)
Income								
Revenue								
Provision of services	97,095	106,336	17,847	14,251	0	0	114,942	120,587
Sale of land information, data and imagery	8,684	7,942	66	62	0	0	8,750	8,004
Interest revenue	1,689	2,539	446	263	108	117	2,243	2,919
Other revenue	721	869	0	0	402	153	1,123	1,022
Gains								
Gain on equity accounted investments	2,389	9,681	0	0	0	0	2,389	9,681
Gain on financial assets	29	0	8	0	2	0	39	0
Total income	**110,607**	**127,367**	**18,367**	**14,576**	**512**	**270**	**129,486**	**142,213**
Expenses								
Employee benefits expense	61,254	59,951	22,772	18,575	2,510	2,547	86,536	81,073
Supplies and services	25,290	22,334	3,711	3,697	3,239	3,273	32,240	29,304
Other expenses	7,670	8,424	1,815	1,699	228	322	9,713	10,445
Depreciation and amortisation expense	9,004	8,304	967	934	1,279	553	11,250	9,791
Finance costs	1,431	1,678	380	390	36	36	1,847	2,104
Accommodation expenses	3,096	3,547	897	899	64	62	4,057	4,508
Impairment loss	200	152	18	9	13	83	231	244
Share of losses on equity accounted investments	6,944	5,438	0	0	0	0	6,944	5,438
Loss on disposal of non-current assets	2	3	0	0	0	0	2	3
Total expenses	**114,891**	**109,831**	**30,560**	**26,203**	**7,369**	**6,876**	**152,820**	**142,910**

53. Schedule of income and expenses by service (continued)

Service	Land Information		Valuations		Access to Government Location Information		Total	
	2016 ($'000)	2015 ($'000)	2016 ($'000)	2015 ($'000)	2016 ($'000)	2015 ($'000)	2016 ($'000)	2015 ($'000)
Profit/(loss) before grants and subsidies from State Government	**(4,284)**	**17,536**	**(12,193)**	**(11,627)**	**(6,857)**	**(6,606)**	**(23,334)**	**(697)**
Grants and subsidies from State Government								
Service appropriation	9,201	7,627	13,636	15,966	6,742	6,483	29,579	30,076
Royalties for Regions Fund	0	0	0	0	112	116	112	116
Services received free of charge	313	280	96	65	3	7	412	352
Total grants and subsidies from State Government	**9,514**	**7,907**	**13,732**	**16,031**	**6,857**	**6,606**	**30,103**	**30,544**
Profit/(loss) before income tax equivalent (expense)/ benefit	**5,230**	**25,443**	**1,539**	**4,404**	**0**	**0**	**6,769**	**29,847**
Income tax equivalent (expense)/benefit							**(2,408)**	**(9,371)**
Profit/(loss) for the period							**4,361**	**20,476**

The 'Schedule of income and expenses by service' should be read in conjunction with the accompanying notes.

Certification of the

Key performance indicators

In the opinion of the Board, Western Australian Land Information Authority, the accompanying key performance indicators:

- are based on proper records
- are relevant and appropriate for assisting users to assess the Authority's performance
- fairly represent the Authority's performance for the financial year ended 30 June 2016.

Caroline de Mori
Chair
Board
Western Australian Land Information Authority
2 September 2016

Mike Bradford
Chief Executive
Member, Board
Western Australian Land Information Authority
2 September 2016

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Relationship to government goals

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

Government Goal	Outcomes	Services
Social and environmental responsibility: Ensuring that economic activity is managed in a socially and environmentally responsible manner for the long-term benefit of the State.	The state's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.	**1. Land information -** Information about land ownership, land boundaries and geographic features is collected, recorded and made available for use by government, business and the community.
	Independent valuations support government's collection of rates and taxes and management of property assets.	**2. Valuations -** An impartial valuation and property consultancy service.
	Coordinated capture and access to the state's location information.	**3. Access to government location information -** Effective access to land and location information can be demonstrated by improved data capture, access and useability of location information.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Outcome:

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

Key effectiveness indicator (1 of 2):

The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community.

Percentage of work program completed	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community	94%	100%	100%	99%

Why is this a key indicator of our performance?

Landgate maintains its strategic land information datasets in order that they are fit for purpose and match the level of land related activity and change through cyclical and targeted data revision. Currency and relevance relate to how well the data itself is kept up to date and the support given to the many requests for new and revised information received through the Western Australian Land Information System (WALIS) Office. As the maintenance is needs-based, the achievement of set targets reflects the extent to which these user needs are met and therefore it is an indicator of effectiveness.

How was the indicator derived?

For 2015/16 the indicator is derived from those core land information databases that describe and record the location and physical attributes of the state's location infrastructure. Landgate's geographic information focus is on location products and services with ongoing process improvement.

The core databases are:

- aerial photography
- property street addressing
- geographic naming
- spatial cadastral database
- medium scale topographic data
- large scale topographic data.

The currency of the information provides a measure of Landgate's effectiveness in responding to land development and social changes. Activity targets are set in response to administrative expectations relating to development and submissions to the WALIS Office. They define the minimum required to maintain the land information base and deliver the needs at the levels of accuracy, currency and completeness expected by the users.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

What does this indicator show?

The indicator shows how well Landgate has maintained its geographic location and land boundary information overall. It is an average measured via achievement against targets for each of the core databases. These targets are gauged on Landgate's capacity to satisfy an expected level of data maintenance and user community requests for new information as well as maintain cyclic revision programs agreed by the WALIS Council.

In 2015/16 Landgate was on average 99 per cent effective in meeting overall user expectations.

Exceptions against individual targets are described as follows:

Medium scale topographic data
The shortfall is a result of a lower level of resources available, due to the loss of experienced staff to retirements and the re-prioritization of staff to other more important priorities.

Geographic names
The shortfall is a result of the downturn in the property market which has seen a significant reduction in subdivision approvals, together with a lower level of resources due to experienced staff being required to work on business process improvements such as the automation of key processes.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Outcome:

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

Key effectiveness indicator (2 of 2):

Claims against registered interests as a result of fraud, negligence or errors, settled by the Crown.

	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Number of claims settled by Crown	2	1	0	0

Why is this a key indicator of our performance?

The indicator provides a measure of the state's success in maintaining an accurate land titles register. It shows the settled claims against the State arising from fraud, negligence or errors involving the certainty of land ownership within the state.

How was the indicator derived?

The indicator is derived from a register that records new, current or rejected claims made for monetary compensation against the state concerning registered interests in land under the T*ransfer of Land Act 1893* (excludes minor ex gratia payments).

The following definitions apply:

"Fraud" means the illegal activities by a person or persons other than the registered owner or owners to effect changes to the existing interests recorded on a Certificate of Title or other land transaction document.

"Negligence or errors" means the actions or errors attributed to the Registrar of Titles or to conveyancers, but not detected, which affect the land register or clients' ability to successfully complete land transactions.

What does the indicator show?

There were no successful claims for compensation paid under the *Transfer of Land Act 1893* for fraud or error or negligence in 2015/16.

One residual payment for costs was made by the state from the Consolidated Account and it related to the compensation claim that the state paid in 2014/15. A further payment of costs and interest related to this same claim is yet to be paid. This is a case of family fraud. The registered proprietor's land was fraudulently transferred by his daughter using an unauthorised power of attorney.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Service 1:

Land Information.

Service description:

Information about land ownership, land boundaries and geographic features is collected, recorded and made available for use by government, business and the community.

Key efficiency indicator (1 of 2):

	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Average cost per land registration action	$30.05	$34.42	$36.57	$40.51

Why is this a key indicator of our performance?

Land registration actions include a range of activities associated with registered land transactions. The most common include document searches, examination and registration of interests on land. The last two involve incorporating changes made to a Certificate of Title. Typically, changes concern land ownership details on a title, applications for a new title for subdivisional land development, caveats, leases, powers of attorney, and other minor adjustments to land titles.

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

How was the indicator derived?

The number of transactions is derived from a recording and checking system that reports the number of:

- documents examined for registration against the title
- certificates of title created
- document search requests received
- number of lots created.

The cost of registration actions includes all direct costs and an appropriate share of indirect and overhead recurrent costs. The cost of land registration actions is recovered via charges to users for each transaction. Each charge is calculated on a full cost recovery basis.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

What does this indicator show?

The subdued property market has led to a 13.8 per cent reduction in the expected number of land registrations actions. Total costs have decreased by 4.5 per cent mainly due to Landgate's business reform programs delivering resourcing efficiencies, which also offset Landgate's share of the operating loss of its equity investment in PEXA Ltd. Despite a slight reduction in costs, the lower number of the land registrations transaction base has resulted in a 10.8 per cent increase in the average cost per land registration action when compared to the 2015/16 target.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Service 1:

Land Information.

Service description:

Information about land ownership, land boundaries and geographic features is collected, recorded and made available for use by government, business and the community.

Key efficiency indicator (2 of 2):

	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Average cost per land information action	$19.25	$20.86	$24.08	$23.36

Why is this a key indicator of our performance?

Land information actions include a range of activities associated with the capture, production and maintenance of physical land and land boundary information in Landgate's datasets. These datasets include information about:

- cadastre
- geodetic marks
- administrative boundaries
- landscape relief (ie contours)
- cultural, or built environment, and natural features
- aerial photography
- satellite imagery
- geographic names
- property street addresses
- road centreline (ie position of constructed roads)
- native title claims
- baselines/territorial sea limits.

The indicator provides a measure of the full cost of maintaining an up-to-date government land information base and the costs involved represent a key indicator of efficiency.

How was the indicator derived?

The number of actions is derived from recording systems that report the above list of items.

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

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

What does this indicator show?

During 2015/16 there was a slight 1.6 per cent decrease in the expected amount of land information collected, with reduced aerial photography acquired due to increased contractor costs, and with all other datasets achieving or exceeding collection targets.

Total costs for delivering this service have decreased by 4.5 per cent due to Landgate's business reform programs delivering resourcing efficiencies. These combined factors resulted in a 3 per cent decrease in the average cost of land information actions when compared to the 2015/16 target.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Outcome:

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

Key effectiveness indicator (1 of 2):

International standards for accuracy and uniformity of rating and taxing values are met.

	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Benchmark against international standards for accuracy using Median Ratio Test:				
Gross Rental Value	92.7%	92.59%	>92.5%	91.96%
Unimproved Value	92.43%	92.42%	>92.5%	91.58%
Coefficient of dispersion to check uniformity of values:				
Gross Rental Value	4.49%	4.88%	<7%	4.6%
Unimproved Value	3.36%	3.14%	<15%	4.89%

Why is this a key indicator of our performance?

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

How was this indicator derived?

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

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

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

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

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

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

What does this indicator show?

For unimproved values the outcomes show the following:

While the 2,022 key sales sample was greater than in 2014 it was considered insufficient when measured against the total number of valuations on the valuation roll, and with one exception, well below the samples tested in the years preceding 2010 which ranged from 2,389 to 5,656. To ensure that the uniformity and accuracy tests were free from any question of bias the remaining non-rejected sales were included in the test sample in accordance with the provisions of clause 7.2 sub-clause 7.2.2 of the Valuer-General's Regulation Plan. This increased the sample size to 3,114.

The MPR of 91.58 per cent is under the target of >92.5 per cent. The degree with which it falls below target reflects the caution in the assessment process caused by continued softness in the land market with falls recorded in some areas. It is similar to the results reported in the years following the GFC and therefore within the normal range of fluctuations from year to year. The MPR was determined on a statistical analysis which compared assessed values as at the date of valuation being 1 August 2015 with sales occurring between 1 June 2015 and 31 August 2015.

The COD at 4.89 per cent is well under the standard of <15 per cent and within the range of results over the past the 10 years. The COD is a measure of divergence between the assessed land values and selling prices and this result is indicative of a relatively stable property market showing signs of weakness in some localities during the designated period of 1 June 2015 and 31 August 2015.

For gross rental values the outcomes show the following:

The MPR shows 91.96 per cent against a target of >92.5 per cent measured from a sample size of 2,205 key rents. The 2015/16 general valuation program was limited to 15 country local government districts and the result is very good given the falling residential rental market experienced within the sample period of 1 January 2015 to 31 August 2015.

The COD of 4.6 per cent meets the requirement of <7 per cent as a measure of valuation uniformity and is very similar to the previous two years' results.

Taken together the above unimproved value and gross rental value results show a very satisfactory outcome.

The above unimproved value and gross rental value results show very satisfactory COD's. The MPR's are slightly below the targets but are within a normal range of fluctuations from year to year and are consistent with a relatively weak property market.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Outcome:

Independent valuations support governments' collection of rates and taxes, and management of property assets.

Key effectiveness indicator (2 of 2):

Adjustments of rating and taxing values as a result of Objections and Appeals as a percentage of total values in force.

	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Adjustments of rating and taxing values as a result of Objections and Appeals as a percentage of total values in force	0.0147%	0.0189%	<0.2%	0.0229%

Why is this a key indicator of our performance?

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

How was this indicator derived?

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

What does this indicator show?

As at 30 June 2016, there were 2,131,188 values in force in Western Australia. During the year 489 of these were amended as a result of either formal objections determined by the Valuer-General or review of valuations by the State Administrative Tribunal. This indicates that only one in every 4,358 values was amended. The outcome of 0.0229% remains well below the target which was derived from an international standard and is similar to previous outcomes.

While the result is slightly higher than that achieved in 2014/15, it continues to demonstrate the effectiveness of the valuation process for rating and taxing in Western Australia and its general acceptance by ratepayers and taxpayers.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Service 2:

Valuations

Service description:

An impartial valuation and property consultancy service.

Key efficiency indicator:

	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Average cost per valuation	$13.55	$18.92	$16.85	$18.12

Why is this a key indicator of our performance?

The number of valuations made and the average cost per valuation provide a reliable measure of overall performance against forecast targets and previous years' outcomes. Some variation does occur from year to year due to the cyclical nature of gross rental valuation (GRV) based general valuations. 2015/16 is one year in two where a significant number of GRVs are assessed in the Perth Metropolitan Region as part of the triennial general valuation.

During the year 1,686,331 values were made at an overall program cost of $30,559,559 or $18.12 per value. This reflects a 4.2 per cent decrease in the cost per value over the previous year as 2014/15 is the year preceding the Perth Metropolitan Region gross rental value based general valuation and hence has the lowest level of activity. This result was higher than the target of $16.85 due to a revision of the share of indirect and overhead recurrent costs.

How was this indicator derived?

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

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

What does this indicator show?

The average cost per valuation of $18.12 is $1.27 above the target of $16.85. The increase was due to a combination of the revision during the year of the share of indirect and overhead recurrent costs in addition to higher employee costs due to the payment of voluntary severances.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Outcome:

Coordinated capture and access to the state's location information.

Key effectiveness indicator (1 of 3):

Use of location information

	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Overall satisfaction with the capture of, access to and useability of government location information	66%	76%	70%	71%

Why is this a key indicator of our performance?

The Location Information Strategy (LIS) for Western Australia was endorsed by the Minister for Lands and approved by Cabinet in 2011. The goals of the LIS are to facilitate the state's growth and sustainable development through improved use of location information. This enables better informed government, industry and community decision making. It also streamlines the capture and maintenance of government data. Landgate, through the WALIS framework, is responsible for the overall coordination of the LIS.

The key strategic initiatives for the LIS are:

- strategic capture of the state's location information
- enhanced access to location information
- education and career development
- citizen engagement through location technology
- promoting and branding Western Australia.

The benefits of the LIS can only be achieved if improvements to the strategic capture of and access to location (or spatial) information can be translated into increased use of location information across the public and private sectors. This indicator will provide a measure of how the business use of the location information captured and disseminated improves over time.

More effective capture, access and use of location information, and reducing duplication of effort across government, can be demonstrated through:

- a more comprehensive and coordinated **capture** process through the Capture WA Program (the Program), formerly known as the State Land Information Capture Program or SLICP
- **access** to a wider range of data available through the Shared Location Information Platform (SLIP)
- annual surveys of customer **usage** of location information provided through these mechanisms.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

How was the indicator derived?

The satisfaction level was derived through independent survey results obtained during May to June 2016 and it is specific to this effectiveness indicator. The survey will be conducted on an annual basis to address this indicator.

The independent survey consists of two online questionnaires; a SLIP survey and a Capture WA survey. Reliability and validity testing was undertaken prior to launch. Data collection was done over a seven week period with reminders sent weekly to non-respondents or partially completed surveys.

Survey contributors were based on:

SLIP participants-

- All active users who have accessed SLIP at least once during the period 1 July 2015 to 28 April 2016.
- Active means those users who accessed SLIP with a minimum of one hit or request during this period.

Capture WA participants-

- State and local government agency personnel with an interest in data acquisition.
- Those registered to use the Capture WA online register to submit data capture notifications and requests.

A total of 893 unique contacts were surveyed with 270 responses to the survey, a response rate of 30.2 per cent. The 270 responses include an overlap between SLIP users and Capture WA participants. A total sample size of 264 SLIP users and 70 Capture WA users was achieved and based on these sample sizes, the combined margin of error at the 95 per cent level of confidence is ± 5.0 per cent.

What does the indicator show?

This indicator shows the level of satisfaction of WALIS community members in relation to the capture, access and useability of government location information. It provides insight into the way in which WALIS community members rate the effectiveness of data capture through the Program and data access and ease of use through SLIP. The overall satisfaction level for 2015/16 was 71 per cent, slightly above the target figure of 70 per cent indicating that, as forecast, customer satisfaction was impacted by a technology change-over required in late 2015.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Outcome:

Coordinated capture and access to the state's location information.

Key effectiveness indicator (2 of 3):

Strategic Capture – Participation

	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Percentage increase in the number of requests submitted by agencies (manually and on-line) requesting data capture through the Capture WA Program	6%	65%	3%	56%

Why is this a key indicator of our performance?

The Program is designed to reduce cost and avoid duplication in the capture of location information across the State of Western Australia by planning, recording and acquiring the information through one channel to ensure the most strategic use of resources. Landgate through the WALIS framework has simplified the process and is seeking to expand the Program to address the future needs of the state's location information.

How was the indicator derived?

The increase in the number of requests is measured in terms of the percentage increase in the number of requests submitted by agencies with a baseline being set during 2011/12.

For 2014/15, a total of 343 requests were received, representing a 65 per cent increase from the previous year.

For 2015/16, a total of 536 requests were received, representing a 56 per cent increase from the previous year.

What does the indicator show?

This indicator shows that a percentage increase in the number of agencies taking part in the Program leads to improvements in the use of strategic resources through reduced duplication of effort and cost savings for the state. For 2015/16, a 56 per cent increase in the number of requests has been recorded, representing continued strong growth in take-up of the program across state and local government agencies. Feedback from agencies lodging requests indicates that the unexpectedly large increase in the number of requests received in 2015/16 was due to the need for data to support completion of a number of major projects.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Outcome:

Coordinated capture and access to the state's location information.

Key effectiveness indicator (3 of 3):

Enhanced Access

	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Volume of data consumed - Percentage increase in the total volume of data delivered (pages viewed) through Shared Location Information Platform (SLIP) *(Note 1)*	N/A	N/A	100%	100%
Data Availability - Percentage increase in the number of datasets available through SLIP	19%	9%	5%	12%

(Note 1 – With the implementation of a revised Outcome Based Management measurement methodology for this key effectiveness indicator, there is no comparative information available.)

Why is this a key indicator of our performance?

SLIP provides a single point of access for whole of government and industry partners to use and share location information. It works by enabling data custodians to manage and disseminate their core location information through a single online point, ensuring all those accessing the information work off a common source of truth.

Highlighting the volume of data consumed and the number of datasets available in SLIP shows that government agencies are embedding SLIP services into their systems and core business applications.

Through measuring the increasing use of SLIP services and the number of datasets available highlights the value placed on SLIP by government and industry to facilitate access to needed 'source of truth' location information.

How was the indicator derived?

Volume of data consumed is measured in terms of the increase in the volume of data delivered through SLIP with a baseline being set during 2015/16 and future growth will be measured from that baseline. The 100 per cent baseline for 2015/16 represents a total volume of 10,196,827 pages viewed. A page view is equivalent to a single user session eg a user opening a SLIP map and switching layers on or off represents a single user session or page view.

Data Availability is measured in terms of the increase in the number of datasets available through SLIP with a baseline being set during 2011/12.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

For 2015/16, a total of 3,468 datasets are available through SLIP. This represents an increase of 370 datasets, or a 12 per cent increase in datasets published from the previous year.

What does the indicator show?

The results for the volume of data consumed show that a total 10,196,827 user sessions were registered by SLIP for 2015/16. Despite the need for a technology change-over mid-year, usage of SLIP was sustained at a consistent level through the year.

The results for the percentage increase in the number of datasets available through SLIP show that WA public sector agencies continue to publish more data to SLIP; with the actual figure of 12 per cent exceeding the target of 5 per cent for 2015/16. A lower target of 5 per cent for 2015/16 compared with previous years was set due to the anticipated impact of a technology change-over mid-year; however, this does not appear to have had a significant impact on this measure.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Service 3:

Access to government location information.

Service description:

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

Key efficiency indicator:

Strategic Capture

	Actual 2013/14	Actual 2014/15	Target 2015/16	Actual 2015/16
Average cost of coordinating the Capture WA Program per request for capture	$10,644	$4,233	$11,943	$3,584

Why is this a key indicator of our performance?

The Location Information Strategy for Western Australia aims to increase the number of organisations actively participating in the Program in order to better coordinate and reduce the costs of capturing location information, while also improving the efficiency of this process and reducing the cost of coordination.

How was the indicator derived?

The cost of coordinating and managing the Program (based on Landgate and WALIS Office resources used to manage the program) is compared with the number of capture requests received in order to derive an average cost per transaction.

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

What does the indicator show?

This indicator shows the average cost of effectively co-ordinating the Program for customers. Although the number of requests received in 2015/16 was substantially (56 per cent) higher than for 2014/15, these requests were managed with the same resources as for 2014/15 and so the unit cost for delivery of the Capture WA program was lower than target.

Western Australian Land Information Authority (Landgate)

Key Performance Indicators 2015-16

Service 3:

Access to government location information.

Service description:

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

Key efficiency indicator:

Enhanced Access

	Target 2015/16	Actual 2015/16
Average cost per pages viewed of information delivered through SLIP *(Note 1)*	$0.83	$0.53

(Note 1 – With the implementation of a revised Outcome Based Management measurement methodology for this key efficiency indicator, there is no comparative information available.)

Why is this a key indicator of our performance?

The Location Information Strategy for Western Australia aims to enhance SLIP to reduce the effort required to make data available through SLIP and ensure SLIP is the most cost effective solution to delivering location information from across the state to users.

How was the indicator derived?

The cost per pages viewed of information delivered through SLIP is based on the resources needed to support SLIP customers and the infrastructure cost to maintain SLIP (i.e. average cost per pages viewed of information delivered through SLIP).

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

What does the indicator show?

This indicator shows the average delivery cost (per page view) of data through SLIP. As this is derived from a new baseline figure for the Volume of data consumed for 2015/16, future growth will be measured from this baseline.

Disclosures and other legal requirements

Ministerial directives

Landgate received no Ministerial Directives under section 65(3) of the *Land Information Authority Act 2006* in 2015/16.

Pricing policies

Landgate charges for goods and services rendered. Under section 13(i) of Treasurer's Instruction 903, Landgate advises Treasury of the policies underlying the pricing of its goods and services.

The pricing of all goods and services are determined in accordance with the authority's Pricing Framework. This framework includes processes and procedures to ensure prices are set in a transparent, methodical and accountable way and takes reference from Costing and Pricing Government Services: Guidelines for Use by Agencies in the Western Australian Public Sector published by Treasury.

The authority's charges for its goods and services must also comply with relevant legislation. The legislation applicable to each category of goods and services are detailed in the following sections:

Land registrations
The setting of fees for land transaction documents, memorial registrations and survey plan lodgements complies with section 181 of the *Transfer of Land Act 1893*, section 130 of the *Strata Titles Act 1985*, and section 22 of the *Registration of Deeds Act 1856*.

The fees take into account the Department of Treasury's (DOT) 'Costing and Pricing Government Services: Guidelines for Use by Agencies in the Western Australian Public Sector' and also commitments associated with the *Land Legislation Amendment (Taxing) Act 2015* that limit fee increases to no more than DOT's estimated CPI. For 2015/16 the increase was 2.5%.

Land searches
The schedule of fees for inspecting and copying (searching) land registration information, including Certificates of Title, survey plans and documents, was also unchanged.

Land valuations
Pricing for valuations and valuation consulting services complies with the *Valuation of Land Act 1978* and the *Land Information Authority Act 2006*.

Other goods and services
In addition, Landgate charges for other goods and services, including but not limited to:

- mapping and aerial photography services
- aerial, terrestrial and remote sensing satellite imagery
- property interest, value and sales information
- location information and services.

Prices for non-regulatory goods and services must comply with section 16 of the *Land Information Authority Act 2006*.

Capital works

Capital expenditure for the year ended 30 June 2016 was as follows:

	Capital expenditure ($'000)	Estimated cost to complete ($'000)
Location infrastructure	5,542	245
Products and services	209	11
Asset replacement	2,502	99
Business reform initiatives	14,849	89
Total	**23,102**	**444**

Minor delays were experienced across all programs causing work to be carried over into the early stages of 2016/17. The total of $0.444m is committed expenditure as at 30 June 2016.

Landgate's capital works consist of four continuing programs detailed in the following sections:

Location infrastructure
Location information forms the basis of Landgate's operations. This information about land ownership, land boundaries and geographic features is crucial to the operations of government, industry and the wider community. The Location Infrastructure Program ensures the location data meets the quality and currency requirements of users. The program also supports the state's Location Information Strategy (LIS) and funds the authority's innovation program.

Led by Landgate, the LIS provides a whole-of-government framework for the collection, use and management of location information.

Products and services
Landgate's research, development and delivery of new products and services is accomplished through its Products and Services Program. The program continually improves online business initiatives to meet government and community needs.

The primary activities of this program involve developing web-enabled products, improving service delivery of key business solutions and extending mapping products to the commercial, private and government sectors.

Asset replacement
The Asset Replacement Program manages the maintenance and replacement of facilities, physical infrastructure and information technology systems.

Business reform initiatives
This program is designed to meet the increased demand for integrated services and technological change. Through a program of process automation and redesign, Landgate is able to supply a range of new commercial services and integrated or bundled solutions.

The major project under this program is the redevelopment of our land registration process (conveyancing) and the underlying software platforms. It builds on the National Electronic Conveyancing System, which was established by the Council of Australian Governments (COAG) to deliver a uniform and seamless national approach to electronic conveyancing.

Employment and industrial relations – staff profile

Number of employees by division

Business unit	Number of employees 2015/16	Number of employees 2014/15
Office of the Chief Executive	13	13
Strategy, People and Performance	30	43
Operations	385	459
Finance Information and Legal Services	109	144
SPUR	34	37
Sales, Marketing and Customer Service	90	105

Number of employees by employment status

Employee by employment status	Number of employees 2015/16	Number of employees 2014/15
Full time	575	658
Part time	86	124
Casual	0	0
Permanent	621	737
Fixed term contract	40	52

Staff learning and development

Landgate continued to improve the capabilities and performance of its workforce during 2015/16 through staff learning and development to meet changing business needs.

During this financial year, leadership and management development was a focus, with a program aimed at upskilling our managers rolled out across the business.

Landgate's Growth Performance and Satisfaction (GPS) system continues to be the driving force behind performance management, with managers and employees continuing to align their objectives with corporate outcomes. At the end of this financial year, 92 per cent of staff had completed a plan and 95 per cent of these employees completed reviews during the year.

Unauthorised use of credit cards

Employees of the authority hold corporate credit cards where their functions warrant the use of this facility. One employee inadvertently used the corporate credit card for personal use and promptly advised the authority. The Chief Finance Officer noted prompt advice and settlement of the personal use amount, and the nature of the expenditure was immaterial.

	2015/16
Aggregate amount of personal use expenditure for the reporting period	$12
Aggregate amount of personal use expenditure settled by the due date (nine working days)	$12

Act of grace payments

Landgate made Act of Grace payments during the financial year reimbursing printing costs ($356) and overpaid registration fees ($1,444).

Enabling legislation

The *Land Information Authority Act 2006* is the governing legislation which establishes the Western Australian Land Information Authority (the authority) as a statutory authority with commercial powers. The authority operates under the business name of Landgate.

The Act prescribes the powers Landgate has to perform its functions and links to other Acts.

Administered legislation

Landgate is responsible for administering legislation in relation to the registration of land transactions and the regulation of land surveyors. The *Transfer of Land Act 1893, Strata Titles Act 1985* and *Valuation of Land Act 1978* are the principal Acts regulating the registration of land transactions. The *Licensed Surveyors Act 1909* provides for the registration, licensing practice of land surveyors, the making of authorised surveys and establishment of the Land Surveyors Licensing Board.

Landgate's operations are affected by more than 100 Acts. The *Fair Trading Act 2010*, which applies the Australian Consumer Law set out in Schedule 2 of the *Competition and Consumer Act 2010* (Commonwealth), and Part IV of the *Competition and Consumer Act 2010* apply to Landgate's commercial operations. The *Financial Management Act 2006*, the *Auditor General Act 2006* and *State Supply Commission Act 1991* regulate finances, accounts and procurements.

Governance arrangements

Since Landgate commenced operating as a statutory authority in 2007, the Landgate Board has been committed to establishing and practising effective governance arrangements to oversee the direction and operations of Landgate.

The corporate governance structure of Landgate enables the authority's objectives to be pursued and achieved. The structure encompasses the systems and processes required to make and manage business decisions.

Minister

The Minister for Lands has responsibility for Landgate and is administratively responsible for the *Land Information Authority Act 2006*.

The Minister approves Landgate's budget, strategic direction, strategic initiatives and financial decisions. The Minister tables Landgate's annual report and any directions given to the authority in Parliament and is accountable to Parliament for Landgate's performance.

Board

The Board is accountable to the Minister for the performance and the efficient and effective financial management of the authority. The role and functions of the Board are set out in the *Land Information Authority Act 2006* and the Board is subject to the provisions within the *Statutory Corporations (Liability of Directors) Act 1996*.

The Board is responsible for:

- setting the broad strategic direction of Landgate and objectives, plans and performance targets through the annual development of a five-year Strategic Development Plan and one-year Statement of Corporate Intent which must be agreed by the Minister
- approving the budget and capital submissions to government (under the *Financial Management Act 2006*)
- reporting to the Minister on the operational and financial performance of Landgate

- recommending as soon as practicable after the end of the financial year whether a dividend is to be paid to the consolidated account and, if so, the amount to be paid
- monitoring financial and operational performance of Landgate (against agreed goals/targets)
- providing risk management oversight
- consulting and communicating with the Minister
- monitoring and approving major business transactions
- reviewing the internal financial and operational control environments
- determining the scope (and any relevant limits) of authority delegated to the Chief Executive
- overseeing the management of the authority by the Chief Executive to ensure it is operating effectively and has a culture of compliance and best practice business performance in financial, human resource, risk and asset management.

Board structure

The Minister appoints the members of the Board, which is to comprise not less than four and not more than six persons in addition to the Chief Executive (ex officio member) in accordance with the *Land Information Authority Act 2006*.

Board members are required to have relevant knowledge and experience to enable Landgate's functions under the *Land Information Authority Act 2006* to be performed and a range of skills and expertise is required, including commercial acumen, information technology, strategy development and financial management. The skills and experience of the current Board members are set out in the **Authority overview section on page 43**.

Members are appointed for fixed terms of up to three years and can be reappointed. The Minister designates appointed members to the roles of Chair and Deputy Chair.

Board subcommittee – Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) is a subcommittee of the Board established under section 29(1) of the *Land Information Authority Act 2006*.

The primary objective and responsibility of the committee is to assist the Board to fulfill and discharge its responsibilities in relation to Landgate's accounting policies, financial reporting practices, financial and internal control systems, internal audit function and risk management framework by providing an objective and robust opinion on the effectiveness and efficiency of these activities.

The Board has authorised the committee to:

- select, engage, terminate and approve the fees and other terms and conditions of the engagement of special or independent counsel, accountants, and other experts and advisers as it deems necessary to carry out its duties
- have unrestricted access to management, employees and information it considers relevant to its responsibilities

- meet individually with the Auditor General and/or their representative, the Chief Executive Officer, the Chief Finance Officer and the Manager, Audit and Risk Management without any other members of management being present, at least once a year or whenever it is deemed appropriate by the Chair of the committee
- consult with and be consulted by management on the appointment and performance of the Manager, Audit and Risk Management.

ARMC financial reporting

The committee reviews the annual financial statements and key performance indicators before recommending a submission to the Board for approval.

The committee also reviews other financial issues and reports throughout the year, including:

- any significant or unusual accounting issues or new transactions
- new or changes to accounting standards and how they may impact Landgate's financial management
- the appropriateness of Landgate's accounting policies and practices.

ARMC risk management (including business continuity)

During the year the committee:

- reviews Landgate's risk management policies and frameworks, which include risk management, business continuity, insurance and other related areas
- monitors Landgate's actual strategic (material) risk exposures
- provides oversight of the management of operational and project risks and responses to plans for the reduction of unacceptably high risks (treatment action plans).

ARMC legal and regulatory obligations (compliance)

In the area of compliance, the committee:

- reviews Landgate's approach to achieving compliance with statutory and regulatory obligations through the Compliance Policy and Compliance Framework
- monitors changes in legislation, standards and other forms of regulation to determine the impact on Landgate's activities
- confirms the Annual Compliance Certification, which is completed by each General Manager as part of the annual reporting process
- monitors any high-risk legal or compliance matters through to conclusion.

Internal and external audit functions

Ensuring the independence of audit activities, the committee considers the following:

- approval of the Annual Audit Plan, ensuring adequate coverage of high-risk areas, through a risk assessment of auditable areas within the audit universe

- monitor the progress of the internal audit plan and approve any changes required to the planned scope
- oversee the annual Office of Auditor General (OAG) Audit Plan, which highlights proposed audits, timing and costs
- oversee audit reports issued by the OAG
- monitor follow-up action in response to internal audit and external audit recommendations
- review and approve the Internal Audit Charter on a two-year cycle.

Risk management

Landgate has an established risk management framework that incorporates strategic risk, operational risk and project risk. The authority's strategic risks are identified in the annual review of the Strategic Development Plan and are monitored on no less than a quarterly basis. Operational risk registers are in place for all key business units and are fully reviewed every year with support from the Audit and Risk Management Branch (ARMB). Interim monitoring and review takes place in areas of higher risk or where change has occurred. The status of strategic and significant operational risks is reported quarterly to the Board, ARMC and Corporate Executive.

Project risks are identified for each key project throughout its life cycle and are monitored and reported in line with the PRINCE2 project management methodology. Landgate also has a structured Business Continuity Program incorporating business and IT disaster recovery protocols. Scenario testing of the business plans is conducted quarterly. IT disaster recovery simulations are also conducted quarterly, with an increase in demand at each test.

Audit and Risk Management Branch (ARMB)

The ARMB was established in 2008. Its activities include internal audit, risk management, insurance, compliance and business continuity. All work is guided by best practice under Australian and international standards, internal audit standards, Treasurer's Instructions and relevant regulatory guidelines.

The ARMB reports directly to the Audit and Risk Management Committee, establishing independence of the internal audit function. It is part of the Office of the Chief Executive, which ensures it remains independent from the business.

The annual audit planning process applies a risk-based approach, along with consultation across the business units, to determine the Annual Audit Plan.

Board subcommittee – Special Projects Committee

The Special Projects Committee (SPC) is a subcommittee of the Board established under section 29(1) of the *Land Information Authority Act 2006*.

The primary function of the SPC is to provide support and assistance to the Board on matters referred to it by the Board, consistent with achieving the goals and objectives in the current Strategic Development Plan.

The Board has authorised the SPC to:

- seek independent professional advice when necessary
- make decisions on behalf of the Board through delegated authority
- inform the Board of relevant items at the committee's discretion
- require the attendance of any employee at its meetings.

Board remuneration

The Board is responsible for the performance of the authority's statutory functions and determines its strategic direction. The Board meets on the fourth Wednesday of the month. Meeting dates and arrangements may be subject to change to address special requirements.

The ARMC is a subcommittee of the Landgate Board and comprises two Board members. In line with its charter, the committee may invite other participants to its meetings. The primary function of the committee is to assist the Board and Chief Executive to fulfil their corporate governance responsibilities. The ARMC meets quarterly.

The SPC is also a subcommittee of the Landgate Board and comprises four Board members, one of whom is the Chief Executive. The primary function of the SPC is to assist the Board on matters relevant to achieving the goals and objectives in the current Strategic Development Plan. The SPC meets as required.

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration
Chairman	Geoffrey Hick	annual	1/07/15-31/07/15	$5,515
Chair	Caroline de Mori	annual	1/08/15-30/06/16	$42,519
Deputy Chairman	Roger Hussey*	annual	1/07/15-30/06/16	$38,427
Member	Karen Gadsby*	annual	1/07/15-04/03/16	$21,540
Member	Paul White*^	annual	1/07/15-30/06/16	$28,820
Member	Claire Poll^	annual	1/07/15-30/06/16	$28,820
Member	Anne Arnold*^	annual	1/07/15-30/06/16	$29,582
Member	Ian Macliver*	annual	14/03/16-30/06/16	$8,433
Chief Executive, member	Mike Bradford^	n/a	ex officio	N/A
			Total:	**$203,656**

* Also a member of the ARMC
^ Also a member of the Special Projects Committee

Other committee remuneration

The Geographic Names Committee (GNC) was appointed to the Minister for Lands in 1936 to advise the Minister on geographical naming issues. Appointments to the GNC are made by the Minister for Lands to represent many different points of view, from local communities to professional institutions and government agencies within Western Australia.

The GNC is served by a Chairman, Executive Officer and a Secretariat, all of which are provided by Landgate. The GNC is responsible for providing advice regarding the nomenclature needs for geographical features, administrative boundaries, localities and roads. Landgate, through delegated authority from the Minister, administers the formal application process and maintains the state's nomenclature database, known as GEONOMA (geo = geographic, noma = Latin for names).

GEONOMA is recognised by the Western Australian State Government as the single source of truth and the official register for all approved named geographic features, administrative boundaries and road names and their positions and extent.

Geographic Names Committee

Position	Name	Type of remuneration	Period of membership	Gross/actual remuneration
Member	Cathrin Cassarchis	Nil	1/7/2015-30/6/2016	$0.00
Member	Patricia Mobilia	Nil	1/7/2015-30/6/2016	$0.00
Member	Jon Lee	Nil	1/7/2015-30/6/2016	$0.00
Member	Damien Martin	Nil	1/7/2015-30/6/2016	$0.00
Member	Paul McCluskey	Nil	1/7/2015-30/6/2016	$0.00
Member	Ron Tolliday	Nil	1/7/2015-30/6/2016	$0.00
Member	Shaun Coldicutt	Nil	1/7/2015-30/6/2016	$0.00
Member	Tanya Butler	Nil	1/7/2015-30/6/2016	$0.00
			Total:	**$0.00**

Advertising

Requirement under section 175ZE of the *Electoral Act 1907*

The Western Australian Land Information Authority incurred the following expenditure in advertising, market research, polling, direct mail and media advertising.

Advertising	**$37,685**
90 Seconds Australia	4,310
Aviary Digital Marketing	9,330
Captivate Global	2,028
Crazy Domains	97
Channel H Pty Ltd	1,200
Proton Promotional	900
Fiverr.com	332
The League Agency Pty Ltd	11,964
Trilogy Advertising & Marketing Pty Ltd	7,524
Market Research	**$179,264**
Painted Dog Research Pty Ltd	178,964
Survey Monkey	300
Direct mail	**$6,042**
Webcentral	2,001
Campaign Monitor	4,041
Media advertising providers	**$76,797**
Adcorp	9,763
Big Head Digital	4,761
Carat Australia Media Services Pty Ltd	34,115
Facebook Ads	4,087
Google Adwords	24,000
Envato	19
State Law Publisher	52
Polling	**NIL**

Total expenditure for 2015/16 was **$299,788**

Sponsorship

Curtin University Partnership Spatial Sciences Studio
The Curtin Alliance Memorandum of Understanding between Curtin University and Landgate was renewed for a period of three years in 2013. The agreement continues to encourage Landgate and Curtin University (School of Spatial Sciences) to work in partnership to develop and promote education and research in location information and improve education and employment opportunities for students in the spatial sciences field.

Bursary
Landgate annually provides a scholarship for one Curtin University Spatial Sciences student to enhance opportunities for education and employment in the field of spatial sciences. This year's winner of the scholarship was Kaitlyn Dyer for displaying high levels of engagement, enthusiasm and academic performance in her field. The amount of the scholarship was $3,500.

GovHack 2015
GovHack events bring together ideas, people, technical expertise, developers and government data for a short, high-intensity competition. In addition, GovHack harnesses creativity and innovation to create new solutions to the problems and challenges facing government today. Landgate sponsored a prize for the Most Innovative Use of Location Information which was awarded to Synergising Synergies for Sitizens for its solar power project.

GovCamp 2015
GovCamp was a video-linked conversation that included people in Adelaide, Brisbane, Melbourne, Sydney and Canberra. Landgate continued its support for GovCamp to inspire and shape new opportunities around innovation for public purpose. It was an opportunity for a mix of people – from inside and outside government, from the worlds of technology and policy, community and universities – to share ideas about public-purpose innovation and ways that support real-world transformation of government.

Just Start It and HackED
Just Start IT is an entrepreneurship outreach program supported by Curtin University, Datacom, Microsoft and others, including Landgate. The program works with teams of high school students from schools across WA, and more recently New South Wales, and develops entrepreneurial skills by assisting teams to explore ideas for innovative new businesses. Just Start IT and Landgate's HackED program are complementary and this collaboration has helped grow and develop both programs in order to reach more students.

Disability Access and Inclusion Plan

Requirement under section 29 of the *Disability Services Act 1993*.

Our current Disability Access and Inclusion Plan (DAIP) ensures that people with disability, their families and carers are able to access our services and facilities, providing them with the same opportunities, rights and responsibilities enjoyed by others.

Our plan outlines a suite of strategies against its seven outcomes. We report our progress to the Disability Services Commission annually and present this information to staff and the Board.

The Landgate DAIP is available on the authority's website.

Strategies to improve access and inclusion
The authority's actions for each of the outcomes are listed below.

Outcome 1
People with disability have the same opportunities as other people to access the services of, and any events organised by, the authority.

- Ensure that all events and activities organised by Landgate are accessible to people with disability.
- Ensure all employees who provide services to the general public are aware of their responsibilities relating to DAIP.
- Incorporate DAIP objectives into relevant strategies and plans.

Outcome 2
People with disability have the same opportunities as other people to access the buildings and other facilities of the authority.

- Ensure that the authority's client contact areas are accessible and welcoming to people with disability.
- Ensure Landgate facilities are accessible to people with disability (eg ramps, automatic door openers, toilets, lift access, front counters, parking bays).
- Procedures are in place to ensure the safety of people with disability at all times in the event of a fire or emergency.

Landgate acquires funds from the federal government for workplace modifications to ensure employees with disability have equal opportunity to access its facilities and services.

Outcome 3
People with disability receive information from the authority in a format that will enable them to access the information as readily as other people are able to access it.

- Ensure Landgate publications for public access are readily available and provided in alternative formats on request such as audio conversion, large font or braille where practicable.
- Increase use of interpreters to improve the availability of services/ information to people with hearing impairment.
- Ensure signs are well lit, have clear symbols and directions with good contrast of colours and textures.

Outcome 4
People with disability receive the same level and quality of service from the staff of the authority as other people receive from the staff of the authority.

- Ensure all staff have the knowledge and skills to provide quality services for people with disability, through awareness of DAIP in Landgate's induction program.
- Provide information and guidance to management and staff on policies, codes of conduct and strategies that prohibit discrimination, harassment and victimisation of people with disability.

Outcome 5
People with disability have the same opportunities as other people to make complaints to a public authority.

- Ensure our existing complaints and feedback mechanisms are accessible for people with disability.
- Monitor and address complaints received about disability access.

Outcome 6
People with disability have the same opportunities as other people to participate in any public consultation by the authority.

- Ensure that public consultations are held in an accessible manner and inclusive of people with disability.
- Provide interpreters and an appropriate level of support to people with disability who are directly involved in any consultation process.
- Actively seek views of people with disability to ensure inclusive participation in discussions relevant to disability issues.
- Ensure appropriate protocols to support community consultation are established and implemented to ensure accessibility for people with disability.
- Regularly update the consultation policy to ensure that the needs of people with different communication needs are met by consultation strategies.

Outcome 7
People with disability have the same opportunities as other people to obtain and maintain employment with the authority.

- Ensure staff with disability get the support they require in order to be successful in their job (eg Auslan interpreters, workplace literacy and language support programs).
- Ensure staff recruitment activities are inclusive in design and accessible to people with disability.
- Ensure people with disability are provided with appropriate development opportunities to meet long-term plans for career development.
- Consider enhancement of the employment of people with disability such as job design, working from home and other innovative and flexible employment practices.

Equal opportunity outcomes

Diversity progress report – representation

Landgate demonstrates commitment to equal opportunity principles according to the *Equal Opportunities Act 1984*, and recognises that all people, regardless of age, gender, disability and cultural background, have skills, qualifications, experience and attitudes valuable to our authority.

Landgate's women in management 2015/16

Women in management	Landgate representation (%) 2015/16	Landgate representation (%) 2014/15
Distribution (equity index)	99	99
Management tier 1	0	0
Management tier 2	40	40
Management tier 3	50	50
Management tier 2 & 3 combined	50	47.7

The following information shows the diversity of Landgate employees against other state sectors. The equity index measures the extent to which members of the main diversity groups are distributed across salary levels. An ideal measure is 100. Under-participation of any group or clustering of a diversity group in lower salary ranges will result in a measure of less than 100. Over-representation or clustering of a diversity group in higher salary ranges will result in a measure of more than 100.

Landgate's workforce diversity 2015/16

Diversity group	Landgate representation (%) 2015/16	Landgate representation (%) 2014/15	Equity index 2015/16	Equity index 2014/15
People from culturally diverse backgrounds	18	10	87	75
Indigenous Australians	1.0	1.0	31	26.9
People with disability	3.0	3.2	72	63
Youth (<25)	3.0	3.0	32	26

Note: as the responses (other than for Youth) rely on voluntary self-nomination, it is likely that the data under-represents these diversity groups at Landgate.

Compliance with Public Sector Standards and Ethical Codes

Requirement under *Public Sector Management Act 1994*, section 31(1)

Human Resource Management Standards, Public Sector Standards and Ethical Codes Compliance Statement for 2015/16 overview

Landgate works within all the public sector's accountability, ethical and integrity guidelines and policies.

We ensure compliance with the:

- WA Public Sector Code of Ethics
- Landgate's Code of Conduct
- Public Sector Standards in Human Resource Management.

Landgate developed a Code of Conduct as part of our commitment to the Public Sector Code of Ethics and the *Public Sector Management Act 1994*. The Code of Conduct sets out the values that are fundamental to the way we work and operate.

Actions are taken to ensure all staff are made aware of the Code of Ethics and the Code of Conduct, and where to access them, during the induction process. They also complete an online training module. To ensure ongoing compliance, staff undertake accountable and ethical decision-making training. 95 per cent of staff have completed the training.

Managers and staff are informed of, and required to comply with, the Public Sector Standards in Human Resource Management including the Commissioner's Instructions, the Regulations and other guiding principles. Actions to monitor and ensure compliance with these standards include:

- staff are aware of the public sector standards, which are available on Landgate's intranet and are embedded in relevant policies and procedures
- ensuring recruitment processes and decisions are transparent, well documented, capable of review and free from bias, nepotism and patronage
- staff are advised of, and encouraged to report noncompliance, to the Public Information Disclosure Officer
- the authority's People and Culture team ensures the business is kept current with changes to the Public Sector Standards, Commissioner's Instructions, and any changes to the *Public Sector Management Act 1994* and regulations.

Mike Bradford
Chief Executive

Recordkeeping plans

Requirement under *State Records Act 2000* and State Records Commission Standard 2, Principle 6 – Compliance.

The State Records Commission (SRC) approved the 2015 Landgate Recordkeeping Plan on 7 August 2015 noting it 'demonstrates progress towards better practice recordkeeping and compliance with the minimum requirements of SRC Standard 2: Recordkeeping Plans and SRC Standard 6: Outsourcing'.

The Landgate Recordkeeping Plan provides for the safe storage, management and proper disposal of Landgate's physical and electronic records. It also ensures all staff are made aware of their important role in keeping records.

Staff are regularly trained in their recordkeeping responsibilities and are provided with a demonstration of the recordkeeping system. Landgate has an electronic document and records management system (eDRMS) that provides for 'super-users' within business areas. These super-users are comprehensively trained in using the records management system and the eDRMS with training continuing to be provided as required.

The recordkeeping induction program addresses staff roles and responsibilities in regard to compliance with our Recordkeeping Plan. All people new to Landgate, including people working for Landgate's contracted service providers, must complete their recordkeeping induction within 30 days of enrolment. 76 people were enrolled during the year with 75 participants successfully completing their recordkeeping induction by 30 June 2016.

In recent times, the efficiency and effectiveness of Landgate's recordkeeping systems has not been evaluated. As part of a proposed business improvement initiative in the 2016/17 financial year, Landgate's recordkeeping processes and systems will be evaluated in order to identify future efficiencies that will benefit the organisation. This evaluation will include an assessment of Landgate's recordkeeping training program.

Information statement

The WA *Freedom of Information Act 1992* requires agencies to publish certain information about their operations, policies and practices. To meet the requirements of Part 5 of the Act, Landgate publishes an Information Statement that can be found on our website: **www.landgate.wa.gov.au**. Arrangements can be made to inspect and/or obtain a copy by calling Customer Service on +61 (0)8 9273 7373.

Occupational safety, health (OSH) and injury management

Required by Public Sector Commissioner's Circular 2012-05 – Code of Practice: Occupational Safety and Health in the Western Australian Public Sector.

Landgate is committed to providing and maintaining safe and healthy environments for workers and visitors through the development and implementation of effective safety, wellness and injury management systems.

This commitment is articulated in our OSH policy statement. The statement was formulated in consultation with staff representative groups, endorsed by the Corporate Executive and signed by the Chief Executive in 2016. It is displayed in prominent locations throughout Landgate facilities.

Landgate has demonstrated our commitment to OSH and injury management by:

- continuing to improve workplace safety, health conditions and driving an OSH culture
- accepting shared responsibility for the safety and health of all people who may be affected by Landgate's activities
- encouraging employees to report health and safety concerns immediately
- promoting a consultative environment to resolve issues while improving OSH systems in the workplace
- ensuring as far as practicable that people are not exposed to hazards
- ensuring OSH activities are properly resourced
- supporting OSH performance-based objectives and targets to eliminate work-related illness and injury.

Landgate also offers an online training program which all people new to a supervisory or managerial role must complete. Their skills are refreshed and assessed for competency every third year.

Landgate has four OSH representatives. These officers:

- conduct workplace inspections to assess risks and hazards
- provide a central point for collecting issues reports from other employees
- reports issues to the OHS committee and Corporate Executive Group
- resolve OHS issues.

Representatives' details and availability are provided via posters displayed throughout the workplace. Newsletter and intranet articles promote the role for recruiting new representatives.

Landgate's OSH committee meets every six weeks, or as required. It provides a forum for discussion and development of safety and wellness programs. Minutes from committee meetings are available to all employees via the intranet. To ensure continued monitoring, Landgate's Quarterly OSH and Wellness Performance Reports contain the following performance indicators and trend analysis:

- engagement – number of OSH representatives and visits to OSH intranet material
- workers compensation and injury management – number of claims, actual and future estimated costs
- OSH and injury management training – percentage of managers trained and timeliness of OSH training completed
- incidents, first aid treatments and ergonomic assessments – number of reported incidents, treatments by a First Aid Officer and assessments performed by Landgate's internal assessors
- employee assistance program – overall use and ratio of work-related use, benchmarked against the wider public service
- Wellness Program – participation in a range of leisure and lifestyle program activities and memberships
- summary of incidents – description of all recent incident investigations, corrective actions and outcomes.

Performance reports, after formal reviews by Landgate's Board, Corporate Executive and OSH committee, are made available to all staff via the intranet. Staff are also encouraged to review the performance reports in team meetings.

Landgate complies with an Injury Management Policy developed in accordance with the *Workers' Compensation and Injury Management Act 1981* and WorkCover WA guidelines. The policy documents the authority's approach to work-related and non-work-related illness and injury.

Landgate's workplace-based injury management service is available to any employee who suffers a work-related injury or illness as well as those who suffer a non-work-related injury or illness that may be affected by their work. Where required, return to work and injury management plans are developed and monitored in accordance with the requirements of the *Workers' Compensation and Injury Management Act 1981* and Landgate's Injury Management Policy.

Ongoing workplace inspections and systems auditing form an integral part of Landgate's effort to support health and safety expectations.

Six-monthly workplace hazard inspections are conducted in conjunction with those periodically performed by OSH representatives, annual legislative and procedural compliance audits and five-yearly safety management system audits conducted in accordance with the code of practice for OSH in the Western Australian public sector and AS4801:2000.

In May 2016 an external audit of our safety management system was conducted in alignment with the Worksafe Plan audit tool. This audit identified twelve potential actions which would result in safety improvement across four focus areas. Four (33 per cent) of these actions have been completed since the audit took place in May with the remainder planned in the next financial year.

	Actual results		Results against target	
Measure	**2014/15***	**2015/16**	**2015/16 Target**	**Comment on result**
Number of fatalities	0	0	0	Over the 2015/16 period only one employee suffered a lost time injury of only two days
Lost time injury and/or disease incidence rate	0.12	0.302	0.16	
Lost time injury and/or disease severity rate	N/A	N/A	N/A	
Percentage of injured workers returned to work:				
(i) within 13 weeks	100%	100%	≥ 80%	
(ii) within 26 weeks	100%	100%	≥ 80%	
Percentage of managers trained in OSH and injury management responsibilities	93%	56%	≥ 80%	The percentage of managers trained in their OSH responsibilities declined significantly in the final months of the period due to organisational transformation

Note: Actual results are three-year trends, with the third year being the end of 2014/15 (for comparative) and 2015/16 (for current year).

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