



Annual Report

2020-21



Acknowledgement of Country

Landgate recognises the diversity of the Aboriginal peoples of Western Australia and acknowledges the Traditional Owners and custodians and their connection to this land and its waterways. We pay our respect to Elders past and present and those who will follow in their footsteps.

Graphics by Kevin Wilson - Wongatha.

Landgate's annual report is designed to inform our customers, our people and our community about our functions, performance and governance for the 2020-21 financial year. It measures our achievements against the initiatives in our 2020-21 Statement of Corporate Intent.

Landgate's audited financial statements and results against its key performance indicators are also included in the report.



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Statement of Compliance

For the year ended 30 June 2021



Hon Dr Tony Buti MLA

Minister for Finance; Lands; Sport and Recreation; Citizenship and Multicultural Interests

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 2021.

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

A handwritten signature in black ink, appearing to read 'Robert Cole'.

Robert Cole

Chair

29 September 2021

A handwritten signature in black ink, appearing to read 'Graeme Gammie'.

Graeme Gammie

Chief Executive

29 September 2021



Executive Summary

Chair's message



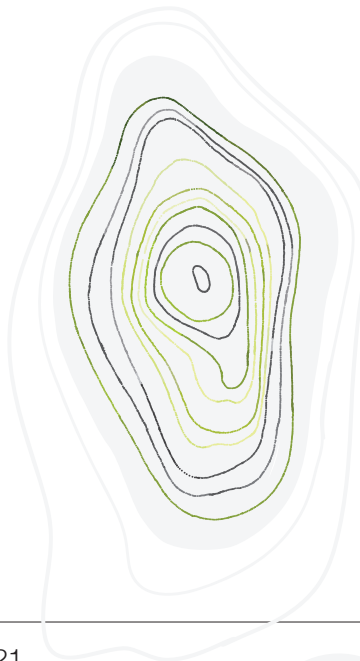
Following the significant shift in the business resulting from the partial commercialisation of the automated land titles functions in the previous financial year, the Landgate Board's attention in 2020-21 turned to clarifying the purpose that underpins Western Australia's Land Information Authority and re-defining the agency's vision for the future.

This year we adopted a new vision for Landgate - "To fully harness the value of *where* to power a thriving Western Australia".

Land and location information have never been more important to our society, our economy and our environment. '*Where*' is central to making sense of our world, by accurately locating things on the ground, knowing what they are worth and securing interests in property. We see a future that enables 2-, 3- and 4-dimensional data sharing and collaboration by the public sector and industry on a shared technology platform that supports location-related data visualisation. This technology will provide capabilities such as smart cities, digital twins, and digital workflows. This is key to better informed and more efficient planning, modelling and decision-making to fully realise Western Australia's potential for the benefit of all its citizens.

With a focus on this vision and our purpose, Landgate has helped Western Australians navigate the significant upswing in the property market, while playing a pivotal role in COVID-19, bushfire, and cyclone response through the accurate and timely delivery of location information. It has been an outstanding achievement by our team at Landgate to quietly go about this important work which is key to ensuring the stability and confidence in the state's economy and the efficient and effective functioning of a healthy society.

In May, together with Elders from the Whadjuk Noongar community, I was proud to launch Landgate's Reconciliation Action Plan. Landgate is the contemporary agency that bears the legacy of 190 years of government reallocating land, redrawing maps, and renaming places – official acts that significantly contributed to the displacement of Aboriginal people. Our reconciliation journey is of vital importance not just to this agency, but to the State, and we are committed to telling the truth about our past and taking action for a better future.





It was great to see this commitment to safeguarding Aboriginal culture filter through our innovation programs with the addition of a First Nations grant to our SPUR Location Technology Accelerator Program.

The 2020 SPUR First Nations Location Technology Grant was awarded to the Gnulli Native Title Group, supporting an Aboriginal-owned business to use data in a mapping activity that will help build awareness of the heritage values of the area and support the emergence of dynamic and creative Gnulli commercial industries. Overall, six local innovators were awarded \$25,000 grants, all of which are testament to the innovative spirit of Western Australians.

Landgate also continued to drive innovation internally, with its innovation program exploring future focused applications of artificial intelligence, machine learning and spatial data. It also looked at ways we can leverage the knowledge and expertise across our diverse business to deliver better outcomes for our customers.

Despite the significant change to the financial underpinnings of the business following the partial commercialisation of the land titles information technology last financial year, Landgate delivered a modest net profit before tax of \$4.7m for the financial year. This was a pleasing performance given the new challenges and opportunities faced by the re-shaped business over the financial year.

Our former Minister, the Hon Ben Wyatt MLA, was a strong advocate for Landgate. We sincerely thank him for his contribution to this agency during his tenure as the Minister for Lands, during what was a significant time in Landgate's history.

In March we welcomed our new Minister, the Hon Tony Buti MLA, to the Lands portfolio. We have quickly developed a strong rapport with the Minister, and look forward to working with him over the coming years as we progress the government's priorities and further maximise the value of Landgate – and the value of *where* – for the people of Western Australia.

Finally, I acknowledge and thank my fellow Board members, the executive team and all Landgate employees for their dedication and commitment to this terrific business over the past financial year.

Robert Cole
Chair

Chief Executive Officer's message



2020-21 has been a challenging and unusual year with COVID-19, two natural disasters and unprecedented property market activity. I'm pleased to say that Landgate successfully continued to serve its customers throughout these challenging times and delivered some significant achievements for the benefit of Western Australians.


With the ongoing pandemic, the health and safety of our customers and staff was our top priority. I'm proud of how quickly Landgate adapted to remote working arrangements while maintaining our quality service to customers during this period. The Perth and Peel area lockdown over the end of financial year (historically Landgate's busiest time for document lodgements), saw our Perth Office switch to self-lodgement procedures, with web chat and phone channels available to serve customers. Overall, customer satisfaction was maintained at or above the 80 percent target each quarter.

COVID-19 economic recovery initiatives introduced by the State and Commonwealth governments to stimulate construction drove a 37 percent increase in the number of new lots created. Again, Landgate responded to the challenge. Our investment in industry engagement, innovation and the automation of processes through Landgate's new land registry (NLR™) platform enabled the higher transaction volumes to be managed efficiently and for us to divert our people to where they were most needed. Approximately 50 percent of plans are now capable of being automatically examined and 74 percent of land registry documents can be lodged electronically through the NLR. This enabled us to respond quickly to create 22,712 new lots to smooth the land development process and help maximise the impact of the stimulus payment.

Our vision, as outlined in the Chair's message, is "To fully harness the value of where to power a thriving Western Australia."

Realising our vision will be focused on our spatial cadastre, the State's primary location information asset, ensuring we are drawing as much value from our data as possible for the benefit of all Western Australians. Knowing that the vision can remain clear even though the pathway may change and adapt, will help us build organisational resilience that naturally flows on to our customers.

Although the year was operationally very busy, Landgate achieved significant milestones, including the delivery of a new type of land tenure, Community Titles into Western Australia. The introduction of the *Community Titles Act 2018* is the final step in a program of strata reform that has involved almost a decade of research and consultation. With the State's increasing population, community schemes enable residential, retail outlets, commercial offices, and recreational facilities, to be better integrated, offering developments with greater choice for how we choose to live, work and play.



During 2020-21, the state-wide Unimproved Valuation program was completed and delivered to customers on schedule. This involved delivering over 1 million values comprising Unimproved Values, Rural Unimproved Values and Mining Tenements to RevenueWA and Local Governments.

Throughout the year, we continued to build momentum in our location information offering, exploring spatial concepts in a 4D model that can be shared across government agencies to promote collaboration and better decision-making. In response to agency requests, the 2020-21 Capture WA program was expanded with an additional 98 projects added over the course of the year and a total of 130 projects completed.

Aerial imagery captured was used to support disaster relief efforts following the Woorloo Fires and Tropical Cyclone Seroja. Imagery was also captured for 16 Aboriginal Communities in the Kimberley, Pilbara and Eastern Goldfields. The imagery is particularly useful in remote communities where site visits are not possible or constrained by pandemic restrictions.

Landgate in partnership with the Department of Primary Industries and Regional Development developed a new remote sensing tool for pastoralists. The tool uses satellite imagery to provide estimates of total green biomass, vegetation cover and rainfall for every pastoral lease in the state. The tool aims to assist pastoralists to make more informed, timely management decisions in response to seasonal variability.

Assigning Aboriginal names to geographical features and places helps with the wider preservation of Aboriginal heritage and is an important way to progress reconciliation between Aboriginal and non-Aboriginal people. In November 2020, our former Minister for Lands the Hon Ben Wyatt MLA, a strong advocate of our dual and renaming policies, launched our 'Aboriginal and Dual Naming Guidelines'. The Guidelines help support local government and other agencies in naming of geographic locations in Western Australia. A number of significant namings also occurred including the renaming of Lake Argyle's Mount Misery to Bilbiljim in honour of the Miriwoong people, and the creation of a new locality called Yebble in honour of local Noongar man, Mr Samuel Isaacs.

Landgate, with its responsibilities for surveying, mapping, naming, titling and valuing of land has a very close connection to the land which was captured in the Landgate's first Reflect Reconciliation Action Plan (RAP) which was symbolically launched on Sorry Day, May 26. The RAP is a fundamental statement of Landgate's commitment to reconciliation between Aboriginal and Torres Strait Islander peoples and WA communities.

Our new Minister, the Hon Tony Buti MLA, was welcomed to the Lands portfolio in March. We look forward to working with Minister Buti over the coming years to strengthen Landgate's role in enabling the government to achieve its priorities. I would like to thank the Hon Ben Wyatt MLA, former Minister for Lands for his support to Landgate.

Looking back on the 2020-21 financial year, I reflect on what a strong year it has been across the business. The successes of the past year could not have been achieved without the commitment and resilience of our staff, who worked tirelessly to achieve Landgate's objectives. I would like to thank them for doing a remarkable job of keeping the business running and delivering to our customers.

Finally, I acknowledge and thank the Board for their stewardship, and our customers for their support during the year.

Graeme Gammie
Chief Executive Officer

Our year at a glance



Customer satisfaction **80%** maintained at

1,490,802 Certificates of Title secured in the land titles register

Landgate's **commercialised systems** transferred to Land Services WA

New type of tenure '**Community Titles**' introduced

22,712 new lots created

130 Capture WA projects completed

Unimproved Valuation program delivered over **1.06 million** values

Satellite and aerial imagery supports disaster relief efforts

New Landgate **vision and purpose** launched

Six local innovators awarded SPUR Location Technology Accelerator grants

Landgate's '**Reflect**' RAP launched

Aboriginal and Dual Naming guidelines introduced

Innovative **Spatial WA** concept progressed

About Us

Our vision

To fully harness the value of *where* to power a thriving Western Australia.

Our purpose

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

What we deliver

We deliver value to the state through three core functions:

We locate our place in the world

We secure our interests in property

We value our homes and investments

We honour the deep connection that is held between people and land in WA, particularly our First Nations people, recognising its timeless importance to our communities and to their sense of identity, purpose and belonging.

We are the state's trusted and respected source of land and geographic information for our private, business and government customers. This information assists decision-making, provision of emergency services, planning for land-use and infrastructure and management of agriculture and natural resources.

Landgate maintains WA's official register of land ownership and survey information. Through this, we support the functioning of the state's property market and economy and protect property interests.

We are responsible for valuing the state's land and property, which provides the basis for rating and taxing revenue for local and state government. Additionally, we value and maintain the register of the state-owned property asset portfolio.

As WA's land information authority, we deliver on our legislated responsibilities and community obligations. This includes advocating for and administering legislative reform within the Lands portfolio to address community and industry needs, Government priorities and technological progress.

Where it adds value to the State, we explore commercial opportunities and actively collaborate with government and industry to further innovate and share WA's location information.



Elizabeth Quay and surrounds, Perth, Western Australia

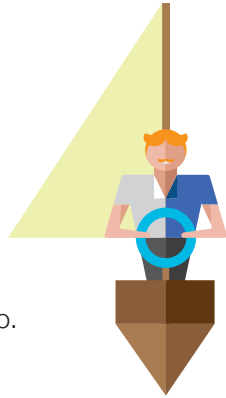
Our values

Our customers, our people and our community are at the heart of everything we do.



Commit and act

We do what we say we will do.



Innovate and achieve

We continually improve and deliver for our customers.



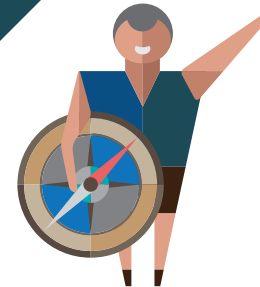
Dynamic and engaged

We are passionate, proud and enthusiastic.



Honest and true

Integrity is everything in our business.



Core services



Locate

We locate our place in the world, connecting people and places through trusted data and services.

Landgate captures, maintains and delivers accurate location information and services for WA.

These services include:

- Mapping boundaries for all land in WA to maintain the State's primary location information asset, the spatial cadastral database (SCDB).
- Satellite and aerial imagery to help manage land and map fire hotspots and floods.
- Naming and addressing WA streets, suburbs and geographical features.
- Topographic information to support the mapping of statewide natural and built features.
- Delivering a reliable geodetic framework that provides the surveying and spatial industries with the positioning solutions they need anywhere in WA.
- Delivering Data WA, the portal to the State Government's open data catalogue and Landgate's shared location information platform (SLIP).
- Supporting innovation and entrepreneurship through Landgate's spatial expertise and grants program.



Secure

We secure interests in property, as the State's guardian of property interests.

Landgate maintains the State's Land Titles Register, ensuring the security and integrity of its information.

These services include:

- Cadastral survey plans, which define property and land boundaries being registered in WA's Land Titles Register.
- Certificates of Title being created and issued for each new land parcel in the State.
- Registering interests in land, such as land ownership, easements, covenants, mortgages, caveats, leases, memorials and powers of attorney.
- Land transaction management to support the sale of over 90,000 WA properties each year.
- Supporting digitisation, like electronic conveyancing, to make transacting in property safer and faster.



Value

We value homes and investments, supporting fair and accurate property rates and taxes.

Landgate provides independent expert valuations and analytics for WA properties.

These services include:

- State-wide rating and taxing valuations for over 1.4 million properties each year. These valuations are used by local governments, government agencies and emergency services as a basis to determine property rates, service charges and levies.
- Specialist valuation services for government departments, agencies and local authorities, including asset valuations for stamp duty and financial reporting.
- A pastoral lease rent review every five years, which is conducted by the Valuer-General in consultation with the Pastoral Lands Board and in accordance with the *Land Administration Act 1997*.

Operating structure

Enabling legislation

The *Land Information Authority Act 2006* (the Act) is the governing legislation that establishes the WA Land Information Authority (the Authority) as a statutory authority with commercial powers. The Authority operates under the business name Landgate. The Act prescribes Landgate's powers, our functions and links to other Acts.

Landgate is managed by a Board, who report to the Minister for Lands. The Minister for Lands is accountable to Parliament for Landgate's performance.

Under the Act, the Board delegates Landgate's day to day operations to the Chief Executive Officer.

Administered legislation

Landgate administers legislation relating to the registration of land transactions, regulation of land surveyors and the valuation of land. For example:

- The *Transfer of Land Act 1893*, *Electronic Conveyancing Act 2014*, *Strata Titles Act 1985*, *Community Titles Act 2018* and *Valuation of Land Act 1978* are the principal acts regulating the registration of land transactions, subdivision and valuation of land in WA.
- The *Licensed Surveyors Act 1909* establishes the Land Surveyors Licensing Board and regulates the registration, licensing and practice of land surveyors.
- Other legislation Landgate is responsible for administering related to the lands portfolio includes:
 - *Amendment of Deeds of Grant Act 1884*
 - *Land Boundaries Act 1841*
 - *Real Property (Commonwealth Titles) Act 1925*
 - *Real Property (Foreign Governments) Act 1951*
 - *Redemption of Annuities Act 1909*
 - *Registration of Deeds Act 1856*
 - *Sale of Land Act 1970*
 - *Standard Survey Marks Act 1924*
 - *Street Alignment Act 1844*
 - *Town Allotments (Boundaries) Act 1844*
 - *Town Boundary Marks Ordinance 1853*.

Further legislation

Additionally, Landgate's operations are affected by more than 100 State and Commonwealth Acts that apply to our commercial operations and regulate the agency's finances, accounts and procurements. They include:

- *Land Administration Act 1997*
- *Fair Trading Act 2010*
- *Financial Management Act 2006*
- *Auditor General Act 2006*
- *State Supply Commission Act 1991*.

Organisational structure

Landgate's structure is organised to support delivery of its key functions and support strong governance and decision making.

Landgate's functions are delivered by its Location Services, Registration Services and Valuation Services business units. These are supported by the Corporate Services business unit, which provides customer service, information technology, human resources, financial, procurement, legal, policy, strategy and project governance support for the agency.

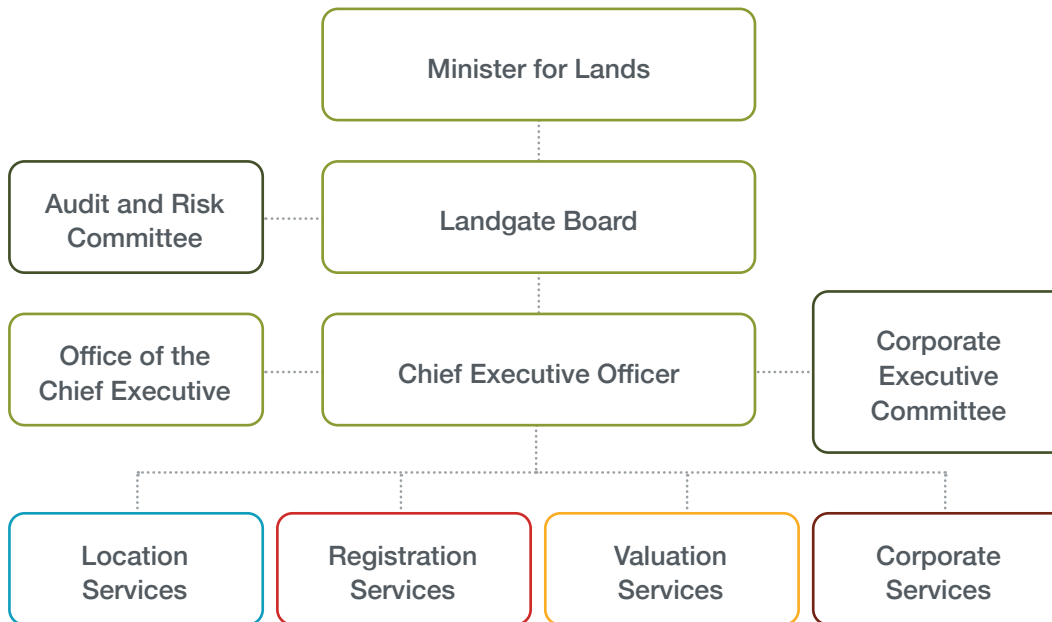
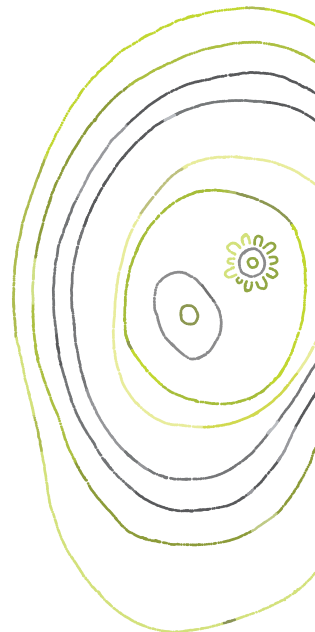
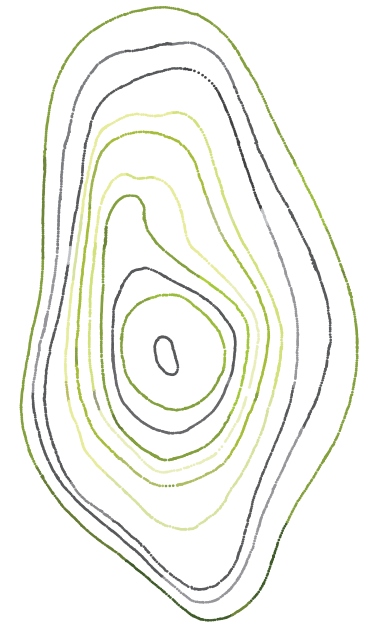


Figure 1: Landgate organisational chart

Members of Landgate's Board and Corporate Executive are introduced on the following pages.



Board

Robert Cole

Chair



Robert Cole is a lawyer and corporate executive with 35 years' experience in the public and private sector. His experience is valuable to Landgate, as a government agency with significant commercial responsibilities.

Robert is currently the Chairperson of Synergy. He is a former Executive Director of Woodside Petroleum Ltd and former Managing Director of Beach Energy Ltd. Robert spent the first 20 years of his career at law firm Mallesons Stephen Jaques where he gained experience in corporate, commercial and property matters for the iron ore, alumina, oil and gas, gas transport and electricity industries.

He is the former Chairperson of the Southern Ports Authority and currently on the Board of charitable organisation St Bartholomew's House Inc. and various mining and resource companies.

Anne Arnold

Deputy Chair



Anne Arnold contributes extensive experience in government and the real estate and property sector to the Board.

Anne has chaired Landgate's Audit and Risk Committee for the past three years. She previously held senior positions in several private and government organisations involved in the property sector, most recently as the Chief Executive of the Real Estate Institute of WA.

Anne recently concluded twelve years of service on the Heritage Council of WA, the last four as Chair.

Graeme Gammie

Chief Executive Officer



Graeme joined the State Government in 1997, where he has undertaken a variety of senior and executive roles across departments including the Contract and Management Services; Housing and Works; Local Government, Heritage and Multicultural Interests; Planning, Lands and Heritage.

Graeme was instrumental in the establishment of the State Heritage Office, becoming inaugural Executive Director of the stand-alone department on 1 July 2014, and leading the passage of the new *Heritage Act 2018*.

In addition to holding an expanded heritage portfolio, including Aboriginal Heritage, in his role as an Assistant Director General at the Department of Planning, Lands and Heritage from 2017, Graeme took a lead role in delivering the Government's response to an independent review of WA's planning system in 2018. He also worked with the Minister for Aboriginal Affairs on a review of the outdated *Aboriginal Heritage Act 1972*, with the aim of delivering a contemporary legislation to enhance the protection of Aboriginal places and cultural materials.

Graeme joined Landgate as the Chief Executive Officer in March 2019.



Monish Paul

Board Member



Monish Paul is a strategist and adviser with deep experience in business transformation and growth driven by the intersection of Strategy, Design and Technology.

Monish has worked in senior advisory roles with IBM, Deloitte, Arthur Andersen and the Australian Federal and State Public Sector. He was appointed to the Board of Landgate in November 2017, appointed as the Founding Curator for the Global Shapers Program – an initiative of the World Economic Forum – in 2014, and has served on various not-for-profit boards in Perth.

Monish specialises in designing and executing growth and turnaround strategy, with particular experience in technology-led change in organisation design and customer service delivery.

He has deep experience in the Education, Mining, Energy and Utilities and Public Sector.

Ian Callahan

Board Member



Ian Callahan brings considerable experience to the board. Ian is a chartered accountant and member of the Australian Institute of Company Directors.

Ian is currently a Commissioner of the West Australian Football Commission. He has been the Chief Operating Officer of Curtin University for over 10 years, a Board Member of the Australian Higher Education Industrial Association, a Board member of Innovation Central Perth, a Director of Bright People Technologies Pty Ltd and has had a long career as an executive in public and private enterprises.

Pia Turcinov

Board Member



Pia Turcinov brings significant corporate and commercial expertise to Landgate through her legal background and over 25 years in senior executive and management positions across industries. Having facilitated innovation initiatives for Local, State and Federal government programs, Pia's experience is connected through a common focus on innovation, technology and entrepreneurship.

Pia's commercial ventures focus on disruptive technologies and businesses looking to scale up and access global markets. In addition to corporate advisory and consulting work, Pia currently also chairs the WA AustCyber Innovation Hub and holds a number of non-executive director and advisory board positions. In 2018 Pia was awarded the Excellence in Gender Equity Promotion Award by the United Nations Association of Australia (WA Division) Inc.

Melissa Perry

Board Member



Melissa Perry brings a wealth of experience in management and leadership positions to the Board. She has over 20 years' experience driving change in social policy, organisational culture, strategic development and service delivery.

Melissa is a passionate advocate for vulnerable people including those in their early-years, children and youth, family and domestic violence, homelessness, education, family support and employment.

Melissa is the CEO of Communicare, a community sector organisation delivering services across Perth and regional WA. Additionally, she serves as the Interim Leader of White Ribbon Australia, the Chair of the National Jobs Australia Board, and a member of The Executive Connection.

Corporate Executive

Graeme Gammie

Chief Executive Officer



Trish Scully

General Manager,
Location Services

- Data sharing and collaboration
- Aerial and satellite imagery and applications; topography; names and addressing
- Geodetic and cadastral data and systems
- Geospatial and graphic services



Bruce Roberts

General Manager,
Registration Services;
Registrar of Titles

- Land titles operations
- Land titles assurance
- Commissioner of Titles Office
- National e-conveyancing



Grant Goldfinch

General Manager,
Valuation Services

- State-wide valuations and property analytics
- Rating and taxing
- Specialist valuations, government property assets



Travis Beasley

General Manager,
Corporate Services

- Strategy, business insights and improvements, data analytics
- Risk, innovation, research
- Legislation and policy
- Customer service
- Finance, procurement and contract management
- People and culture and the workplace environment
- Legal services
- Information technology



Carol Williams

Chief Information Officer

- Technology roadmap delivery
- Information and cyber security
- Infrastructure and operational IT services
- Data strategy
- Project management office, project delivery and governance



Mette Wendler

Director
Strategy and Finance

- Strategy development and business planning
- Financial accounting, budgeting and forecasting
- Investment assurance, governance and performance reporting
- Contract management and procurement
- Risk management and business continuity
- Performance improvement and data analytics
- Innovation and research



Graeme Dewar

Chief Finance Officer

- Financial planning and advisory
- Financial performance and outcomes
- Finance services and facilitation
- Procurement and sourcing



Chris McSwain

Director
People, Culture and Environment

- People and culture
- Diversity and inclusion
- Workforce planning
- Facilities management
- Occupational safety and health
- Industrial relations
- Training



Belinda Towart

Director,
Office of the Chief Executive

- Strategic communications
- Ministerial and parliamentary liaison
- Landgate Board and Corporate Executive support

Performance Management Framework

Government Goals

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 through accurate and independent property valuations
- providing access to government location information to enable sound decision making by government, industry and the community.

These contributions and how they relate to State Government goals and authority outcomes are outlined in the following figure. There is no change in Landgate's outcome based management framework since 2019-20.

Shared responsibilities

Landgate does not have any shared responsibilities with other agencies.

Landgate continues to work collaboratively with other government agencies to effectively provide access to government location information through initiatives such as the Data WA, SLIP and Capture WA.



Landgate works collaboratively with other agencies to provide access to government location information.

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



Government Goal

Sustainable Finances:

Responsible financial management and better service delivery.

Future Jobs and Skills:

Grow and diversify the economy, create jobs and support skills development.

Landgate Outcomes

Outcome 1

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 Indicators:

The land titles register is updated and maintained in a timely and accurate manner.

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

Outcome 2

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

Key Effectiveness Indicators:

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

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

Outcome 3

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

Key Effectiveness Indicator:

Overall satisfaction with the capture of, access to and useability of Government Location Information.

Landgate Services

Service 1: Land Administration

A land administration service that provides a land information base, certainty of ownership and other interests in land.

Key Efficiency Indicator:

Average cost of maintaining a land information base, certainty of ownership and other interests in land, per Certificate of Title

Service 2: Valuations

An impartial valuation service.

Key Efficiency Indicator:

Average cost per valuation

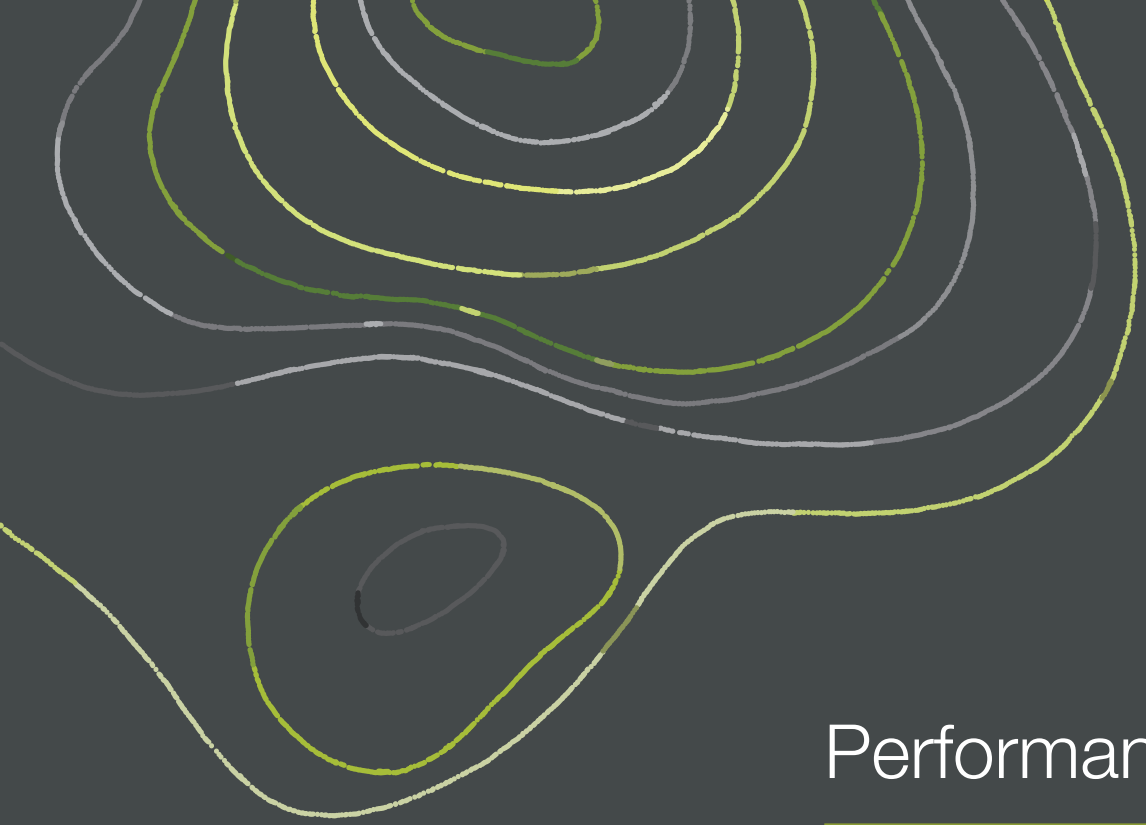
Service 3: Access to Government Location Information

Effective access to land and location information can be demonstrated by improved data capture, access and useability of location information.

Key Efficiency Indicator:

Average cost of maintaining and providing access to land and location datasets, per SLIP dataset.

Figure 2; Landgate's outcome based performance management framework



Performance outcomes 2020/21

Summary of key achievements



Landgate delivers Community Titles

After many years of consultation and effort, Landgate delivered a new type of development for WA, with community titles now available as WA's newest land tenure.

The *Community Titles Act 2018* came into operation on 30 June 2021, creating greater development opportunities for the property sector. It provides a contemporary new tenure option which introduces new levels of flexibility and capability for future mixed-use developments in our State.

Community schemes will also present an attractive option to future owners and tenants of mixed-use schemes, particularly for the fair, common-sense provisions they support on common property ownership.



Supporting property market stimulus measures

State and Commonwealth Government building stimulus measures drove a significant increase in property market activity this year. As a result, plan lodgements, lot creation and new title applications increased by over a third.

Landgate's innovation and investment in the automated processing of land registry documents, its collaboration with industry and its focus on process improvement allowed the spike in activity to be effectively managed. This enabled Landgate to efficiently execute its role in the land development process and enable people to receive their stimulus grants.



Aboriginal and Dual Naming Guidelines introduced

In consultation with key stakeholders, Landgate developed the 'Aboriginal and Dual Naming Guidelines' to help preserve and reawaken local languages through Aboriginal place names.

The guidelines provide local government with greater clarity and consistency around the process and requirements for applying Aboriginal place names, emphasising early engagement and consultation with the relevant Traditional Owners.

The guidelines were launched in November 2020 by the Minister for Lands.



Capture WA expanded to meet government needs

Capture WA is an ongoing procurement service available to all government agencies that saves time and money on the acquisition of public sector location data. The 2020-21 Capture WA program was expanded this year to cater for agency demand and capturing 17 additional projects for state and local government compared to the previous year, supporting a range of State priorities.

Aerial and satellite imagery was captured to support disaster relief efforts following the Woorloo Fires and Tropical Cyclone Seroja.

Aerial imagery was also captured for 16 aboriginal communities in the Kimberley, Pilbara and Eastern Goldfields. The imagery is particularly useful in remote communities where site visits are not possible.



Transfer of Landgate's commercialised systems to Land Services WA

On 22 October 2020, the Landgate systems and applications, now operated by Land Services WA (LSWA) were successfully separated.

The transition of systems and services to LSWA represents the final step in completing the partial commercialisation of Landgate's automated land titling services.



Landgate progresses innovative Spatial WA concept

Spatial WA is one of Landgate's strategic priorities, which proposes a collaborative environment where government agencies could share, discover and visualise location information in a 4D model of the real world (the fourth dimension being time).

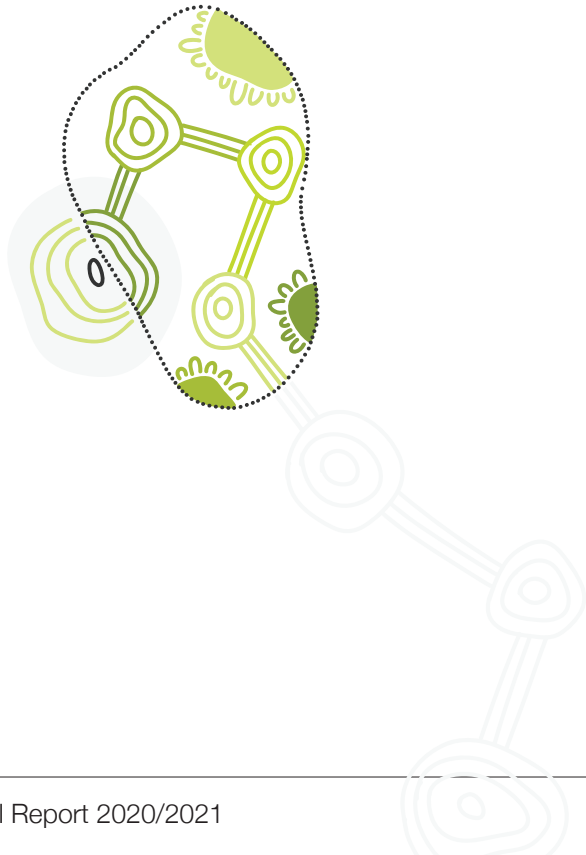
Landgate progressed the innovative concept in consultation with multiple government agencies, to deliver a Strategic Justification to the Minister for Lands, and an Application for Concept Approval as part of the 2021-22 Budget process.

SPUR Location Technology Accelerator program supports six local innovators

In September 2020, the SPUR Location Technology Accelerator Program was launched by the Minister for Lands.

Delivered through a collaborative partnership between Landgate; Department of Finance; Department of Local Government, Sport and Cultural Industries; Department of Planning, Lands and Heritage; DevelopmentWA; and Curtin University, the program supports WA start-ups, businesses and researchers working on innovative location-based technology.

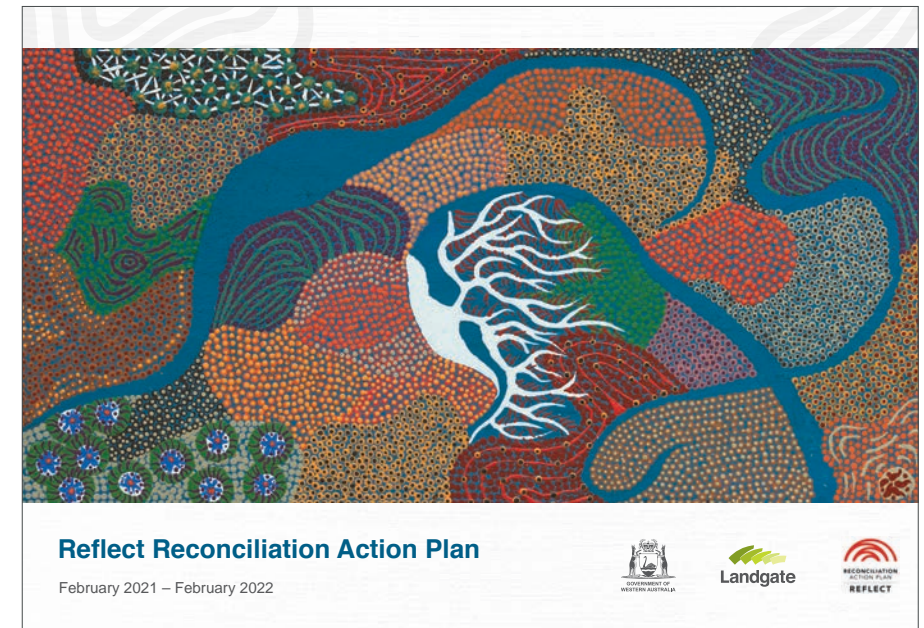
Six local innovators were selected from 36 submissions and each awarded a \$25,000 grant. For the first time, the program included a Research Grant recipient and a First Nations grant. Gnulli Native Title Working Group were awarded the First Nations grant for their project which aims to build and develop a cultural mapping tool that captures documentation describing Traditional Owners' experiences in the Gascoyne Pilbara Region of WA.



Landgate advances Aboriginal reconciliation

Throughout the year, Landgate made significant contributions towards reconciliation and Aboriginal wellbeing through its ASPIRE (Aboriginal Economic Development and Employment) strategy and the launch of its Reflect Reconciliation Action Plan (RAP).

The RAP replaced Landgate's existing ASPIRE strategy to build on progress already made towards reconciliation and equity between Aboriginal and Torres Strait Islander peoples and other Western Australians. The RAP was symbolically launched on Sorry Day, May 26 which is also the day prior to the commencement of Reconciliation Week. Landgate's RAP is a fundamental statement of Landgate's commitment to reconciliation and effective service provision between Aboriginal and Torres Strait Islander peoples and WA communities, as we work together to provide a culturally safe and inclusive environment for Aboriginal and Torres Strait Islander people.



Landgate launched its 'Reflect' RAP during the year to support its reconciliation journey

Financial summary

	Result	Target	Achieved
Revenue	\$110.9m	\$109m	●
Expenditure	\$106.2m	\$118.5	●
Profit before tax	\$4.7m	(\$9.5m)	●

Performance summary

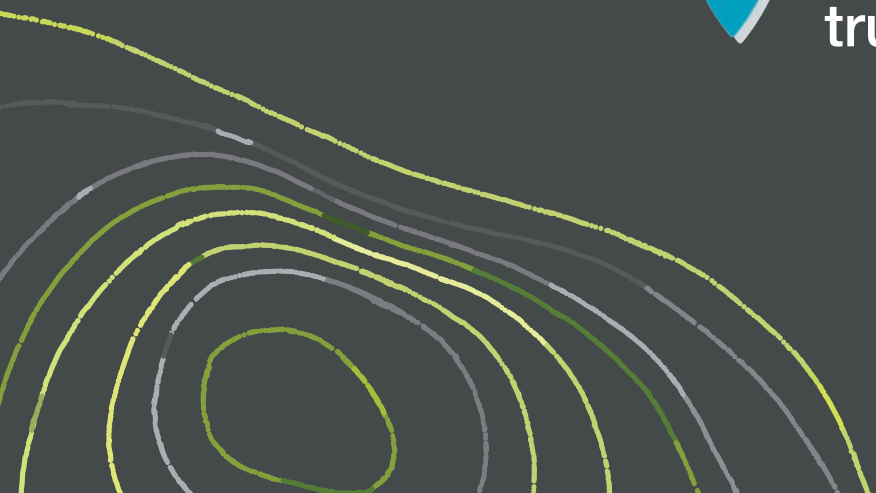
Key Performance Indicators	Result	Target	Achieved
Service 1: Land Administration			
Simple and correct documents are registered within two working days of lodgement	88.16%	80%	●
Number of adjusted Certificates of Title arising from identified errors as a percentage of the total Certificates of Title on the land titles register	0.1085%	≤0.25%	●
Average cost per certificate of title	\$47.78	\$54.44	●
Completion rate of the annual topographic maintenance plan	94.05%	95%	●
Completion rate of names and addressing jobs delivered within 10 business days	87.60%	80%	●
Completion rate of property boundary related jobs within the agreed benchmarks	97.80%	96.20%	●
Service 2: Valuations			
Benchmark for accuracy of Unimproved Values	91.38%	>92.50%	●
Benchmark for uniformity of Unimproved Values	5.21%	<15%	●
Adjustments of rating and taxing values as a result of Objections and Appeals	0.039%	0.2%	●
Average cost per valuation	\$21.46	\$21.18	●
Service 3: Access to Government Location Information			
Overall satisfaction with capture, access to and useability of government location information	80%	80%	●
Average cost per dataset	\$1,329	\$1,471	●



Delivering our Statement of Corporate Intent



Locate our place in the world through
trusted location data and services



Improving the accuracy of spatial positioning

As Australia is moving north-east about 7cm every year, Landgate, together with other jurisdictions and Geoscience Australia, is implementing the Geocentric Datum of Australia 2020. This new datum will improve the accuracy of location and positioning, significantly improving the current accuracy achieved through navigation system enabled devices. With innovations such as driverless vehicles relying on these positioning systems, the improved accuracy provides significant safety, navigation and other benefits.

Geocentric Datum of Australia 2020 (GDA2020) is a national initiative steered by the Intergovernmental Committee on Surveying and Mapping (ICSM). In WA, Landgate leads the implementation of GDA2020 to deliver and receive foundation spatial data on the GDA2020 datum.

Due to the complexity of changes required, the new datum has been implemented progressively. In August 2020, Landgate's spatial cadastral database was converted to GDA2020. This provides the ability for the land development process to be conducted in the new datum, as surveyors can lodge plans in GDA2020.

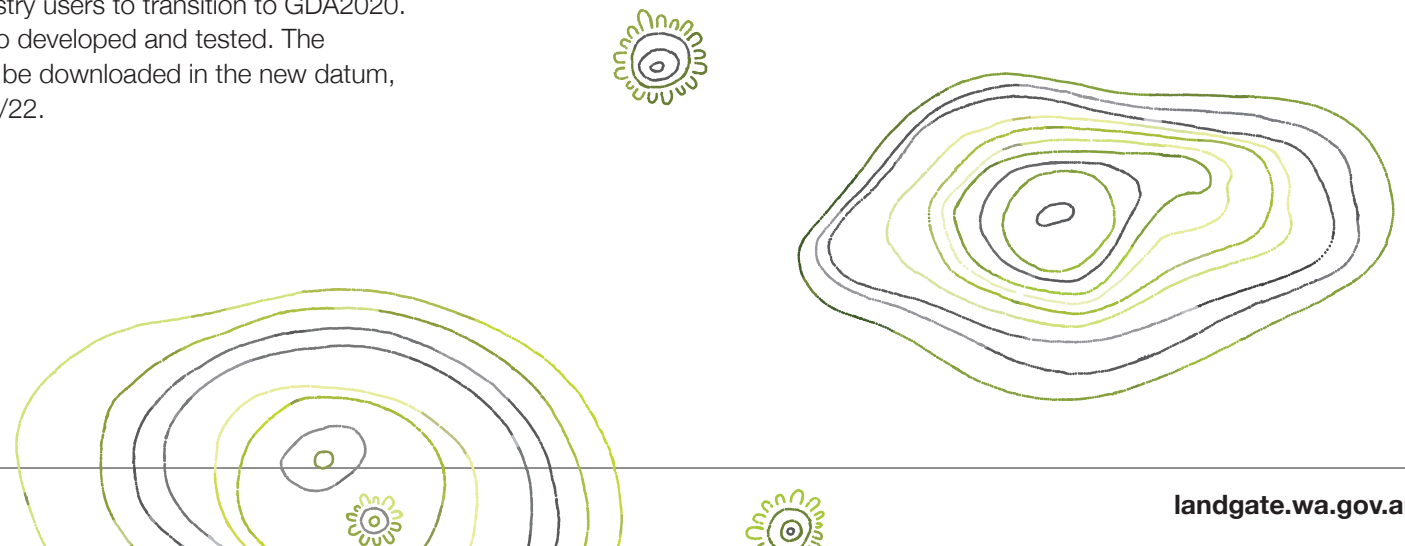
During March 2021, further system enhancements were implemented and data converted to GDA2020 to enable systems such as the Shared Location Information Platform (SLIP) and Valsys (Landgate's property valuations database) to share data in the new datum. The Map Viewer Plus application was also upgraded ahead of schedule, in response to a need identified within the survey industry and to support all industry users to transition to GDA2020. A SLIP data download application was also developed and tested. The application, which will enable SLIP data to be downloaded in the new datum, is anticipated to be deployed early in 2021/22.

Geodetic strategy

With the integration of Global Navigation Satellite Systems (GNSS) technology into mobile devices, the WA Geodetic System supports millions of everyday users of location-based applications. From safely navigating the drive home, finding the nearest hospital, or ordering food delivery via an online app, these systems now support much of what we do in our day to day lives.

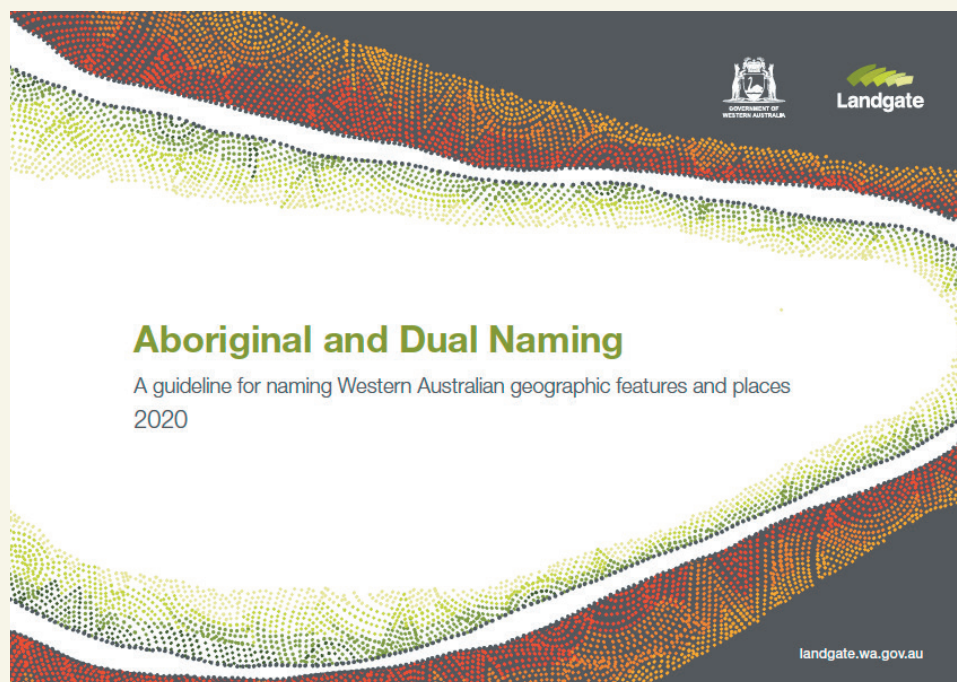
Landgate is responsible for the development and maintenance of the State's geodetic system. This includes geodetic infrastructure which is an integral part of the Australian Geospatial Reference System, providing the underlying framework for all surveying, mapping and positioning applications across Australia.

During the year, Landgate published the State's Geodetic Strategy 2021-25, which sets out four strategic priorities for Landgate to ensure the WA geodetic system is accurate, reliable, and relevant to its current and future users. The strategy outlines how Landgate will continue to maintain its ground infrastructure, improve positioning accuracy, enhance data quality and access over the next four years to support emerging technologies and applications such as spatial digital twins and smart cities.



Supporting official Aboriginal place naming

Landgate is committed to celebrating Aboriginal culture and heritage through naming and is actively supporting opportunities to reawaken the Traditional Owner names for many places throughout our State.



Landgate's Aboriginal and Dual Naming Guidelines support local governments with applying for Aboriginal place names

Landgate, under the delegated authority of the Minister for Lands, administers all official place naming for WA. This includes town sites, districts, localities, roads, parks, reserves and other geographic features. As WA's land information authority, Landgate is committed to recognising the cultural heritage of Aboriginal and Torres Strait Islander Peoples by capturing and recording the original place names to geographical features and places.

In November 2020, our former Minister for Lands the Hon Ben Wyatt MLA, a strong advocate of our dual and renaming policies, launched our 'Aboriginal and Dual Naming Guidelines'.

The Guidelines help support local government and other agencies in the naming of geographic locations in WA providing local government with greater clarity and consistency around the process and requirements for applying Aboriginal place names, emphasising early engagement and consultation with the relevant Traditional Owners.

Landgate will continue to work with the Aboriginal communities in WA to ensure Aboriginal places of significance and historical landmarks are honoured and respected.

Supporting official Aboriginal place naming

During the year, Landgate collaborated with several local governments, providing support for Aboriginal place naming proposals, which included:

The creation of a new locality named Yebble, which was excised from portions of Gracetown and Burnside. Yebble is the Aboriginal name of local Noongar man Mr Samuel Isaacs who was pivotal in a heroic rescue of 54 passengers from the shipwrecked SS Georgette at Redgate Beach in 1876. The new locality includes the Ellensbrook Homestead and Meekadarrabee Falls, which are both of historical and cultural significance to the local Noongar people.

The renaming of Lake Disappointment to Kumpupintil Lake. Kumpupintil (pronounced Goom-bu-pin-dil) Lake is about 160 kilometres long and located 300 kilometres east of Newman. The name 'Kumpupintil' describes how the lake was made and is linked to a Martu creation story, where Martu warriors fought mighty giants in an epic battle.

Bilbiljim, in honour of the Miriwoong people. Bilbiljim is the ancient and original name for Lake Argyle's Mount Misery in the Shire of Wyndham-East Kimberley. The name change honours the Miriwoong language, which is critically endangered with only a few fluent speakers alive today. It is hoped the new name will help strengthen cultural identity in the area.

The name Goolugatup Lowerlands, which was applied to the flat parkland bordering the historic Heathcote Hospital in Applecross. The name Goolugatup is the Whadjuk Noongar word for 'place of children'.



At Bilbiljim together with Traditional Owner Ms Myrtle Ward and her son Mr Lawford Benning - Executive Chair at MG Corporation; together with then Lands Minister Ben Wyatt and GNC Chair Tom Stephens.

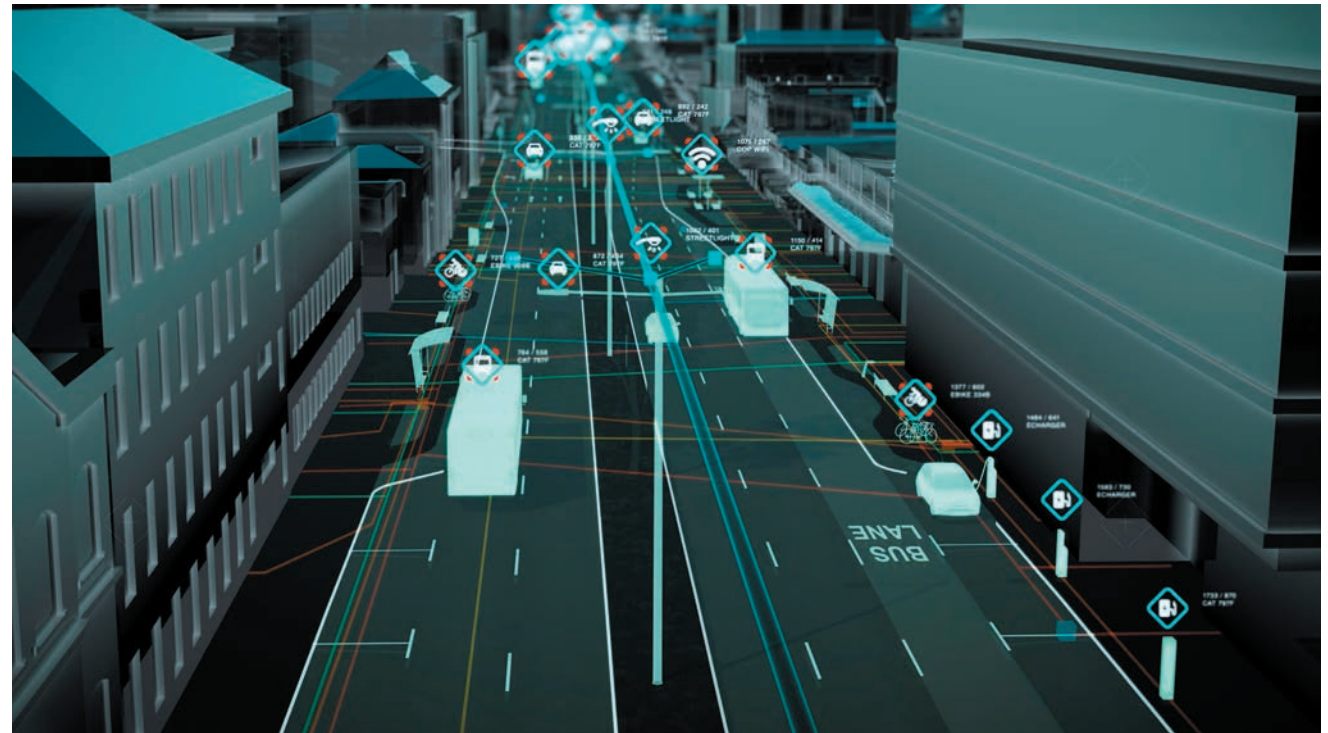
Spatial WA

After investing in modernising land titling services in recent years, Landgate is now focusing on the advancement of location data and applications for the benefit of the State, industry and the community.

Everything happens somewhere, which is why location (or spatial) information is vitally important. Modern technology exists to fuse location with other data to create insights for all types of decision making – from planning, developing and maintaining a building to emergency response coordination. Landgate is exploring the potential of this type of innovation for the State, with a concept called 'Spatial WA'.

Spatial WA proposes a collaborative environment where government agencies could share, discover and visualise location information in a 4D model of the real world (the fourth dimension being time). Spatial WA could provide a whole of government collaborative platform, to streamline processes, share data, improve service delivery and support the State's strategic priorities to promote cross-government coordination and digital connectivity.

Landgate progressed the concept during the year in consultation with multiple government agencies, to deliver two comprehensive reports to Government. The Minister for Lands supported Landgate's Strategic Justification Report, and submitted a comprehensive Application for Concept Approval as part of the 2021-22 Budget process.



Landgate is progressing a Spatial WA concept, which proposes collaborative 4D environment



Progressing a new spatial cadastre

A spatial cadastre is the official spatial representation of cadastral land parcels, and is linked to other records concerning tenure, ownership and valuation. It is the base layer for showing land boundaries and provides the spatial context for land titles. Together with the NLR™ system, the spatial cadastre underpins WA's billion-dollar land development industry.

Landgate's current spatial cadastre is ageing and is not flexible enough to accommodate changes in legislation and/or professional practice. WA requires a modernised, enhanced cadastral system to underpin the State's future land registration and information needs.

To this end, Landgate is participating in the development of a national 3D Cadastral Survey Data Model and exchange format, as the first step in the development of a next generation spatial cadastre for WA.

This collaborative project, run by the Intergovernmental Committee of Surveying and Mapping, will result in a widely adopted standard to enable the transfer of cadastral survey data between the survey industry and government agencies, in all jurisdictions of Australia and New Zealand.

Once a new spatial cadastral system is implemented, surveyors will be able to lodge a 3-dimensional digital cadastral survey plan with Landgate. Following registration, the detail on that plan will be viewable in 3D on the new spatial cadastre.

The 3D Cadastral Survey Data Model and the exchange format is due for completion by March 2022.

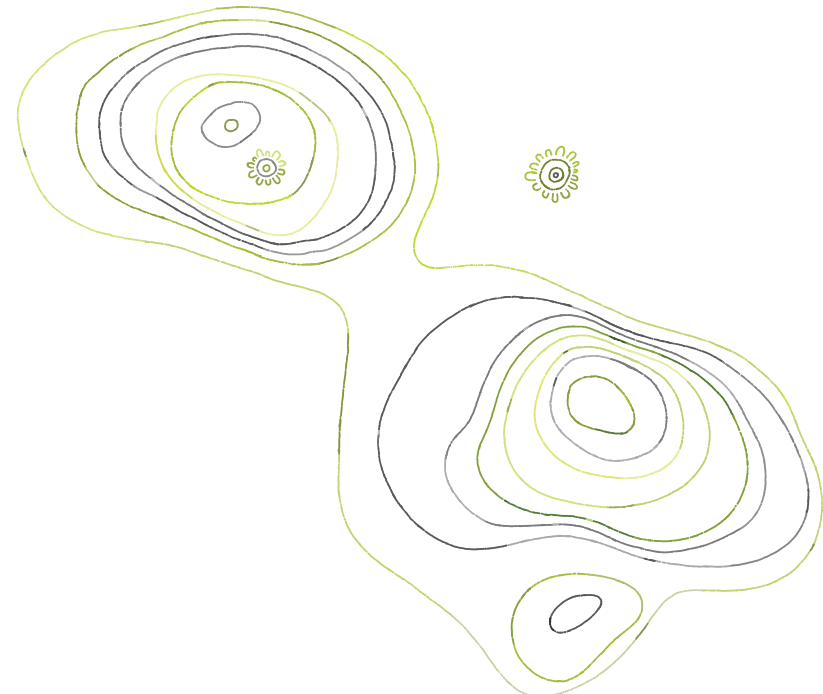
Capture WA

Landgate's Capture WA program coordinates the capture, procurement and delivery of location data for public sector agencies. The program operates under the key principle of 'capture once, use many', and focuses on the value of cross agency collaboration.

The 2020-21 year commenced with an initial program of 38 capture projects for location data. In response to agency requests, 98 projects were added over the course of the year and a total of 130¹ projects were completed.

Aerial imagery was captured for 16 aboriginal communities in the Kimberley, Pilbara and Eastern Goldfields. The imagery has been used by the Department of Planning, Lands and Heritage to identify new / removed infrastructure and housing, road networks, weather patterns, and generally surveying the communities for land use planning objectives. This data is especially useful in remote regions, when site visits are infrequent or not possible.

In addition, imagery was captured to support emergency services agencies following the Wooroloo Fires and Tropical Cyclone Seroja.



1. Three capture projects were cancelled due to COVID-19 and inclement weather. Three projects from the 2020-21 program will be completed in 2021-22

Helping disaster relief efforts

Landgate's FireWatch suite of fire monitoring services uses satellite imagery to support emergency services in the identification and management of fires. Both satellite and aerial imagery are now being extensively used to provide valuable location information during and after an emergency.

Wooroloo Fire

The February 2021 Wooroloo bushfire burnt over 10,000 hectares and caused extensive damage to properties within the City of Swan and Shire of Mundaring. Homes were damaged and destroyed, essential services impacted and social networks affected – resulting in many people being left traumatised and in need of support.

Landgate's Firewatch and Aurora systems provided valuable information to government agencies and the community during this time. Emergency services agencies used Aurora's fire spread simulation capability to determine key information on the fire's potential spread and behaviour.

Landgate, working with the Department of Fire and Emergency Services (DFES), coordinated a 50cm satellite imagery capture during the fire and a 7cm aerial photography capture after the fire via Capture WA.

The satellite capture was used to ensure that all buildings (damaged or not) in the impacted areas were visited by DFES's urban search and rescue teams. The aerial capture is being used to provide additional detail and is being used more widely to support the restoration of utilities and other services in the impacted areas.

This year, Landgate also assisted DFES and the Department of Biodiversity, Conservation and Attractions by automating access to the state's aerial linescanner imagery. The automation results in key aerial imagery being available within minutes of capture and integrated into emergency management hazard mapping systems. Linescan imagery is flown during major fire or flood incidents and enables emergency services to monitor and assess the impacts in specific locations.

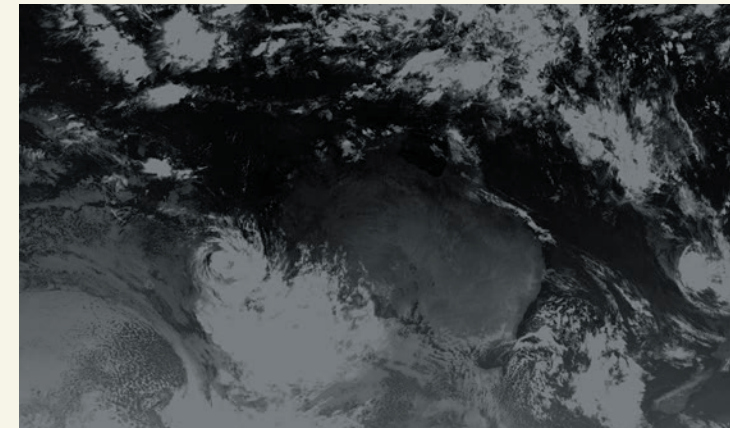
Tropical Cyclone Seroja

In April 2021, Tropical Cyclone Seroja crossed the coast near Kalbarri and swept to the southeast causing significant damage to property.

Landgate delivered satellite and aerial imagery through the Capture WA program for emergency services to use for damage assessment within days of the cyclone crossing. Landgate's Valuation Services team also used aerial imagery to investigate potential interim valuations that could be assessed. This was done to help home owners and businesses in the Kalbarri and Northampton area whose properties had been rendered uninhabitable due to cyclone damage.



Satellite imagery covering the fire scar in false colour (20 Feb 2021).



The cloud associated with Cyclone Seroja as seen by the Japanese Weather Satellite, Himawari-8 (8pm, 11 August 2021).

Pastoral remote sensing application informs land management

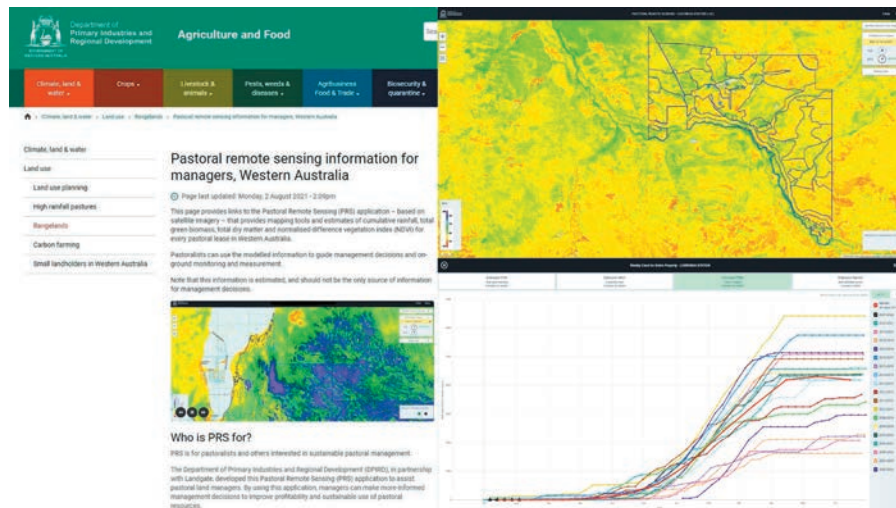
Landgate developed an online Pastoral Remote Sensing tool in partnership with the Department of Primary Industries and Regional Development (DPIRD). This tool provides WA pastoralists with access to a new remote sensing capability to assist stock and land management strategies and boost sustainable production and rangeland condition.

The free resource provides near real-time, high and low resolution satellite imagery of ground cover, as well as a range of rainfall and vegetation data for every pastoral lease in WA. The information enables pastoralists to compare ground cover condition and observe seasonal trends so they can devise and adjust land management strategies, such as feed budgeting and adjusting stocking rates to align with the productive capacity of the rangelands.

The easy-to-use tool was developed in response to challenging dry season conditions experienced across large parts of the rangelands in 2018 and 2019.

The Pastoral Remote Sensing tool allows pastoralists to make more informed, timely management decisions in response to seasonal variability.

The free online resource is based on satellite imagery, sourced from NASA and the Copernicus Australasia Regional Data Hub, and provides current and historical estimates of total green biomass, vegetation cover and rainfall for every pastoral lease in WA.



Landgate developed an online pastoral remote sensing application with DPIRD

Data WA - making more data more accessible

Implementation of the WA Open Data policy is led by Landgate through the public sector data discovery portal, Data WA.

Landgate works in close partnership with the Office of Digital Government who are responsible for the WA Open Data policy, to progress and promote the policy and contribute to the WA digital strategy objectives.

A new look Data WA portal (data.wa.gov.au) was introduced in May 2021, making navigation between the data catalogue and the website easier.

The improved portal includes community pages and a discussion forum to collaborate and better connect the broader data community. Users of the portal now have access to a dashboard to track data openness and usefulness.

The volume of discoverable open data available through the Data WA portal has grown to 2387 datasets compared to 1900 datasets the previous year. Approximately 80 per cent of the data supports open licensing and is available for access under Creative Commons licencing. This open licencing increases the useability of data across the public and private sector and contributes to stimulating business activity. Usage of the Data WA portal increased by 21 percent compared to the average number of hits during 2019-2020.

Landgate continues to promote the usefulness of data sharing through Data WA at various events. During the year these included the 'Better Government Services – Digital Platforms and Data Driven Decisions' industry webinar on the role of open data sharing in government collaboration and a presentation at the 'Free and Open Source for Geospatial' conference sharing the Data WA journey.

Providing access to data that stimulates local businesses

Landgate continued to assist WA's start-up network through its revised grant program, supporting local start-ups to use location information to innovate, diversify the WA economy and create jobs.

In September 2020, the SPUR Location Technology Accelerator Program (SPUR) was launched by the Minister for Lands. The 2020 program was delivered through a collaborative government-academia partnership with the Department of Finance; Department of Local Government, Sport and Cultural Industries; DevelopmentWA and Curtin University.

Applications were sought from WA start-ups, businesses and researchers working on innovative location-based technology, demonstrating how their product or service uses location data to add value to the land and property sector.

Two new categories were added to the program this year - a Research Grant for a Curtin University academic and a First Nations grant sponsored by the Department of Finance.

Six local innovators were chosen as recipients of \$25,000 grants.

One of the 2020 SPUR Research Grant assisted an international and interdisciplinary research team from Curtin University and Fraunhofer IOSB, Germany to improve a 4D heat model that helped quantify the effects of Urban Heat Islands. This will allow researchers and policy makers to better understand and quantify Urban Heat Islands to achieve the ambitious aim of keeping Australian cities 'Liveable' now and into the future.

The 2020 SPUR First Nations Location Technology Grant was awarded to the Gnulli Native Title Group, supporting an Aboriginal-owned business to use data in a mapping activity. The data positions a series of documents and artefacts, which have been collated by Traditional Owners with deep personal attachment to the recorded history. The project will safeguard culture, build awareness of the heritage values of the area and support the emergence of dynamic and creative Gnulli commercial industries.

Other 2020 SPUR program recipients included Markr, Site Validator (uDrew), SpaceDraft and Digital Twin Linear Asset Inspection (Airscope).

The grant recipients are a testament to the innovative spirit of Western Australians.

The grant recipients are a testament to the innovative spirit of Western Australians.



Chris Mills (Markr), Richard Bentley (Airscope), Ian Sloan (Markr), Luke Klingenberg (Airscope), Tom Young (uDrew), Lucy Cooke and Tim Golovinov (SpaceDraft)



Delivering our Statement of Corporate Intent

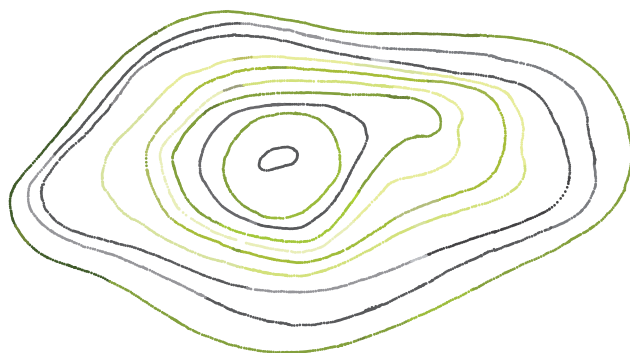


Secure the community's interests in property
through digital land titling services

Transfer of Landgate's commercialised systems to LSWA

On 22 October 2020, a major milestone, saw the successful separation of the Landgate systems and applications now operated by Land Services WA (LSWA). In 2019, LSWA was appointed through an open and competitive process to provide, maintain and improve the systems that facilitate Landgate's automated land titling services for a 40-year term.

The transition of systems and services to LSWA represents the final step in completing the partial commercialisation of Landgate's automated land titling services. The co-operative partnership between Landgate and LSWA enabled the transition to occur seamlessly, securely, on schedule, with customer service fully maintained throughout.



Supporting efficient property transactions

State and Commonwealth Government building stimulus measures drove a significant increase in property market activity, resulting in Landgate experiencing high levels of plan lodgements, lot creation and new titles applications. Landgate's innovation and investment in the automated processing of land registry documents, its collaboration with industry, and its focus on process improvement enabled the spike in activity to be effectively managed.

The stimulus measures resulted in a 37 per cent increase in lot creation and New Titles issued. Despite this significant increase, Landgate maintained turn-around times well within target for Plan examination (4 days, against the target of 15 days) and New Titles Issue (12 days) across the period of increased activity resulting from the stimulus measures. The efficient turnaround ensured customers could progress their development as soon as possible and meet the requirements to access government stimulus packages.

Landgate's investment in system changes also supported more efficient processing. In particular, the automatic plan examination capability of the NLR™ was extended, with the volume of plans able to be automatically examined approximately 50 per cent. This enabled faster processing of simple plans, which allowed more complex plans to be manually examined more quickly.

Document volumes across all document types also increased significantly, with Landgate receiving an average of 300 more documents per day than the previous year. The level of electronic lodgement and automated processing assisted in managing the influx of documents, with processing times for all simple and correct documents better than target, with over 87 per cent being registered within two working days of lodgement.

Although simple documents have been processed efficiently because of its system innovation, an increase in document backlogs and turn-around times for more complex documents has been experienced. Landgate continues to work to reduce both the volume and turn-around times for these complex documents.

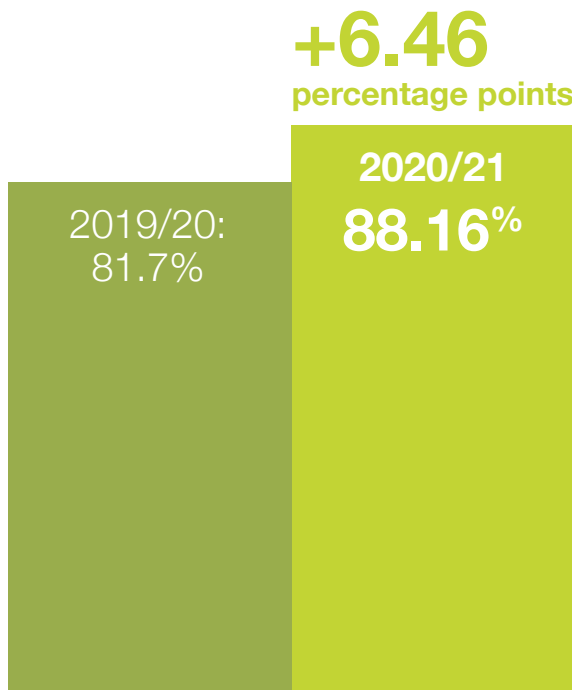
Landgate continued to further increase the proportion of documents able to be electronically lodged and registered, and this work will continue. The electronic lodgement of land registry documents increased, with 89 per cent of eligible documents being lodged electronically. This is an increase of 9 percentage points from the previous year and equates to 74 per cent of all land registry documents.

Survivorship documents were added to the documents eligible for electronic lodgement via an Electronic Lodgement Network Operator (ELNO). Volumes of these lodged electronically have increased steadily since becoming available. Landgate has also developed the ability to electronically lodge transmission documents. Once this capability has been developed by ELNO's, the Landgate system is ready to receive lodgement of transmission documents electronically.

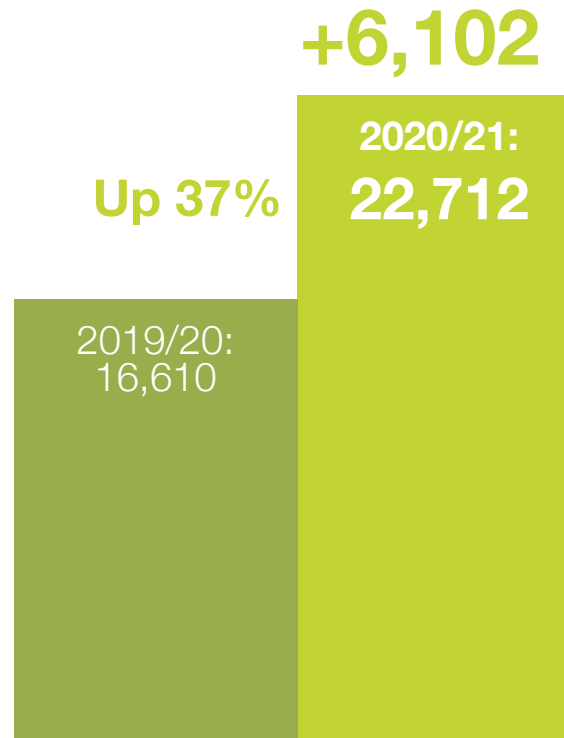


State and Commonwealth Government building stimulus measures drove a significant increase in property market activity, resulting in Landgate experiencing higher levels of plan lodgements, lot creation and new titles applications

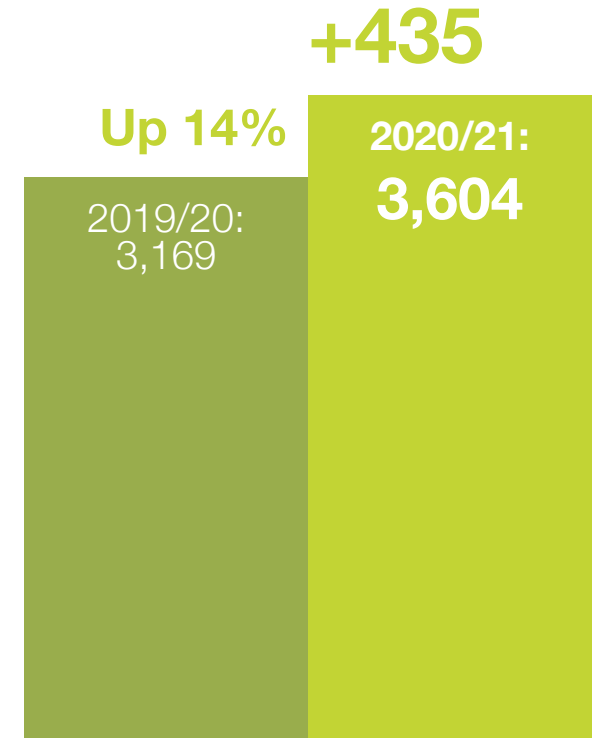
Simple and correct documents turned around within 2 business days



New lots created



New titles applications received



Creating a more competitive e-conveyancing market

Electronic lodgement networks (ELNs) are systems that allow conveyancing transactions to be completed electronically. This includes the preparation of land registry documents, the settlement of funds and the lodgement of the land registry documents.

Currently, if you wish to use an ELN to conduct a property transaction (for example, as a seller), you cannot complete that transaction unless the other parties (for example the purchaser) are using the same ELN.

Interoperability between ELN's will give different ELN's the ability to transact amongst each other, giving consumers greater choice in the ELN they select and therefore, facilitate a more competitive ELN market.

Landgate is working with other Australian jurisdictions to create a more competitive e-conveyancing market. On 7 September 2020, the Ministerial Roundtable on e-conveyancing supported the principle of requiring interoperability between ELNOs.

Landgate will be driving the legislative, process and system changes required to enable interoperability in WA.

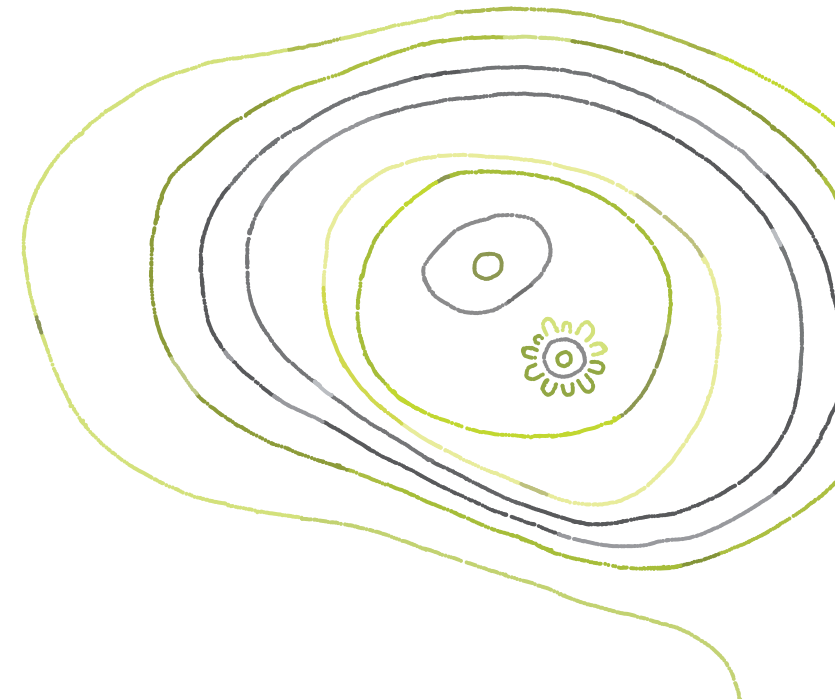
Industry participants and regulators are now working together on the systems integration solution that will facilitate interoperability, with a view to undertaking the first Australian 'interoperable' transaction in December 2021.

A working group led by New South Wales and South Australia is leading national consultation on the regulatory principles for changes to ECNL and Model Operating Rules.

Landgate has sought the approval of the Minister for Lands and State Cabinet to join the National Applied Law Scheme for E-Conveyancing. If agreed to, this change would see the repeal of the *Electronic Conveyancing Act 2014* and the Electronic Conveyancing National Law (with appropriate amendments) being enacted and applied to WA, supporting greater market competition.



Interoperability between ELN's will provide greater flexibility for consumers






Delivering our Statement of Corporate Intent



Valuing homes and investments
to meet customer needs



Landgate delivered its Unimproved Valuation program to customers, while also progressing significant future focused improvements.

Delivering WA's rating and taxing values

The statewide Unimproved Valuation General Valuation program was completed and delivered to customers on schedule. This involved delivering over 1.06 million values comprising Unimproved Values, Rural Unimproved Values and Mining Tenements to RevenueWA and Local Governments.

At the request of local governments, Landgate did not complete a Regional Gross Rental Valuation, General Valuation program during 2020-21. Local governments requested deferral of the program, due to the economic impact of COVID-19. This provided an opportunity to redirect resources to improving datasets – specifically zoning information and associated unimproved values. A total of 46,000 properties were amended.


In addition to completing the annual valuation program, more than 153,500 specialist valuations for market valuation, stamp duty assessment and government asset valuation purposes and delivered to RevenueWA and other government agencies.

Review of pastoral rent methodology

Pastoral rents in WA are independently determined every five years by the Valuer General. Rents are based on land values, the economic state of the pastoral industry and the rate of return.

Landgate worked with the Department of Planning, Lands and Heritage to review the pastoral rent setting methodology as part of the Pastoral Lands Reform, to enable both local government and pastoralists to plan with more certainty.

Improving valuation services for the future



Landgate continued future focused improvements across its valuations function during the year. Two key initiatives within the broader reform program that were implemented include an Objections Lodgement eForm, and semi-automation of the Objection Report.

The Objections eForm gives Landgate's customers a convenient way to submit their objection for up to 10 property valuations electronically via the Landgate website. Customers can save and resume an objection, upload their evidence and supporting documents and receive an automatic email acknowledgement once they have submitted their form.

The eForm guides customers to easily source the required information and documentation to lodge an objection, reducing the customer effort required. It ensures that objections are received in a clear standardised format reducing potential delays caused by follow up with our customers for additional evidence. The eForm and the Objections Report initiatives are expected to improve customer satisfaction through greater efficiency of the objection process.

Landgate also progressed the procurement process for a new valuation system. A request for tender process took place between November and January with the formal tender evaluation process, facilitated by the Department of Finance commencing mid-January 2020.

To support contemporary, compliant and efficient valuation services for the future, Landgate commenced a review of the *Valuation of Land Act 1978*. Identification of proposed amendments to this key piece of legislation commenced, with the review is anticipated to conclude late in 2021-22.



Delivering our Statement of Corporate Intent

**Other initiatives delivering value
to the State**

Landgate makes strata better for WA

Landgate spent the early part of 2020-21 completing implementation of the new strata reforms, following the introduction of clearer, fairer strata law on 1 May 2020. This included creating awareness of the new strata requirements, including hosting workshops for industry participants and provision of information and advice to the community on how to follow the new legislation.

With the strata titles aspect of the reform project completed, the focus turned towards supporting the creation of Community Titles, a new land tenure option for mixed use developments. Landgate worked with the Parliamentary Counsel's Office to develop regulations that support the *Community Titles Act 2018*. The design and implementation of system changes to enable Community Titles to be registered at Landgate was also progressed.

In November 2020, the Minister for Lands announced the opening of the public consultation period for the new Community Titles Regulations 2021. The draft regulations were available for public feedback for a month. The consultation process was supported by Landgate delivering tailored briefings to Members of Parliament, industry stakeholders and the general public, including two information sessions held at the Perth Convention and Exhibition Centre, also accessible via video. 31 stakeholders provided feedback.

On 30 June 2021, the legislative framework underpinning community titles was proclaimed, bringing into effect a new form of land tenure - community titles schemes. A comprehensive suite of guides, forms, frequently asked questions and website content were made available on Landgate's dedicated strata reform website prior to the commencement of the new legislation.

Work is progressing on systems changes and is anticipated to be finalised at the end of September 2021. These changes were not required for 'day 1' of the legislation being in place, as the relevant planning approvals must be obtained prior to registering a community scheme at Landgate.

Community schemes

Community schemes provide WA's property sector with new opportunities for more flexible creation and management of complex and mixed-use developments.

With WA's increasing population and desire for mixed-use developments, community schemes offer the opportunity for residential, retail outlets, commercial offices and recreational facilities, to be more seamlessly integrated. This ability to integrate land uses creates more options for where and how people chose to live, work and enjoy their leisure time.

Community schemes will allow for both land and building schemes within the same community scheme. Different land uses can be combined under the one scheme through multiple sub-schemes.

This new form of tenure will support both the land development industry and property consumers. One of the most anticipated flow-on benefits from a community scheme structure is a fairer cost allocation between lot owners and more efficient approach to how common property is managed.



Community titles are a new type of tenure which will provide greater options for mixed use developments in WA

Improving data governance, security and management

As custodian of a vast array of the state's data, Landgate takes seriously its obligation to ensure this valuable asset is appropriately managed, secured and organised.

In response, Landgate is improving its ability to manage data through a new data roadmap. The roadmap will see the creation of a data strategy which articulates the way we collect, store, catalogue, govern, make available and distribute data.

Implementation of this multi-year project will commence in 2021-22, and will focus on supporting strong data governance, architecture and security to ensure it continues to deliver significant benefits to the state.

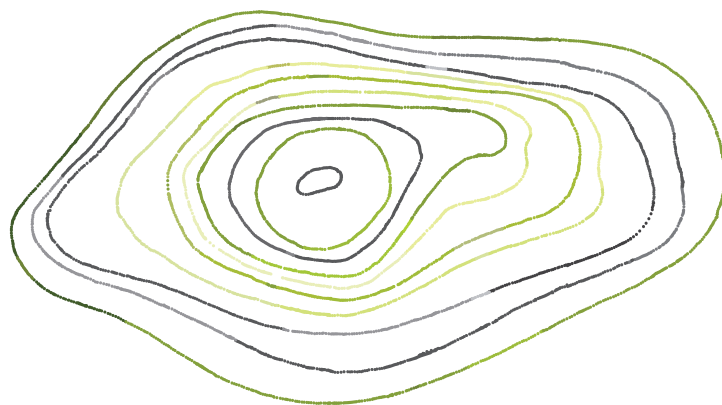
Future focused innovation supporting our vision

Landgate's reputation for innovation is well recognised, having received national and international recognition for its innovation achievements in previous years. Its innovation into the NLR™ enabled the automation of certain land titling services. Ultimately, this led to the partial commercialisation of these services in 2019, delivering \$1.41 billion in value to the State.

The efficiency derived from automated services enabled the state to benefit from quicker processing times for land registry documents when market activity drastically increased due to government stimulus measures.

This year Landgate continued its innovation program, focusing on initiatives that will support the agency in realising its future vision.

Five hackathon events were held. Four of these resulted in specific innovation initiatives to implement the recommendations from the hackathon project teams. Landgate examined potential use cases for Spatial WA, applications of Artificial Intelligence / Machine Learning at Landgate and improved use of the Midland office accommodation. We also explored, how we can better leverage knowledge and expertise from Location Services in our Valuations practice and improving our Capture WA program for our customers.



Advancing reconciliation and Aboriginal opportunity

Landgate continued its commitment to initiatives to support inclusiveness, diversity and equal opportunity. Reconciliation is at the heart of this vision. This year, significant contributions towards reconciliation and Aboriginal wellbeing were made through Landgate's ASPIRE strategy and the launch of its Reflect Reconciliation Action Plan.



Elder Josh McGuire carrying out the smoking ceremony during Landgate's RAP launch

Symbolically, Landgate Chairman Robert Cole, officially launched Landgate's 'Reflect' Reconciliation Action Plan (RAP) on Sorry Day, May 26, the day prior to the commencement of Reconciliation Week. Rob spoke about Landgate's sincere commitment to reconciliation and challenged all staff to take personal action to initiate real change. He also acknowledged the role of Landgate, and its predecessor agencies, recognising that for reconciliation to be successful, we must acknowledge the history of the organisation is a source of cultural trauma for Aboriginal and Torres Strait Islander peoples.

The RAP replaced Landgate's existing ASPIRE strategy to build on progress already made towards reconciliation and equity between Aboriginal and Torres Strait Islander peoples and other Western Australians.

Landgate continued to extend its procurement from indigenous businesses, exceeding the three per cent procurement target set via the State Government's Aboriginal Procurement Policy, with a result of 27.8%. Following the awarding of Landgate's stationery contract to an indigenous business in 2020, this business now also supplies the agency with office furniture and consumables. In addition, Landgate established a partnership with an Aboriginal business for the provision of cultural support for the RAP initiatives.

The following achievements were also made during the year:

- Educating and assisting WA local governments in the recognition and official use of Aboriginal place names through the Dual Naming Guidelines.
- One additional Aboriginal trainee has been appointed through the Public Sector Commission's traineeship program; and one additional Aboriginal graduate via Landgate's graduate program. Landgate has now attracted six indigenous graduates/trainees in the last three years.
- One Aboriginal start-up was successful in gaining a SPUR Location Technology Accelerator Program grant this year.
- Cultural Empowerment Workshops have been piloted within the business, facilitated by First Nation business As One Nyitting. The workshops continue Landgate's cultural awareness journey. Following completion of the pilot, the workshops will be made available to all staff.
- An Acknowledgement of Country was introduced as artwork into some of Landgate's meetings rooms. A standard Acknowledgement of Country is encouraged to be part of regular practice at the commencement of all Landgate meetings.
- Landgate supported the annual drive for the Swan Aboriginal Community Christmas party for its 11th consecutive year. Our employees donated presents and food and prepared hampers to provide to local families in need.
- On 3 June 2021, employees participated in the Walk for Reconciliation, which symbolises a united WA.

Embracing diversity and inclusiveness

Landgate is committed to having a diverse workforce, where everyone is included and valued. By reflecting the breadth of the community we serve, we can better understand our customers diverse needs, priorities and customs. We are also better positioned to attract and retain talent that will drive increased teamwork, innovation, engagement and productivity.

Cultivating an environment where all our people feel confident they can succeed is essential to support highly engaged, diverse employees to deliver exceptional results for the people of WA.

During the year, Landgate had mixed success in relation to our diversity targets, with gains in some areas and lesser success in others. Our representation of Culturally and Linguistically Diverse people remains strong, and is expected to remain so, with the development of our first Multicultural Action Plan. Our representation of Youth fell slightly below target, however is higher than the public sector average, and is supported by dedicated recruitment and retention activities targeting this demographic.

Representation of Aboriginal people in public employment continues to be an area of improvement for Landgate, as it is across the broader WA public sector. Landgate's commitment to progressing the activities in our RAP will support progress in this area.

Although Landgate's representation of employees with a disability has reduced during 2020-21, workforce representation remains higher than the public sector average. A continued focus on attracting and retaining employees with a disability will hopefully bring us closer to the public sector target (5.0 per cent) in the coming year.

Guided by our workforce and diversity plan, Landgate's initiatives to support diversity and inclusiveness during the year included:

- Successful implementation of another Graduate Program, with a new cohort of five graduates coming through the program, which focused on recruiting graduates under 25 years.
- Introduction of a Youth Forum to encourage Landgate's younger employees to be more active participants in their workplace.
- Planning for the introduction of a more consistent, coordinated and staged approach for employees transitioning to retirement.
- Succession planning was implemented for critical agency functions.
- Celebrating International Women's Day with the theme #choosetochallenge. Landgate Board members Anne Arnold and Pia Turcinov joined a panel discussion to highlight how we can help fight gender stereotypes and improve workplace equality.
- Landgate commenced preparation to become a White Ribbon Accredited workplace. This accreditation will support the organisation's commitment to stop violence against women, and create a safer and more respectful workplace.
- Celebrating Harmony Day where teams shared food and stories from other cultures.
- Promotion of the Australian Human Rights Commission's 'Racism. It Stops with Me' campaign.



Landgate is committed to having a diverse workforce



Delivering our Statement of Corporate Intent

Delivering for our customers

Maintaining service during COVID-19

The 2020-21 financial year brought with it both familiar and unfamiliar challenges for Landgate. In these unprecedented times we continued to deliver to our customers in the face of COVID-19, two natural disasters, a volatile property market and a change in government.

The Registrar of Titles and Landgate have a statutory responsibility under the *Transfer of Land Act 1893* and the *Land Information Authority Act 2006* respectively to keep the State's land titles register open for settlement agents, conveyancers and self-represented parties to lodge documents relating to creating, modifying or removing interests in land.

Lodgement and processing of electronic transactions in land continued without change during the COVID lockdowns. With the persistent challenges of COVID-19, Landgate continued the self-lodgement process for customers introduced last year, where paper documents are processed without physical interaction, time-stamped and placed in a secure lodgement box. This ensured the safety of Landgate customers and staff and allowed service delivery to continue with minimal disruption.

On 6 April 2021, in-person counter practices returned in a COVID-safe manner until the lockdown in the final week of June 2021. The end of financial year is traditionally Landgate's busiest time for document lodgements. The lockdown saw the Midland counter service closed with phone and web chat channels remaining open. However, Landgate's Perth office quickly adapted and switched to self-lodgement successfully serving customers, with document lodgements increasing 18 per cent on the previous year.

Despite the strong property market resulting in significantly elevated volume in customer traffic and high lodgement activity, Landgate maintained overall customer satisfaction either at or above the 80 per cent target each quarter. Landgate's grade of service reached 91 per cent in March (against a target of 85 per cent), demonstrating the ability to successfully serve customers despite the challenges of a lockdown period. Average webchat and counter waiting times also remained well under target throughout the year.



Customers quickly adapted to new self-lodgement available during lockdowns.

Phone and web chat remained open for business-as-usual support.

In-person counter practices were managed in a COVID-safe manner.

Complaints and feedback management

Landgate has an effective complaints management process to ensure service offerings can be adapted to satisfy consumer expectations and meet the requirements of the Ombudsman WA.

We value feedback to consistently improve and understand what is important to the customer. In line with our customer feedback and complaints policy and customer service charter, provision of feedback is received in person, writing, telephone, online and through comments via surveys and focus groups.

Any Landgate staff member can lodge feedback received via Landgate's Customer Relationship Management (CRM) system, which is monitored and managed by the Customer Service Systems and Operations Team.

The feedback is assigned to the relevant team in Landgate to resolve within 10 working days of acknowledgement. If this is not possible, the customer is provided an estimated resolution date. The resolution is then communicated to the customer if they opt to receive communication regarding the outcome. A monthly summary report of all feedback is published on the Landgate intranet.

Feedback received

During the last financial year, Landgate received less feedback overall for the year compared to the previous year, comprising of 262 compliments and 287 complaints (an approximate 30 per cent reduction).

Most compliments were focused on individual performance, largely related to the helpful, patient and knowledgeable service delivered to customers. This praise was passed on to the individuals, their manager and teams.

The introduction of our webchat system also received a large number of compliments for the efficiency and use of real people rather than 'chat bots'.

Positive feedback was also received on Landgate's engagement regarding the Community Titles public consultation. An example is: "it was one of the best training seminars I have attended (in) a long time. Utilising example scenarios to actually prepare draft forms with feedback from both the Project and New Titles teams was very insightful and really helped with understanding how the new forms are to be used with the new legislation".

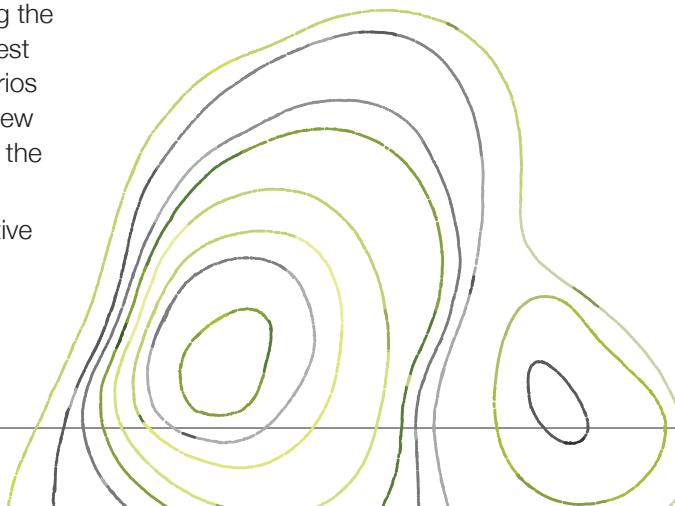
Complaints allowed Landgate to focus on improvements resulting in positive impacts for customers.

Complaints regarding turnaround times stated on Landgate's corporate website resulted in changes to the layout of the relevant page so it was easier to understand and updated more frequently (daily rather than weekly).

To address complaints regarding the delays in turnaround times for some documents due to the COVID-19 stimulus package, Landgate focused on training new staff to support the processing of New Titles area. Customer Service also promoted the NotifyMe subscription, which empowered customers to receive updates on their documents progress for free.

Customer feedback regarding product ordering, revealed issues for customers in identifying the correct product. A system enhancement to Land Enquiry Services, meant that we could address all these issues. By removing the tick box in the result selection screen, it directed customers through to a better place for ordering all products available online. This clear, more distinct ordering pathway was provided to give customers greater confidence in their online purchasing experience.

Complaints regarding rates and land tax spike when rating and taxing notices are issued. This year, Landgate provided updated information to customers and staff before the notices were issued. The information on Landgate's website was made more accessible to customers and provided answers to an array of frequently asked questions regarding rating and taxing valuations. Resources used by Customer Service were also updated to compliment the changes to the website. This collaboration meant a consistent and proactive approach to customer queries and feedback and ultimately, no valuation complaints were received this year.



Disclosures and Legal Compliance

Independent Audit Opinions



Auditor General

INDEPENDENT AUDITOR'S OPINION 2021

Western Australian Land Information Authority

To the Parliament of Western Australia

Report on the audit of the financial statements

I have audited the financial statements of the Western Australian Land Information Authority (Authority) which comprise:

- the Statement of Financial Position at 30 June 2021, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Western Australian Land Information Authority for the year ended 30 June 2021 and the financial position at the end of that period
- in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I am independent of the Authority in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code.

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

Emphasis of Matter – Income Tax Expense

I draw attention to Income Tax Expense Note 5.6 of the financial statements, which discloses \$418 million of deferred tax assets that have not been recognised as at 30 June 2021 as it is not probable that future taxable profit will be available against which the Authority can utilise the benefits. My opinion is not modified in respect of this matter.

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Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Authority.

Auditor's responsibilities 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. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Western Australian Land Information Authority. The controls exercised by the 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 (the overall control objectives).

My opinion has been formed on the basis of the matters outlined in this report.

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

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Independent Audit Opinions

of liabilities have been in accordance with legislative provisions during the year ended 30 June 2021.

The Board's responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

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

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Western Australian Land Information Authority for the year ended 30 June 2021. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

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 2021.

Matter of Significance

The Authority received an exemption from the Under Treasurer from reporting the "Benchmark against international standards for accuracy using Median Ratio Test - Gross Rental Value

(GRV)" and "Coefficient of dispersion to check uniformity of values - GRV" key performance indicators for the year ended 30 June 2021.

The exemption was approved because the regional Gross Rental Value revaluation program was not undertaken due to the travel restrictions imposed as a result of the COVID-19 pandemic. Consequently the indicators have not been reported. My opinion is not modified in respect of this matter.

The Board's responsibilities 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 internal control it determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instruction 904 *Key Performance Indicators*.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

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

My independence and quality control relating to the reports on controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, and Other Assurance Engagements*, the Office of the Auditor General maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Independent Audit Opinions



Other information

The Board is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2021, but not the financial statements, key performance indicators and my auditor's report.

My opinions do not cover the other information and, accordingly, I do not express any form of assurance conclusion thereon.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements, controls and key performance indicators of the Western Australian Land Information Authority for the year ended 30 June 2021 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, controls 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, controls or key performance indicators. If users of the financial statements, controls and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version of the financial statements, controls and key performance indicators.

Caroline Spencer
Auditor General for Western Australia
Perth, Western Australia
29 September 2021

Financial Statements

Certification of Financial Statements

For the reporting period ended 30 June 2021

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 2021 and the financial position as of 30 June 2021.

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.



Robert Cole

Chair

Board

Western Australian Land Information Authority

29 September 2021



Graeme Gammie

Chief Executive

Member, Board

Western Australian Land Information Authority

29 September 2021



Graeme Dewar

Chief Finance Officer

Western Australian Land Information Authority

29 September 2021

Statement of Comprehensive Income for the year ended 30 June 2021

	Notes	2021 (\$'000)	2020 (\$'000)		Notes	2021 (\$'000)	2020 (\$'000)
INCOME				INCOME FROM STATE GOVERNMENT			
Revenue				Service appropriation	2.2	33,098	34,248
Provision of services	2.1	31,208	50,037	Income from other public sector entities	2.2	5,323	18,272
Service concession income	2.3	35,571	24,404	Resources received free of charge	2.2	223	231
Sale of land information, data and imagery	2.4	3,848	3,417	TOTAL INCOME FROM STATE GOVERNMENT		38,644	52,751
Interest revenue	2.5	559	1,130	Profit before income tax equivalent		4,658	21,036
Other revenue	2.5	1,031	1,314	Income tax equivalent expense	5.6 (a) & (b)	(419,642)	(6,809)
Gains				PROFIT/(LOSS) FOR THE PERIOD		(414,984)	14,227
Foreign currency exchange	2.6	0	12	OTHER COMPREHENSIVE INCOME			
TOTAL INCOME		72,217	80,314	Items not reclassified subsequently to profit or loss			
EXPENSES				Changes in asset revaluation surplus	2.6 & 8.9	(16,283)	38
Employee benefits	3.1	53,081	55,482	Items that will be reclassified subsequently to profit or loss			
Supplies and services	3.2	27,322	28,713	Changes in fair value reserve	2.6 & 8.9	(456)	267
Other expenses	3.2	5,323	6,850	Income tax on items that will be reclassified	5.6 & 8.9	137	(202)
Depreciation and amortisation	4.1, 4.2, 4.3 & 4.4	15,230	14,850	TOTAL OTHER COMPREHENSIVE INCOME		(319)	65
Finance costs	6.2	191	581	TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		(431,586)	14,330
Accommodation	3.2	5,047	4,347				
Loss on impairment	4.4	0	1,203				
Net loss on disposal of property, equipment and intangibles	2.6	9	3				
TOTAL EXPENSES		106,203	112,029				
Loss before Income from State Government		(33,986)	(31,715)				

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

Statement of Financial Position as at 30 June 2021

	Notes	2021 (\$'000)	2020 (\$'000)		Notes	2021 (\$'000)	2020 (\$'000)
ASSETS				LIABILITIES			
Current Assets				Current Liabilities			
Cash and cash equivalents	6.3	4,901	10,879	Payables	5.7	8,861	8,304
Restricted cash and cash equivalents	6.3	245	292	Current tax liabilities		447	0
Receivables	5.1	12,404	26,690	Lease liabilities	6.1	59	3,517
Financial investments	5.3	56,995	57,118	Employee related provisions	3.1(b)	12,839	11,900
Amounts receivable for services	5.4	4,006	4,740	Service concession liabilities	5.9	36,325	35,532
Other current assets	5.5	2,688	2,422	Other current liabilities	5.8	3,317	2,989
Total Current Assets		81,239	102,141	Total Current Liabilities		61,848	62,242
Non-Current Assets				Non-Current Liabilities			
Restricted cash and cash equivalents	6.3	1,088	870	Lease liabilities	6.1	52	111
Receivables	5.1	0	1,727	Employee related provisions	3.1(b)	2,831	2,960
Equity accounted investments	5.2	2,481	2,937	Service concession liabilities	5.9	1,319,271	1,351,473
Amounts receivable for services	5.4	32,503	30,652	Total Non-Current Liabilities		1,322,154	1,354,544
Property and equipment	4.1	6,344	9,688	TOTAL LIABILITIES		1,384,002	1,416,786
Service concession intangible assets	4.3	32,883	35,984	NET ASSETS		(1,220,732)	(766,238)
Service delivery intangible assets	4.4	6,457	6,460	EQUITY	8.9		
Right-of-use assets	4.2	108	40,899	Contributed equity		62,944	99,773
Deferred tax assets	5.6(c)	0	419,057	Reserves		7,027	23,629
Other non-current assets	5.5	167	133	Retained earnings		(1,290,703)	(889,640)
Total Non-Current Assets		82,031	548,407	EQUITY DEFICIT		(1,220,732)	(766,238)
TOTAL ASSETS		163,270	650,548				

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

Statement of Changes in Equity for the year ended 30 June 2021

	Notes	2021 (\$'000)	2020 (\$'000)
BALANCE AT START OF PERIOD		(766,238)	208,973
Contributed equity	8.9		
Balance at start of period		99,773	90,379
Transactions with owners in their capacity as owners:			
- Capital appropriation		2,888	9,396
- Other contributions by owners		1	2
- Distributions to owners		(39,718)	(4)
Balance at end of period		62,944	99,773
Reserves	8.9		
Balance at start of period		23,629	23,526
- Asset revaluation surplus		(16,283)	38
- Fair value reserve		(319)	65
Balance at end of period		7,027	23,629

	Notes	2021 (\$'000)	2020 (\$'000)
Retained earnings	8.9		
Balance at start of period		(889,640)	95,068
Initial application of Australian Accounting Standards	8.3	0	(3,330)
Restated balance at start of period		(889,640)	91,738
Movement attributable to:			
- Profit/(loss) for period		(414,984)	14,227
- Transfer from asset revaluation surplus		13,921	0
- Distribution to owners		0	(995,605)
Balance at end of period		(1,290,703)	(889,640)
BALANCE OF EQUITY AT END OF PERIOD		(1,220,732)	(766,238)

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

Statement of Cash Flows for the year ended 30 June 2021

Notes	2021 (\$'000)	2020 (\$'000)	Notes	2021 (\$'000)	2020 (\$'000)
	Inflows (Outflows)	Inflows (Outflows)		Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES			CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts			Payments		
Provision of services	43,404	41,285	Principal elements of lease payments	(4,905)	(4,556)
Sale of land information, data and imagery	4,552	3,138	Net cash used in financing activities	(4,905)	(4,556)
Interest received	592	1,572	CASH FLOWS FROM STATE GOVERNMENT		
GST receipts on sales	1,303	142,302	Receipts		
GST receipts from taxation authority	11,394	7,269	Service appropriation	28,168	28,648
Other receipts	2,062	1,543	Drawdowns from amounts receivable for services (Holding Account)	3,813	3,981
Payments			Capital appropriations	2,888	9,396
Employee benefits	(52,010)	(52,966)	Funds from other public sector entities	7,138	15,384
Supplies and services	(28,192)	(28,768)	Payments		
Other payments	(5,030)	(5,646)	Income tax equivalents – payments	0	(427,230)
Accommodation	(4,450)	(4,545)	Income tax equivalents – refund	2,335	2,759
Finance costs	(318)	(683)	Dividends paid to Consolidated Account	0	(995,605)
GST payments on purchases	(12,656)	(9,533)	Net cash provided by/(to) State Government	44,342	(1,362,667)
GST payments to taxation authority	0	(140,640)	Net change in cash and cash equivalents	(5,807)	(45)
Net cash used in operating activities	(39,349)	(45,672)	Cash and cash equivalents at start of period	12,041	12,086
CASH FLOWS FROM INVESTING ACTIVITIES			CASH AND CASH EQUIVALENTS AT THE END OF PERIOD		
Receipts			6.3	6,234	12,041
Sale of property and equipment	0	11	The Statement of Cash Flows should be read in conjunction with the accompanying notes.		
Sale of financial investments	69,200	44,139			
Sale of proceeds from Partial Commercialisation arrangement	0	1,410,000			
Payments					
Purchase of property, equipment and intangible assets	(6,095)	(12,900)			
Purchase of financial investments	(69,000)	(28,400)			
Net cash (used in)/provided by investing activities	(5,895)	1,412,850			

Summary of Consolidated Account Appropriations for the year ended 30 June 2021

	Notes	2021 Budget Estimate (\$'000)	2021 Supplementary Funding (\$'000)	Revised Budget (\$'000)	2021 Actual (\$'000)	2021 Variance (\$'000)
DELIVERY OF SERVICES						
Item 88 Net amount appropriated to deliver services	1	32,478	(292)	32,186	32,186	0
Amount authorised by other statutes						
- <i>Salaries and Allowances Act 1975</i>		337	0	337	337	0
- <i>Transfer of Land Act 1893</i>	2	0	575	575	575	0
Total appropriations provided to deliver services		32,815	283	33,098	33,098	0
CAPITAL						
Capital appropriations	3	3,588	(700)	2,888	2,888	0
GRAND TOTAL		36,403	(417)	35,986	35,986	0

1. A reduction in the net amount appropriated to deliver services totalling \$0.292m was made during 2021, which included a \$0.283m reduction in the funding from Government for Midland building right-of-use asset depreciation and outgoings following the transfer of the asset to the Department of Planning, Lands and Heritage at the end of the lease term in mid-March 2021. A further \$0.009m reduction in funding was the result of an adjustment to depreciation funding for right-of-use asset State Fleet vehicles.
2. Additional funding of \$0.575m was received as a refund of a claim for compensation made under Section 208 of the *Transfer of Land Act 1893* as a result of fraud.
3. The \$0.700m reduction in capital appropriations relates to a reassessment of capital requirements during the budget process resulting in the need for less funding for the Asset Investment Program in 2021, however this funding has been requested as a carry forward into 2022 to progress priority projects within the program.

Notes to the Financial Statements for the year ended 30 June 2021

1. Basis of Preparation

The Western Australian Land Information Authority (trading as Landgate) is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent.

Although the Authority is required to operate on prudent commercial principles, Treasurer's Instruction 1101 *Application of Australian Accounting Standards and Other Pronouncements* deems it to be a not-for-profit entity for reporting under Australian Accounting Standards (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the 'Overview' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Agency on 29 September 2021.

Statement of compliance

These general purpose financial statements have been prepared in accordance with:

- (1) The *Financial Management Act 2006* (**FMA**);
- (2) The Treasurer's Instructions (**the Instructions** or **TIs**);
- (3) Australian Accounting Standards (**AASs**) – Reduced Disclosure Requirements;
- (4) Where appropriate, those AAS paragraphs applicable for not-for-profit entities have been applied; and
- (5) Where no applicable **AAS** exists, the Authority will account for such transactions by adopting existing **AAS** paragraphs with similar and related issues, and consider the Framework and Statement of Accounting Concepts.

The *Financial Management Act 2006* and the Treasurer's Instructions take precedence over AASs. Several AASs are modified by the TIs to vary application, disclosure format and wording. Where modification is required and has had 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.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention except for land and buildings and the investment in PSMA Australia Limited which are measured at fair value. All values are rounded to the nearest thousand dollars (\$'000).

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

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 (at the time of, or prior to, transfer) before such transfers can be recognised as equity contributions. Capital appropriations are designated as contributions by owners by Treasurer's Instruction 955 *Contributions by Owners made to Wholly-Owned Public Sector Entities* and have been credited directly to Contributed Equity.

Notes to the Financial Statements for the year ended 30 June 2021

2. Our funding sources

How we obtain our funding

This section provides additional information about how the Authority obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Authority and the relevant notes are:

	Notes	2021 (\$'000)	2020 (\$'000)
Provision of services	2.1	31,208	50,037
Income from State Government	2.2	38,644	52,751
Service concession income	2.3	35,571	24,404
Sale of land information, data and imagery	2.4	3,848	3,417
Interest and other revenue	2.5	1,590	2,444
Gains and losses	2.6		

2.1 Provision of services

	2021 (\$'000)	2020 (\$'000)
Land title management fees (i)		
- Transfer	13,336	10,772
- Mortgage	4,423	5,493
- Discharge	4,564	5,923
- Other (plan lodgements, caveats, applications, etc.)	3,838	6,310
- Search	203	8,604
	26,364	37,102
Other services		
- Valuation services fees	2,649	11,497
- Electronic advice of sale fees	1,860	1,193
- Property interest report	335	245
	4,844	12,935
Total provision of services	31,208	50,037

(i) Under the terms of the Commercialised Services Agreement (CSA) with Land Services WA (LSWA), the Authority collects customer fees for title document lodgements, plan, search and lodgement support services and passes on to LSWA its component of the fees in the form of Service Fees paid per transaction as per the CSA. The provision of services therefore reflects the Authority's share of these fees, net of service fees payable to LSWA (representing LSWA's share of revenue derived from those services). Refer Note 5.9 'Service concession liabilities' for further details.

Revenue is recognised at the transaction price when the Authority transfers control of the services to customers.

The majority of the Authority's services will be recognised at a point in time (or over a relatively short period of time). The performance obligations of these services are satisfied when the services have been provided and payments are received. If payments are not received, the Authority will recognise a receivable.

Notes to the Financial Statements for the year ended 30 June 2021

2.2 Income from State Government

	Note	2021 (\$'000)	2020 (\$'000)
Appropriation received during the period:			
- Service appropriation	5.4	33,098	34,248
Total appropriation received		33,098	34,248
Income received from other public sector entities during the period:			
- Provision of services			
- Land title management fees		72	297
- Other services – Valuation service fees		3,674	15,667
- Sale of land information, data and imagery		1,411	1,430
- Interest revenue		47	262
- Other revenue		119	616
Total income from other public sector entities during the period		5,323	18,272
Resources were received free of charge from other public sector entities:			
- Department of Justice (provision of legal services)		176	166
- Department of Primary Industries and Regional Development (provision of mapping/data services)		11	25
- Department of Finance (provision of accommodation)		36	38
- Commissioner of Main Roads (provision of planning and technical services)		0	2
Total resources received free of charge		223	231
Total income from State Government		38,644	52,751

Service appropriations are recognised as income at the fair value of consideration received 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 in the bank account or credited to the 'Amounts receivable for services' (holding account) held at Treasury.

Service appropriations fund services delivered. Appropriation revenue comprises the following:

- Cash component; and
- A receivable (asset).

Income from other public sector entities is recognised as income when the Authority has satisfied its performance obligations under the funding agreement. If there is no performance obligation, income will be recognised when the Authority receives the funds.

Resources received free of charge or for nominal cost that the Authority would have purchased if not donated, are recognised as income at the fair value of the services or assets where they can be reliably measured. A corresponding expense is recognised for services received. Receipt of assets are recognised in the Statement of Financial Position.

2.3 Service concession income

	2021 (\$'000)	2020 (\$'000)
Revenue recognition – upfront proceeds (i)	35,250	24,404
Revenue recognition – enhancements (ii)	321	0
Total Service concession income (iii)	35,571	24,404

- (i) On 22 October 2019, LSWA made an upfront payment of \$1.41 billion to the Authority as consideration of the Partial Commercialisation arrangement and this has been accounted for as a Service concession liability under AASB 1059 *Service Concession Arrangements: Grantors*. This revenue will be recognised by the Authority evenly over the term of the arrangement. Refer Note 5.9 'Service concession liabilities.'

Notes to the Financial Statements for the year ended 30 June 2021

2.3 Service concession income (continued)

- (ii) Expenditure incurred by LSWA on the upgrade and/or enhancement of Service concession intangible assets will also be accounted for as a Service concession liability under AASB 1059 *Service Concession Arrangements: Grantors*. This Service concession liability will be recognised in a manner consistent with the amortisation of the expenditure incurred on the upgrades to the Service concession intangible assets. Refer Note 4.3 'Service concession intangible assets' and Note 5.9 'Service concession liabilities.'
- (iii) Prior to AASB 1059 *Service Concession Arrangements: Grantors*, Service concession income was reported as Partial Commercialisation revenue. Refer Note 8.3 'Initial application of Australian Accounting Standards' for the impact of adopting AASB 1059.

2.4 Sale of land information, data and imagery

	2021 (\$'000)	2020 (\$'000)
Property information and services	1,300	1,132
Land information and services	1,821	1,865
Imagery	723	414
Consultancy services	4	6
Total sale of land information, data and imagery	3,848	3,417

Revenue is recognised at the transaction price when the Authority transfers control of the goods to customers. The majority of these goods will be recognised at a point in time (or over a relatively short period of time) when the goods have been transferred and payment received. If payments are not received, the Authority will recognise a receivable.

2.5 Interest and other revenue

	2021 (\$'000)	2020 (\$'000)
Interest revenue		
Financial investments	559	1,130
Operating bank account	0	0
	559	1,130
Other revenue		
Recovery of costs	732	1,067
Project revenue	132	202
Service concession – royalties	134	0
Government Vehicle Scheme	31	45
Other miscellaneous revenue	2	0
	1,031	1,314
Total interest and other revenue	1,590	2,444

Interest on the operating bank account and financial investments is recognised as the interest accrues. For all financial instruments measured at amortised cost, interest income is recorded using the effective interest rate. The effective interest rate is the rate that exactly discounts the estimated 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 (added) to interest on financial investments.

Other revenue is recognised at the transaction price when the Authority transfers control of the goods to customers.

Notes to the Financial Statements for the year ended 30 June 2021

2.6 Gains and losses

	Note	2021 (\$'000)	2020 (\$'000)
(a) Gain/(loss) on disposal of property, equipment and intangibles			
Proceeds from sale of non-current assets		2	11
Non-current assets disposed:			
- Cost		1,423	727
- Less accumulated depreciation		(1,412)	(713)
Carrying amount of non-current assets disposed		11	14
Net loss on disposal of property, equipment and intangibles		(9)	(3)
(b) Foreign exchange			
Gain on foreign currency exchange		0	12
Total foreign exchange gain		0	12
(c) Other gains			
Asset revaluation surplus	8.9		
Net revaluation increments/(decrements):			
- Right-of-use assets – building	4.2	(16,263)	0
- Right-of-use assets – land	4.2	0	0
- Land reserves	4.1	(20)	38
		(16,283)	38
Fair value reserve	8.9		
Net change in fair value – PSMA Ltd	5.2	(456)	267
Total Other Gains – Other comprehensive income		(16,739)	305

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

Gains and losses on disposal of non-current assets are presented by deducting from the proceeds on disposal the carrying amount of the asset and related selling expenses. Gains and losses are recognised in profit or loss in the statement of comprehensive income (from the proceeds of sale).

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land and building.

In respect to the net change in the fair value of the Authority's investment in PSMA Ltd, this represents the Authority's share of PSMA Ltd's post-acquisition profit or loss and other comprehensive income. Refer Note 5.2 'Equity accounted investments'.

Notes to the Financial Statements for the year ended 30 June 2021

3. Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Authority's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Authority in achieving its objectives and the relevant notes are:

	Notes	2021 (\$'000)	2020 (\$'000)
Employee benefits expenses	3.1(a)	53,081	55,482
Employee related provisions	3.1(b)	15,670	14,860
Other expenditure	3.2	37,692	39,910

3.1 (a) Employee benefits expense

	2021 (\$'000)	2020 (\$'000)
Salaries (i), (ii)	48,269	50,388
Termination benefits	0	203
Superannuation – defined contribution plans (iii)	4,812	4,891
Total employee benefits	53,081	55,482

- (i) Includes recoup of costs of \$0.040m (2020: \$0.177m) from government-related entity.
- (ii) This includes a superannuation contribution component. Employment on-costs such as workers compensation insurance and payroll tax are included at Note 3.2 'Other expenditure'. The employment on-costs liability is included at Note 3.1(b) 'Employee related provisions'.
- (iii) Defined contribution plans include West State Superannuation Scheme (WSS), Gold State Superannuation Scheme (GSS), Government Employees Superannuation Board Scheme (GESBs) and other eligible funds.

Salaries

Employee expenses include wages, salaries and social contributions, fringe benefits tax, accrued and paid leave entitlements and paid sick leave; and non-monetary benefits (such as medical care, housing, cars and free or subsidised goods or services) for employees.

Termination benefits

These are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Authority is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Superannuation

The amount recognised in profit or loss of the Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBs, or other superannuation funds.

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

The Authority does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. 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 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.

Notes to the Financial Statements for the year ended 30 June 2021

3.1 (b) Employee related provisions

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

	2021 (\$'000)	2020 (\$'000)
Current		
<i>Employee benefits provisions</i>		
Annual leave ^(a)	5,062	4,710
Long service leave ^(b)	7,066	6,549
	12,128	11,259
<i>Other provisions</i>		
Employment on-costs ^(c)	711	641
Total current employee related provisions	12,839	11,900
Non-current		
<i>Employee benefits provisions</i>		
Long service leave ^(b)	2,674	2,800
<i>Other provisions</i>		
Employment on-costs ^(c)	157	160
Total non-current employee related provisions	2,831	2,960
Total employee related provisions	15,670	14,860

(a) Annual leave liabilities: Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual liability settlement will occur as follows:

	2021 (\$'000)	2020 (\$'000)
Within 12 months of the end of the reporting period	3,541	3,439
More than 12 months after the end of the reporting period	1,521	1,271
	5,062	4,710

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

(b) 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 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 requisite years of service. Assessments indicate that actual liability settlement is expected to occur as follows:

	2021 (\$'000)	2020 (\$'000)
Within 12 months of the end of the reporting period	2,309	1,977
More than 12 months after the end of the reporting period	7,431	7,372
	9,740	9,349

The provision for long service leave is calculated at present value as the Authority does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. The payments are estimated using the remuneration rate expected to apply at the time of settlement, and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity to match, as closely as possible, the estimated future cash outflows.

Notes to the Financial Statements for the year ended 30 June 2021

3.1 (b) Employee related provisions (continued)

(c) **Employment on-costs:** The settlement of annual and long service leave liabilities gives rise to the payment of employment on-costs including workers' compensation insurance and payroll tax. The provision is the present value of expected future payments.

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 Note 3.2 'Other expenditure' and are not included as part of the Agency's 3.1(a) 'Employee benefits expense'. The related liability is included in Note 3.1(b) 'Employee related provisions'.

	2021 (\$'000)	2020 (\$'000)
Carrying amount at start of the reporting period	801	702
Additional provisions recognised	355	361
Reductions as employees take leave	(288)	(262)
Carrying amount at end of the reporting period	868	801

Key sources of estimation uncertainty – long service leave

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.

Several estimations and assumptions used in calculating the Authority's long service leave provision. These 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. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

3.2 Other expenditure

	2021 (\$'000)	2020 (\$'000)
Supplies and services		
Services and contracts – Information Technology	16,946	19,789
Services and contracts – other	8,232	7,372
Consultancy (including legal)	1,367	489
Communications	589	765
Consumables, other supplies and services	131	135
Travel	57	163
Total supplies and services expenses	27,322	28,713
Accommodation expenses (i)		
Building maintenance and operation	3,033	3,024
Rental	1,054	458
Contingent rent – building and land	510	562
Minor works and alterations	337	175
Other outgoings	108	99
Utility and statutory charges	5	29
Total accommodation expenses	5,047	4,347
(i) Includes payments of \$4.499m (2020: \$3.739m) to a government-related entity.		
Other expenses		
Employment on-costs (including payroll tax and workers' compensation insurance)	2,913	3,008
Compensation (<i>Transfer of Land Act 1893</i> and Act of Grace payments)	577	2
Insurance	254	298
Grants and subsidies	230	1,543
Minor purchases	212	237
Bank charges	191	145

Notes to the Financial Statements for the year ended 30 June 2021

3.2 Other expenditure (continued)

	2021 (\$'000)	2020 (\$'000)
Other expenses (continued)		
Other staffing costs	190	289
Board and committee fees	172	152
Postage	147	135
Books, magazines, Acts, and subscriptions	88	62
Membership fees	75	23
Advertising	65	212
Repairs and maintenance	41	49
Fringe benefits tax	35	87
Legal costs	25	26
Sponsorship	20	14
Hire charges (equipment, venues, etc.)	16	15
Staff recruitment	14	264
Other minor expenses	58	289
Total other expenses	5,323	6,850
Total other expenditure	37,692	39,910

Supplies and services

Supplies and services are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Accommodation expenses

Rental expenses include variable lease payments, recognised in the period in which the event or condition that triggers those payments occurs. This also includes Memorandum of Understanding Agreements (MOU) with the Department of Finance for the leasing of the Perth and Bunbury office accommodation, and the Midland office from 14 March 2021.

Maintenance, minor works and other outgoings costs are recognised as expenses as incurred.

Other expenses

Other operating expenses generally represent the day-to-day running costs incurred in normal operations. A significant component is Employment on-costs. Employment on-cost includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at Note 3.1(b) 'Employee related provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

Expected credit losses expense is recognised as the movement in the allowance for expected credit losses. The allowance for expected credit losses of trade receivables is measured at the lifetime expected credit losses at each reporting date. The Authority has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Refer to Note 5.1 'Movement of the allowance for impairment of receivables'.

The Authority also recognised expected credit losses on financial investments. Please refer to Note 5.3 'Financial investments'.

4. Key assets

Assets the Authority utilises for economic benefit or service potential

This section includes information regarding the key assets the Authority utilises to gain economic benefits or provide service potential. This section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes	2021 (\$'000)	2020 (\$'000)
Property and equipment	4.1	6,344	9,688
Right-of-use assets	4.2	108	40,899
Service concession intangible assets	4.3	32,883	35,984
Service delivery intangible assets	4.4	6,457	6,460

Notes to the Financial Statements for the year ended 30 June 2021

4.1 Property and equipment

Year ended 30 June 2021	Land ^{(i)(a)} (\$'000)	Furniture (\$'000)	Equipment (\$'000)	Computer Equipment (\$'000)	Leasehold Improvements ^{(i)(b)} (\$'000)	Work in Progress Leasehold Improvements (\$'000)	TOTAL (\$'000)
1 July 2020							
Gross carrying amount	3,714	116	1,912	7,918	19,005	159	32,824
Accumulated depreciation/amortisation		(113)	(1,480)	(6,591)	(14,952)		(23,136)
Carrying amount at start of period	3,714	3	432	1,327	4,053	159	9,688
Additions	0	0	5	187	417	258	867
Transfers (i)	1	0	(7)	(2)	(2,342)	(417)	(2,767)
Disposals	0	0	(1)	(4)	(6)	0	(11)
Revaluation increments/(decrements)	(20)	0	0	0	0	0	(20)
Depreciation/amortisation		(1)	(88)	(544)	(752)		(1,385)
Impairment loss	0	0	0	0	0	0	0
Adjustments (ii)	0	(1)	(14)	(13)	0	0	(28)
Carrying amount at 30 June 2021	3,695	1	327	951	1,370	0	6,344
Gross carrying amount	3,695	111	1,817	6,711	11,482		23,816
Accumulated depreciation		(110)	(1,490)	(5,760)	(10,112)		(17,472)

(i) (a) Land includes reserves that were administered by the Department of Planning, Lands and Heritage (DPLH) and transferred to the Authority from 1 July 2008. This amount represents the net transfer of reserves between DPLH and the Authority. Reserves transferred to DPLH are recognised by the Authority as a distribution to owners whilst reserves transferred from DPLH to the Authority are recognised as a contribution by owners.

(b) The amount transferred from Leasehold Improvements represents the carrying amount of the leasehold assets adjusted against the Midland building right-of-use asset valuation at the date of transfer to DPLH. Refer Note 4.2 'Right-of-use assets'.

(ii) Adjustments represents the carrying amount of the Property and equipment written-off during 2021.

Notes to the Financial Statements for the year ended 30 June 2021

4.1 Property and equipment (continued)

Initial recognition

Items of property and equipment (land, furniture, equipment, computer equipment, and leasehold improvements) costing \$1,000 or more are recognised initially at cost. Where an asset is acquired for no or nominal cost, the cost is valued at its fair value at the date of acquisition. Items costing less than \$1,000 are expensed directly to the Statement of Comprehensive Income (except where they form part of a group of similar items that are significant in total, in which case they are capitalised).

Subsequent measurement

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of land reserves.

Land is carried at fair value less accumulated impairment losses.

All other items of property and equipment are stated at historical cost less accumulated depreciation or amortisation and accumulated impairment losses.

Derecognition

On disposal or derecognition of land, any revaluation surplus relating to that item is retained in the asset revaluation surplus.

Revaluation model

- 1 Fair Value where market-based evidence is available:

The fair value of land and buildings is determined on the basis of current market values determined by reference to recent market transactions.

This is typically the case for land within the Perth metropolitan area. On revaluing buildings, the accumulated depreciation is eliminated against the asset cost amount and the amount is then restated to the revalued amount.

- 2 Fair Value in the absence of market-based evidence:

Land outside the Perth metropolitan area is valued on the basis of existing use, where market-based evidence is not available.

Asset revaluation surplus

The asset revaluation surplus is used to record increments and decrements on the revaluation of land assets on a class of assets basis.

Depreciation, amortisation and impairment

	2021 (\$'000)	2020 (\$'000)
<i>Depreciation</i>		
Property and equipment	633	624
<i>Amortisation</i>		
Leasehold improvements	752	1,137
Total depreciation and amortisation for the period	1,385	1,761
Total impairment for the period	0	0

As at 30 June 2021, there were no indications of impairment to property and equipment or leasehold improvements.

Finite useful lives

All property and equipment having a limited useful life are systematically depreciated or amortised over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Depreciation or amortisation is generally calculated on a straight line basis, at rates that allocate the assets value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for each class of asset are:

Asset class	Years
Furniture	11
Equipment	5 to 15
Computer equipment	3 to 5
Leasehold improvements	8 to 15

The estimated useful lives, residual values and depreciation and amortisation methods are reviewed at the end of each reporting period and adjustments are made where appropriate.

Leasehold improvements are depreciated over the shorter of the lease term and their useful life. Leasehold improvements under development are classified as 'Works in Progress'.

Notes to the Financial Statements for the year ended 30 June 2021

4.1 Property and equipment (continued)

Finite useful lives (continued)

Land is considered to have an indefinite life and is not depreciated. Depreciation is not recognised in respect of this asset because its service potential has not, in any material sense, been consumed during the reporting period.

Impairment

Property and equipment are tested for indications of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. If this 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 its recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income.

As the Authority is a not-for-profit entity, unless a specialised asset has been identified as a surplus asset, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is any indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

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 significant change in useful life. Each relevant class of assets is reviewed annually to verify that the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from declining replacement costs.

Leasehold improvements under development are tested for impairment at the end of each reporting period irrespective of whether there is any indication of impairment.

4.2 Right-of-use assets

	2021 (\$'000)	2020 (\$'000)
Right-of-use assets		
Buildings	0	32,218
Land	0	8,476
Vehicles	108	205
Net carrying amount at 30 June	108	40,899

Additions to right-of-use assets during the 2021 financial year were nil.

Initial recognition

Right-of-use assets are initially measured at cost including the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any incentives received
- any initial direct costs, and
- restoration costs, including dismantling and removing the underlying asset.

This includes all leased assets other than investment property ROU assets, which are measured in accordance with AASB 140 'Investment Property'.

The Authority has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases with an underlying value of \$5,000 or less. Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent measurement

The cost model is applied for subsequent measurement of right-of-use assets (vehicles), requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Notes to the Financial Statements for the year ended 30 June 2021

4.2 Right-of-use assets (continued)

Subsequent measurement (continued)

Subsequent to initial recognition as an asset, the revaluation model is used for the measurement of:

- Midland Land; and
- Midland Building.

Land is carried at fair value less accumulated impairment losses.

Buildings are carried at fair value less accumulated depreciation and less accumulated impairment losses.

The Midland land and building were valued annually by the Valuer General (Valuation Services, Landgate) and assessed by the Authority each year.

Where the Midland building valuation differed materially (more than 5%) from its carrying amount, the valuation of the Midland building was brought to account. Otherwise Midland land and building was revalued at least every five years.

The Midland land and building finance lease liabilities were fully paid on 14 March 2021 when the land and building reverted to Government ownership. At the date of the expiry of the finance leases, the Midland land and building were transferred to the Department of Planning, Lands and Heritage (DPLH). This transfer was done as a Distribution to Owners and the value was the net book value at 14 March 2021.

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to the Authority at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in Note 4.1 'Property and equipment'.

The following amounts relating to leases have been recognised in the Statement of Comprehensive Income:

	2021 (\$'000)	2020 (\$'000)
Buildings (i)	975	1,385
Land	0	0
Vehicles	134	170
Total right-of-use asset depreciation	1,109	1,555
Lease interest expense	191	581
Expenses relating to variable lease payments not included in lease liabilities	510	563
Short-term leases	0	0
Low-value leases	0	0
Losses arising from sale transactions – vehicles	1	6

(i) Depreciation for 2021 was up to 14 March 2021 when the building was transferred to DPLH.

The total cash outflow for leases in 2021 was \$5.223m (2020: \$5.239m).

The Authority has leases for the vehicles (2020: vehicles, land and building).

The Authority has also entered into a Memorandum of Understanding Agreements (MOU) with the Department of Finance for the leasing of the Perth and Bunbury office accommodation, and the Midland office from 14 March 2021. These are not recognised under AASB 16 *Leases* because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

The Authority recognises leases as right-of-use assets and associated lease liabilities in the Statement of Financial Position.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in Note 6.1 'Lease liabilities'.

Notes to the Financial Statements for the year ended 30 June 2021

4.3 Service concession intangible assets

Year ended 30 June 2021	Service concession intangible assets (i) (\$'000)	Works in Progress Service concession intangible assets (\$'000)	TOTAL (\$'000)
1 July 2020			
Gross carrying amount	68,076	1,121	69,197
Accumulated depreciation/amortisation	(33,213)		(33,213)
Carrying amount at start of period	34,863	1,121	35,984
Additions (ii)	4,704	3,087	7,791
Transfers	(198)	(543)	(741)
Revaluation increments/(decrements)	0	0	0
Amortisation	(10,151)		(10,151)
Impairment loss	0	0	0
Adjustments	0	0	0
Carrying amount at 30 June 2021	29,218	3,665	32,883
Gross carrying amount	72,780	3,665	76,445
Accumulated depreciation	(43,562)		(43,562)

(i) Prior to AASB 1059 *Service Concession Arrangements: Grantors*, Service concession intangible assets were classified as Commercialised assets. Refer Note 8.3 'Initial application of Australian Accounting Standards' for the impact of adopting AASB 1059.

(ii) The Service concession intangible asset additions includes completed works transferred from Works in Progress and expenditure incurred by Land Services WA.

Initial recognition

Under the Partial Commercialisation arrangement (refer Note 5.9) where an existing Service delivery intangible asset was subject to the arrangement, the Authority has reclassified the existing Service delivery intangible asset as a Service concession intangible asset and has measured the asset at current replacement cost in accordance with AASB 13 *Fair Value Measurement* as at the date of reclassification.

The Authority shall recognise an upgrade or a major component replacement for an existing Service delivery intangible asset that was reclassified as a Service concession intangible asset under the arrangement once the asset is constructed or the upgrade is provided to the Authority. The Authority shall initially measure the Service concession intangible asset at current replacement cost in accordance with AASB 13 *Fair Value Measurement*.

Any difference between the carrying amount of the above assets and its current replacement cost will be accounted for as if it is a revaluation of the asset.

The Authority is of the opinion that the carrying amount of the Service delivery intangible assets at the date of reclassification and the cost of the upgrade or major component replacement fairly represents the current replacement cost of the Service concession intangible assets.

The Authority has not assigned any monetary value to the Land Titles Register as it has determined it is impracticable and unable to reliably measure the Land Titles Register on a current replacement cost basis at the commencement of the Service concession arrangements.

Subsequent measurement

The Authority shall account for Service concession intangible assets during the term of the Partial Commercialisation arrangement and amortise the depreciable amount of the asset over the useful life in accordance with the cost model in AASB 138 *Intangible Assets*, with any impairment recognised in accordance with AASB 136 *Impairment of Assets*.

At the end of the Partial Commercialisation arrangement, the Authority shall reclassify any remaining Service concession intangible assets based on its nature or function and will derecognise Service concession intangible assets only when the Authority loses control of the asset.

Notes to the Financial Statements for the year ended 30 June 2021

4.3 Service concession intangible assets (continued)

Amortisation and impairment

	2021 (\$'000)	2020 (\$'000)
Charge for the period		
<i>Amortisation</i>		
Service concession intangible assets	10,151	5,704
Total amortisation for the period	10,151	5,704
<i>Impairment</i>		
Service concession intangible assets	0	0
Total impairment for the period	0	0

As at 30 June 2021, there were no indications of impairment to Service concession intangible assets.

Amortisation of finite life Service concession intangible assets are calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All assets have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The expected useful lives are as follows:

- Service concession intangible assets – 5 to 10 years.

Impairment Service concession intangible assets

Service concession intangible assets with finite useful lives are tested for impairment annually or when an indication of impairment is identified.

Service concession software under development is also tested for impairment annually or when an indication of impairment is identified.

The impairment loss is recognised in the reporting period and no accumulated impairment loss is reported.

The policy in connection with testing for impairment is outlined in Note 4.1 'Property and equipment'.

4.4 Service delivery intangible assets

	Service delivery intangible assets (\$'000)	Works in Progress Service delivery intangible assets (\$'000)	TOTAL (\$'000)
Year ended 30 June 2021			
1 July 2020			
Gross carrying amount	94,432	761	95,193
Accumulated depreciation/amortisation	(88,733)		(88,733)
Carrying amount at start of period	5,699	761	6,460
Additions	2,569	2,475	5,044
Transfers	198	(2,660)	(2,462)
Revaluation increments/(decrements)	0	0	0
Amortisation	(2,585)		(2,585)
Impairment loss	0	0	0
Adjustments	0	0	0
Carrying amount at 30 June 2021	5,881	576	6,457
Gross carrying amount	97,000	576	97,576
Accumulated depreciation	(91,119)		(91,119)

Initial recognition

Service delivery 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.

Under the Partial Commercialisation arrangement, Service delivery intangible assets are those assets that will remain the responsibility of the Authority.

The value of Service delivery 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.

Notes to the Financial Statements for the year ended 30 June 2021

4.4 Service delivery intangible assets (continued)

Initial recognition (continued)

An internally generated Service delivery intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- an intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- the intangible asset will generate probable future economic benefit;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Acquired and internally generated Service delivery intangible assets costing \$5,000 or more are capitalised. Costs incurred below these thresholds are expensed directly to the Statement of Comprehensive Income.

Costs incurred in the research phase of a project are immediately expensed.

Assets under development are classified as 'Works in Progress' – Service delivery software under development. On completion the asset will be classified as a Service delivery intangible asset if it remains the responsibility of the Authority otherwise it will be recognised as a Service concession intangible asset.

Subsequent measurement

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 and impairment

	2021 (\$'000)	2020 (\$'000)
Charge for the period		
<i>Amortisation</i>		
Service delivery intangible assets	2,585	5,830
Total amortisation for the period	2,585	5,830
<i>Impairment</i>		
Service delivery intangible assets	0	0
Service delivery software under development	0	1,203
Total impairment for the period	0	1,203

As at 30 June 2021, there were no indications of impairment to Service delivery intangible assets.

Amortisation of finite life Service delivery intangible assets are calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life. All assets have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The expected useful lives are as follows:

- Service delivery intangible assets – 2 to 12 years.

Impairment of Service delivery intangible assets

Service delivery intangible assets with finite useful lives are tested for impairment annually or when an indication of impairment is identified.

Service delivery software under development is also tested for impairment annually or when an indication of impairment is identified.

The impairment loss is recognised in the reporting period and no accumulated impairment loss is reported.

The policy in connection with testing for impairment is outlined in Note 4.1 'Property and equipment'.

Notes to the Financial Statements for the year ended 30 June 2021

5. Other assets and liabilities

This section sets out those assets and liabilities that arose from the Authority's operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes	2021 (\$'000)	2020 (\$'000)
Receivables	5.1	12,404	28,417
Equity accounted investments	5.2	2,481	2,937
Financial investments	5.3	56,995	57,118
Amounts receivable for services	5.4	36,509	35,392
Other assets	5.5	2,855	2,555
Taxation equivalent including deferred tax assets	5.6		
Payables	5.7	(8,861)	(8,304)
Other liabilities	5.8	(3,317)	(2,989)
Service concession liabilities	5.9	(1,355,596)	(1,387,005)

5.1 Receivables

	2021 (\$'000)	2020 (\$'000)
Current		
Trade receivables (i)	7,674	20,003
Allowance for impairment of receivables	(10)	(4)
Income tax refund receivable	0	2,336
Accrued revenue (ii)	2,668	2,626
Goods and services tax	2,072	1,729
Total current	12,404	26,690
Non-current		
Accrued revenue (ii)	0	1,727
Total non-current	0	1,727
Total receivables	12,404	28,417

- (i) Amounts owed by government-related entities of \$0.557m (2020: \$0.582m).
(ii) Amounts owed by government-related entities of \$2.561m (2020: \$4.239m).

Trade receivables are recognised at original invoice amount less any allowances for expected credit losses. The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days. The Authority does not hold any collateral or other credit enhancements as security for receivables with the exception of Bank Guarantees for selected high volume customers.

The Accrued Revenue receivable relates primarily to work completed by the Valuer General (Valuation Services, Landgate) at 30 June 2020 in valuing all Western Australian properties in the Perth metropolitan area but not yet invoiced. No allowance for impairment is made for accrued revenue as the amounts are owed by government customers. In addition, no credit risk is calculated for government receivables as collection is imminent.

Notes to the Financial Statements for the year ended 30 June 2021

5.1 Receivables (continued)

Movement of the allowance for impairment of receivables

	Note	2021 (\$'000)	2020 (\$'000)
Reconciliation of changes in the allowance for impairment of trade receivables:			
Balance at start of period		4	7
- Expected credit losses expense		7	12
- Amounts written off during the year – trade receivables	8.8	(1)	(15)
Balance at end of period		10	4

See Note 7.1 'Financial risk management'.

The maximum exposure to credit risk at the end of the reporting period for trade receivables is the carrying amount of the asset inclusive of any allowance for impairment as shown in the table at Note 7.1 (c) 'Financial instruments disclosures'.

5.2 Equity accounted investments

Under the equity method the investment is recorded initially at cost, including the value of 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. Dividends received from the investee reduce the carrying amount of the investment.

Where the carrying amount of the investment is zero after having applied equity accounting principles, the Authority discontinues recognising its share of any further losses. If the investee subsequently reports profits, the Authority then recognises its share of profits only after its share of profits equals the share of losses not recognised.

After application of the equity 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.

Name of Financial Instrument	Principal Place of Business	Principal Activity	Ownership Interest (%) 2021	Ownership Interest (%) 2020
PSMA Australia Limited	Australia	Building national data sets and licensing use of the data from those sets	11%	11%

The Authority has a financial instrument of one ordinary share in PSMA Australia Limited (PSMA), an unlisted public company limited by shares, incorporated under the *Corporations Act 2001*. PSMA has nine shareholders: the Commonwealth of Australia and each Australian State and Territory Government, each of whom holds one fully paid \$1 share. The Authority represents the Government of Western Australia on the Board of PSMA. As the Authority owns only one-ninth of the issued capital it does not have control or significant influence over the financial and operating policy decisions of PSMA.

PSMA's primary purpose is to build national data sets. All shareholders contribute data at no cost and PSMA's 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.

From 2018, the Authority recognised for the first time the equal one ninth share of PSMA at fair value in accordance with AASB 9 *Financial Instruments*. Initially, the fair value was determined by using the Authority's ownership interest of 11% against the PSMA net asset value at 30 June 2018 balance date (30 June 2019 audited net asset value was not available). Any unrealised gains and losses will be recognised through Other Comprehensive Income.

Subsequently, the fair value is determined by reference to the Authority's ownership interest of the net asset value in latest available audited financial statements of PSMA.

Notes to the Financial Statements for the year ended 30 June 2021

5.2 Equity accounted investments (continued)

	Note	2021 (\$'000)	2020 (\$'000)
Equity accounted investments – recognition of PSMA at fair value			
Investment held at start of period		2,937	2,670
Change in fair value (i)	2.6 & 8.9	(456)	267
Investment held at end of period		2,481	2,937

(i) The change in fair value represents the Authority's share in the movement in the value of PSMA's audited net assets from 2019 to 2020 (2020: movement in the audited net assets from 2018 to 2019).

	2021 (\$'000)	2020 (\$'000)
The Authority received distributions (royalties) over the last two financial years of:		
- Received in 2019/20 in respect of the 2018/19 financial year	0	121
- Received in 2020/21 in respect of the 2019/20 financial year	34	0
	34	121

Royalties revenue is reported in the Statement of Comprehensive Income under Note 2.4 'Sale of land information, data and imagery'.

5.3 Financial investments

	2021 (\$'000)	2020 (\$'000)
Held-to-maturity financial assets are:		
Current		
Term deposits	57,000	44,700
Bonds	0	5,001
Floating rate notes	0	7,500
	57,000	57,201
Less: Expected credit loss	5	83
Total current	56,995	57,118
Non-current		
Term deposits	0	0
Bonds	0	0
Floating rate notes	0	0
	0	0
Less: Expected credit loss	0	0
Total non-current	0	0
Total financial investments	56,995	57,118
Reconciliation of changes in the expected credit loss for investments:		
Balance at start of period	83	39
- Expected credit losses (write-back)/expense	(78)	44
Balance at end of period	5	83

Notes to the Financial Statements for the year ended 30 June 2021

5.3 Financial investments (continued)

The Authority classifies financial investments as 'held-to-maturity financial assets' or 'available-for-sale financial assets'. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at the end of each reporting period. Investments not at fair value are initially recognised at cost, being the fair value of consideration given, including directly attributable transaction costs.

Non-derivative financial assets with fixed or determinable payments and fixed maturity dates are classified as held-to-maturity financial assets when management has a positive intention and ability to hold the assets to maturity. Investments intended to be held for an undefined period are not included in this classification.

Held-to-maturity financial assets, such as bonds and floating rate notes, are subsequently measured at amortised cost using the effective interest method. Amortised cost is calculated by taking into account any discount or premium on acquisition over the period to maturity. For investments carried at amortised cost, gains and losses are recognised in profit or loss when the investments are derecognised or impaired, as well as through the amortisation process.

After initial recognition, investments classified as available-for-sale are measured at fair value. Gains or losses on available-for-sale investments are recognised in other comprehensive income, except for impairment losses, until the investment is derecognised. At that time, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment.

The Authority assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired. From 2018, based on the implementation of AASB 9 *Financial Instruments*, the Authority recognised a loss allowance for expected credit loss to reflect the risk of a credit event.

5.4 Amounts receivable for services

	2021 (\$'000)	2020 (\$'000)
Current	4,006	4,740
Non-current	32,503	30,652
Total amounts receivable for services	36,509	35,392

Amounts receivable for services represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability. Amounts receivable for services are considered not impaired (i.e. there is no expected credit loss of the holding account).

The Authority receives appropriation funding on an accrual basis. The appropriations are paid partly in cash and partly as an asset (holding account receivable). The accrued amount receivable may be accessed as cash funding to cover asset replacement.

5.5 Other assets

	2021 (\$'000)	2020 (\$'000)
Current		
Prepayments		
- Information and technology services	2,529	2,078
- Other	18	155
	2,547	2,233
Accrued interest		
- Interest on financial investments	132	164
- Interest on operating bank account	9	25
	141	189
Total current	2,688	2,422
Non-current		
Prepayments		
- Information and technology services	167	133
- Other	0	0
Total non-current	167	133
Total other assets	2,855	2,555

Other non-financial assets include prepayments and accrued interest.

Prepayments represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period. Accrued interest is the amount of interest earned on the operating bank account and financial investments but not yet collected.

Notes to the Financial Statements for the year ended 30 June 2021

5.6 Taxation equivalent

The Authority operates within the National Tax Equivalent Regime (NTER) whereby an amount equivalent to company income tax, calculated as if the Authority were a private sector business, 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 the State Government.

As a consequence of paying company income tax, the Authority must report under AASB 112 *Income Taxes*.

The income tax expense, or income tax expense equivalent 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.

	2021 (\$'000)	2020 (\$'000)
Major components of income tax expense as at 30 June 2021 and 30 June 2020 are:		
(a) Income tax expense		
Current income tax		
Current income tax charge	0	423,430
Adjustments in respect of current income tax of previous year	1	2
Deferred income tax		
Adjustments in respect of the Service concession income	405,104	0
Relating to origination and reversal of temporary differences	14,559	(416,621)
Adjustments in respect of previous deferred income tax	(22)	(2)
Total income tax expense	419,642	6,809

	2021 (\$'000)	2020 (\$'000)
(b) Numerical reconciliation of income tax expense to prima facie tax payable		
Reconciliations 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 effective income tax rate for the periods ended 30 June 2021 and 30 June 2020 are as follows:		
Profit/(loss) before income tax equivalents	4,658	21,036
- Tax at the statutory income tax rate of 30%	1,397	6,311
- Non-deductible expenses	1,049	440
- Temporary differences not brought to account as a deferred tax asset	12,315	58
- Service concession income not brought to account as a deferred tax asset	405,104	0
- Adjustments in respect of previous current income tax	1	2
- Adjustments in respect of previous deferred income tax	(22)	(2)
- Temporary differences not previously recognised	(202)	0
Income tax expense	419,642	6,809

Notes to the Financial Statements for the year ended 30 June 2021

5.6 Taxation equivalent (continued)

(c) Deferred income tax

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

	Assets		Liabilities		Net	
	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)	2021 (\$'000)	2020 (\$'000)
Receivables	(1)	0	3	10	2	10
Financial investments	(5)	(39)	0	0	(5)	(39)
Equity accounted investments	0	0	65	202	65	202
Property and equipment	(3,067)	(3,651)	3,465	4,769	398	1,118
Right-of-use assets	(65)	(44)	97	105	32	61
Payables	(21)	(16)	0	0	(21)	(16)
Provisions	(5,601)	(5,126)	900	900	(4,701)	(4,226)
Lease liabilities	(33)	(66)	0	0	(33)	(66)
Service concession liability – upfront payment	(405,104)	(415,679)	0	0	(405,104)	(415,679)
Service concession liability – Service concession intangible assets	(1,575)	(422)	0	0	(1,575)	(422)
Tax losses	(6,477)	0	0	0	(6,477)	0
Tax (assets) liabilities	(421,949)	(425,043)	4,530	5,986	(417,419)	(419,057)
Tax set off liabilities	4,530	5,986	(4,530)	(5,986)	0	0
Net deferred tax (assets) liabilities	(417,419)	(419,057)	0	0	(417,419)	(419,057)
Less: Net deferred tax (assets) liabilities not brought to account	417,419	0	0	0	417,419	0
Net deferred tax (assets) liabilities recognised	0	(419,057)	0	0	0	(419,057)

Notes to the Financial Statements for the year ended 30 June 2021

5.6 Taxation equivalent (continued)

(c) Deferred income tax (continued)

Movement in temporary difference during the year	Balance 30 June 2020 (\$'000)	Recognised in income (\$'000)	Recognised in equity (\$'000)	Unrecognised (\$'000)	Balance 30 June 2021 (\$'000)
Receivables	10	(8)	0	(2)	0
Financial investments	(39)	34	0	5	0
Equity accounted investments	202	0	(137)	(65)	0
Property and equipment	1,118	(720)	0	(398)	0
Right-of-use assets	61	(29)	0	(32)	0
Payables	(16)	(5)	0	21	0
Provisions	(4,226)	(475)	0	4,701	0
Lease liabilities	(66)	33	0	33	0
Service concession liability – upfront payment	(415,679)	10,575	0	405,104	0
Service concession liability – Service concession intangible assets	(422)	(1,153)	0	1,575	0
Tax losses	0	(6,477)	0	6,477	0
Tax (assets) liabilities	(419,057)	1,775	(137)	417,419	0

	2021 (\$'000)	2020 (\$'000)
Unrecognised deferred tax assets		
Deferred tax assets have not been recognised in respect of the following items:		
- Service concession liability – upfront payment	405,104	0
- Tax loss and other temporary differences	12,315	0
	417,419	0

Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profits will be available against which the Authority can utilise the benefits.

The deferred tax asset is the subject of a private binding ruling with the Australian Taxation Office and this treatment of the deferred tax asset may be impacted once the outcome of the ruling is known.

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.

Notes to the Financial Statements for the year ended 30 June 2021

5.6 Taxation equivalent (continued)

(c) Deferred income tax (continued)

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 use 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.

In 2020, the Authority received proceeds of \$1.41 billion in consideration of the Partial Commercialisation arrangement with Land Services WA. The proceeds were returned to Government via a NTER income tax payment totalling \$423m and the balance of the proceeds, net of transactions costs, as an interim dividend of \$984.972m. The deferred tax asset in the Authority's Statement of Financial Position as at 30 June 2020 included the balance of the NTER income tax payment not yet recognised in the Statement of Income.

Under AASB 112 *Income Taxes*, the Authority must test the deferred tax asset balance for impairment. The deferred tax asset can only be carried forward if it is probable (more likely than not) that taxable profits will be available against which the deductible temporary difference can be utilised.

Management has determined that it was not considered probable that the Authority would earn sufficient future taxable profits to support the deferred tax asset. Based on this assessment, the deferred tax asset was impaired and recognised as income tax expense in the current period. Based on this assessment, \$405.104m of the deferred tax asset that related to the Partial Commercialisation arrangement and the remaining balance of \$12.315m that related to the 2021 tax loss and temporary differences was impaired and recognised as income tax expense in the current period.

The deferred tax asset impaired is classified as an unrecognised deferred tax asset. At the end of each reporting period, the Authority will reassess the unrecognised deferred tax asset to the extent that it becomes probable that future taxable profits will allow the deferred tax asset to be recovered and that portion of the deferred tax asset shall be re-recognised.

5.7 Payables

	2021 (\$'000)	2020 (\$'000)
Accrued expenses (i)	6,600	6,674
Trade payables (ii)	1,512	1,046
Accrued salaries	749	584
Total payables	8,861	8,304

- (i) Includes balances relating to government-related entities of \$0.626m (2020: \$1.835m).
(ii) Includes balances relating to government-related entities of \$0.019m (2020: nil).

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.

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight after the reporting period. The Authority considers the carrying amount of accrued salaries to be equivalent to its fair value.

5.8 Other liabilities

	2021 (\$'000)	2020 (\$'000)
Unearned project revenue (i)	1,030	1,264
Electronic advice of sale – fees payable to other parties (ii)	1,586	953
Payroll tax	213	224
Service revenue received in advance	162	250
Other liabilities	326	298
Total other liabilities	3,317	2,989

- (i) Includes balances relating to government-related entities of \$0.157m (2020: \$0.141m).
(ii) During the 2021 year, government-related entities were paid \$5.438m (2020: \$3.335m) through this account. At 30 June 2021, \$0.372m (2020: \$0.210m) was owed to a government-related entity.

Notes to the Financial Statements for the year ended 30 June 2021

5.9 Service concession liabilities

	2021 (\$'000)	2020 (\$'000)
Current		
Service concession arrangement (GORTO)		
- Upfront payment	35,250	35,250
- Service concession intangible assets (i)	1,075	282
Total current	36,325	35,532
Non-current		
Service concession arrangement (GORTO)		
- Upfront payment	1,315,096	1,350,346
- Service concession intangible assets (i)	4,175	1,127
Total non-current	1,319,271	1,351,473
Total Service concession liabilities (ii)	1,355,596	1,387,005

(i) Expenditure incurred by Land Services WA (LSWA) on the upgrade and/or enhancement of Service concession intangible assets are accounted for as a Service concession liability under AASB 1059 *Service Concession Arrangements: Grantors*. This Service concession liability will be recognised as Service concession income in a manner consistent with the amortisation of the expenditure incurred on the upgrades to the Service concession intangible assets. Refer Note 2.3 'Service concession income' and Note 4.3 'Service concession intangible assets'.

(ii) Prior to AASB 1059 *Service Concession Arrangements: Grantors*, Service concession liabilities were classified as Deferred revenue. Refer Note 8.3 'Initial application of Australian Accounting Standards' for the impact of adopting AASB 1059.

The Authority entered into a Partial Commercialisation arrangement with LSWA that commenced on 22 October 2019 for a maximum term of 40 years. In consideration of this arrangement, the Authority received an upfront lump sum payment of \$1.41 billion. This arrangement is defined within the Commercialised Services Agreement (CSA) that sets out the rights and responsibilities that govern the arrangement.

The arrangement provides LSWA the exclusive right to provide digital land registry services to the Authority that includes:

- Document
- Plan
- Search
- Commercial products; and
- Information technology services.

The information technology systems that deliver the services remain under the control of the Authority, however, the ongoing support and maintenance including enhancements to the existing digital services and delivery systems are the responsibility of LSWA.

The statutory roles of Registrar and Commissioner of Titles remain with the State and continue to be responsible for the maintenance, accuracy, security and integrity of the Land Titles Register. The State will continue to own the Land Titles Register and provide the State Guarantee of Title.

Under the CSA, the Authority will continue to collect total customer fees for all land registry services and pass on LSWA's revenue share calculated on a service fee per transaction basis. The Authority will therefore only recognise its remaining share of customer fees as revenue. Refer Note 2.1 'Provision of services'.

The service fee rates are pre-determined annually in accordance with the CSA provisions. Under the terms of the CSA, the base service fees paid to LSWA at the commencement of the arrangement can be adjusted annually, by the actual ABS Perth CPI.

The Authority has determined that the Partial Commercialisation arrangement between the Authority and LSWA meets the definition of a Service concession arrangement under AASB 1059. The upfront proceeds of \$1.41 billion has been accounted for as a "grant of a right to the operator" '(GORTO) Service concession' liability under AASB 1059 where the liability is recognised as unearned revenue at the inception of the service concession arrangement and recognised evenly over the term of the arrangement. Refer Note 2.3 'Service concession income'.

Notes to the Financial Statements for the year ended 30 June 2021

5.9 Service concession liabilities (continued)

The information technology systems that deliver digital land registry services will be recognised by the Authority as Service concession intangible assets and any upgrades and/or enhancements that LSWA makes to these systems will be recognised by the Authority. Expenditure incurred by LSWA on the upgrade or major component replacement of Service concession intangible assets will also be accounted for as a Service concession liability. This Service concession liability will be reduced and recognised income in a manner consistent with amortisation of the expenditure incurred on the upgrades to the Service concession intangible assets. Refer Note 2.3 'Service concession income' and Note 4.3 'Service concession intangible assets'.

Refer Note 8.3 'Initial application of Australian Accounting Standards' for the impact of adopting AASB 1059 *Service Concession Arrangements: Grantors*.

The Authority also granted LSWA a revocable and non-exclusive licence to reproduce, modify and create derivative works of the land and property data for the sole purpose of LSWA developing, marketing and commercialising new products and services that are approved by the Authority. The Authority will receive an ongoing royalty on the new revenue generated from this licence.

If this arrangement is terminated or if the disengagement date has passed as per the CSA, LSWA shall grant at the Authority's option, at an agreed fee, a perpetual, non-exclusive, irrevocable licence to use, reproduce, maintain, support, modify and create derivative works of LSWA's material but not for commercial exploitation purposes.

There have been no changes to the CSA during the reporting period.

6. Financing

This section sets out the material balances and disclosures associated with the financing and cashflows of the Authority.

	Notes	2021 (\$'000)	2020 (\$'000)
Lease liabilities	6.1	111	3,628
Finance costs	6.2	191	581
Cash and cash equivalents	6.3	6,234	12,041
Capital commitments	6.4	215	0

6.1 Lease liabilities

	2021 (\$'000)	2020 (\$'000)
Current		
Building	0	3,267
Land	0	142
Vehicles	59	108
Total current	59	3,517
Non-current		
Building	0	0
Land	0	0
Vehicle	52	111
Total non-current	52	111
Balance at end of period	111	3,628

The lease payments are made to a government-related entity.

The Authority measures a lease liability, at the commencement date, at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Authority uses the incremental borrowing rate provided by Western Australian Treasury Corporation.

Notes to the Financial Statements for the year ended 30 June 2021

6.1 Lease liabilities (continued)

Lease payments included by the Authority as part of the present value calculation of lease liability include:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options (where these are reasonably certain to be exercised);
- Payments for penalties for terminating a lease, where the lease term reflects the agency exercising an option to terminate the lease.

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Periods covered by extension or termination options are only included in the lease term by the Authority if the lease is reasonably certain to be extended (or not terminated).

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales are recognised by the Authority in profit or loss in the period in which the condition that triggers those payments occurs.

This section should be read in conjunction with Note 4.2 'Right-of-use assets'.

Subsequent measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities; reducing the carrying amount to reflect the lease payments made; and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

Land and building

The land under the building is owned by the State of Western Australia and was leased to a private sector entity until 14 March 2021. The private sector entity leased the land and building to the Authority until 14 March 2021 after which full control passed to the Authority on behalf of the State.

The lease contained an escalation clause under which the minimum lease payments were increased 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 on 15 September 1993 is deemed contingent rent and was expensed each year.

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 continued to be accounted for as contingent rent. The new lease payments then increased by the movement in the CPI every six months until the lease expired.

Apart from the September 2013 reset of lease payments, the lease had a 'ratchet clause' that prevented the lease payments from falling. In the event of payment default, the remaining lease payments would become due and payable. The lease did not impose restrictions on the Authority's financial operations such as dividends, debt, or further leasing.

The Midland land and building finance lease liabilities were fully paid on 14 March 2021 when the land and building reverted to Government ownership. At that date, the Midland land and building were transferred to the Department of Planning, Lands and Heritage. This transfer was done as a Distribution to Owners and the value was the net book value at 14 March 2021. Refer Note 4.2 'Right-of-use assets' and Note 8.9 'Equity'.

Lease rights and obligations are initially recognised, at the start 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 leased assets are disclosed as Right-of-use assets in Note 4.2 'Right-of-use assets'. The building asset was depreciated over the period during which the Authority was 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.

Notes to the Financial Statements for the year ended 30 June 2021

6.2 Finance costs

	2021 (\$'000)	2020 (\$'000)
Lease interest expense – building	179	552
Lease interest expense – land	8	24
Lease interest expense – vehicles	4	5
Finance costs expensed	191	581

Finance costs includes the interest component of lease liability repayments and are paid to a government-related entity.

6.3 Cash and cash equivalents

	Notes	2021 (\$'000)	2020 (\$'000)
Cash and cash equivalents	7.1		
- Operating bank account		4,890	10,868
- Cash on hand		11	11
Total cash and cash equivalents		4,901	10,879
Restricted cash and cash equivalents	7.1		
<i>Current</i>			
Rental bond (i)		7	7
Paid parental leave (i)		1	3
Indian Ocean Territories (i)	8.12	237	282
<i>Non-current</i>			
Accrued salaries suspense (ii)		1,088	870
Total restricted cash and cash equivalents		1,333	1,162
Balance at end of period		6,234	12,041

(i) Funds are held in the operating bank account and are restricted in that they can only be used for a designated purpose.

(ii) Funds held in the suspense account for the purpose of meeting the 27th pay in a reporting period that occurs every 11th year. The next 27th pay will occur on 29 June 2028. This account is classified as non-current for 10 out of 11 years.'

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand 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.

6.4 Capital commitments

	2021 (\$'000)	2020 (\$'000)
Capital expenditure		
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
- Within 1 year	215	0
- Later than 1 year and not later than 5 years	0	0
- Later than 5 years	0	0
	215	0

The commitments above are GST inclusive.

7. Risks and Contingencies

This note sets out the key risk management policies and measurement techniques of the Authority.

	Notes
Financial risk management	7.1
Contingent assets	7.2.1
Contingent liabilities	7.2.2
Fair value measurements	7.3

Notes to the Financial Statements for the year ended 30 June 2021

7.1 Financial risk management

Financial instruments held by the Authority are cash and cash equivalents, restricted cash and cash equivalents, receivables, investments, amounts receivable for services, payables, 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.

(a) Summary of risks and risk management

Credit risk

Credit risk arises when there is the possibility of the Authority's receivables defaulting on their contractual obligations resulting in financial loss to the Authority.

Credit risk associated with the Authority's financial assets is minimal because the main receivable is the amounts receivable for services (State holding account). For receivables other than Government, the Authority trades only with recognised, creditworthy third parties. The Authority has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. In addition, receivable balances are monitored on an ongoing basis with the result that the Authority's exposure to bad debts is minimal. Debt will be written-off against the allowance account when it is improbable or uneconomical to recover the debt. At the end of the reporting period, there were no significant concentrations of credit risk.

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, and by monitoring forecast cash flows to ensure that sufficient funds are available when required to meet its commitments.

Market risk

Market risk arises when 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 has minimal exposure to foreign exchange risk. The Authority manages foreign exchange risk arising from agreements or arrangements in foreign currencies through its Foreign Exchange Risk Policy. In addition, the Authority has a Foreign Exchange and Derivatives Master Agreement with the Western Australian Treasury Corporation.

The Authority is exposed to interest rate risk primarily on financial investments. There is no Treasurer's Advance or borrowings, other than finance leases (with fixed interest rates).

(b) Categories of financial instruments

The carrying amounts of each of the categories of financial assets and financial liabilities at the end of the reporting period are:

	2021 (\$'000)	2020 (\$'000)
Financial assets		
Cash and cash equivalents	4,901	10,879
Restricted cash and cash equivalents	1,333	1,162
Financial investments	56,995	57,118
Amounts receivable for services	36,509	35,392
Receivables (i)	10,332	26,688
Total financial assets	110,070	131,239
Financial liabilities		
Payables	8,861	8,304
Lease liabilities – Building	0	3,267
– Land	0	142
– Vehicles	111	219
Other current liabilities	3,317	2,989
Total financial liabilities	12,289	14,921

(i) The amount of receivables excludes GST recoverable from the Australian Taxation Office (statutory receivable).

Notes to the Financial Statements for the year ended 30 June 2021

7.1 Financial risk management (continued)

(c) Credit risk exposure

The following table details the credit risk exposure on the Authority's trade receivables using a provision matrix.

	Carrying (\$'000)	Days past due					
		Current (\$'000)	<30 days (\$'000)	31–60 days (\$'000)	61–90 days (\$'000)	91–180 days (\$'000)	>181 days (\$'000)
30 June 2021							
Expected loss rate (i)		0.0094%	0.0418%	0.1086%	3.3310%	-1.3081%	28.9461%
Estimated total gross carrying amount at default	7,674	7,171	317	35	78	48	25
Expected credit loss	(10)	0.6705	0.1325	0.0380	2.5982	(0.6279)	7.2365
30 June 2020							
Expected loss rate (i)		0.0094%	0.0418%	0.1086%	3.3310%	-1.3081%	28.9461%
Estimated total gross carrying amount at default	20,003	19,876	89	30	2	0	6
Expected credit loss	(4)	1.8584	0.0373	0.0326	0.0666	0	1.7368

(i) Negative loss rate is due to cumulative effect of overall credit balances on customer accounts that were paid in advance or are yet to be applied.

Notes to the Financial Statements for the year ended 30 June 2021

7.1 Financial risk management (continued)

(d) 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

	Weighted average effective interest rate (%)	Carrying amount (\$'000)	Interest rate exposure			Nominal amount (\$'000)	Maturity dates				
			Fixed interest rate (\$'000)	Variable interest rate (\$'000)	Non-interest bearing (\$'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)
2021											
Financial assets											
Cash and cash equivalents	0.32	4,901	0	4,890	11	4,901	4,901	0	0	0	0
Restricted cash and cash equivalents	0.32	1,333	0	1,333	0	1,333	10	0	282	0	1,041
Financial investments	0.42	56,995	56,995	0	0	57,216	2,004	15,072	40,140	0	0
Receivables (i)		10,332	0	0	10,332	10,332	8,605	0	1,727	0	0
Amounts receivable for services		36,509	0	0	36,509	36,509	334	668	3,005	32,502	0
		110,070	56,995	6,223	46,852	110,291	15,854	15,740	45,154	32,502	1,041
Financial liabilities											
Payables		8,861	0	0	8,861	8,861	8,861	0	0	0	0
Lease liabilities – building	8.46	0	0	0	0	0	0	0	0	0	0
– land	8.46	0	0	0	0	0	0	0	0	0	0
– vehicles	2.54	111	0	111	0	115	7	12	42	54	0
Other liabilities		3,317	0	0	3,317	3,317	3,317	0	0	0	0
		12,289	0	111	12,178	12,293	12,185	12	42	54	0

(i) The amount of receivables excludes the GST recoverable from the Australian Taxation Office (statutory receivable).

7.1 Financial risk management (continued)

Notes to the Financial Statements for the year ended 30 June 2021

(d) Liquidity risk and interest rate exposure (continued)

Interest rate exposure and maturity analysis of financial assets and financial liabilities (continued)

	Weighted average effective interest rate (%)	Carrying amount (\$'000)	Interest rate exposure			Nominal amount (\$'000)	Maturity dates					
			Fixed interest rate (\$'000)	Variable interest rate (\$'000)	Non-interest bearing (\$'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)	
2020												
Financial assets												
Cash and cash equivalents	0.92	10,879	0	10,868	11	10,879	10,879	0	0	0	0	0
Restricted cash and cash equivalents	0.92	1,162	0	1,162	0	1,162	10	0	282	0	870	0
Financial investments	1.49	57,118	49,701	7,417	0	57,743	5,047	3,012	49,684	0	0	0
Receivables (i)		26,688	0	0	26,688	26,688	24,961	0	0	1,727	0	0
Amounts receivable for services		35,392	0	0	35,392	35,392	395	790	3,555	30,652	0	0
		131,239	49,701	19,447	62,091	131,864	41,292	3,802	53,521	32,379	870	0
Financial liabilities												
Payables		8,304	0	0	8,304	8,304	8,304	0	0	0	0	0
Lease liabilities – building	8.46	3,267	3,267	0	0	3,446	405	811	2,230	0	0	0
– land	8.46	142	142	0	0	150	18	35	97	0	0	0
– vehicles	2.36	219	0	219	0	227	23	19	70	109	6	0
Other liabilities		2,989	0	0	2,989	2,989	2,989	0	0	0	0	0
		14,921	3,409	219	11,293	15,116	11,739	865	2,397	109	6	0

(i) The amount of receivables excludes the GST recoverable from the Australian Taxation Office (statutory receivable).

Notes to the Financial Statements for the year ended 30 June 2021

7.1 Financial risk management (continued)

(e) Interest rate sensitivity analysis

The table below represents a summary of the interest rate sensitivity of the Authority's financial assets and liabilities at the end of the reporting period on the profit/(loss) for the period and equity for a 0.5% change in interest rates (after tax). It is assumed that the change in interest rates is held constant throughout the reporting period.

	Carrying amount (\$'000)	-0.5% After tax		+0.5% After tax	
		Profit (\$'000)	Equity (\$'000)	Profit (\$'000)	Equity (\$'000)
2021					
Financial assets					
Cash and cash equivalents	4,890	(17)	(17)	17	17
Restricted cash and cash equivalents	1,333	(5)	(5)	5	5
Financial investments	0	0	0	0	0
Total increase/ (decrease)	6,223	(22)	(22)	22	22
2020					
Financial assets					
Cash and cash equivalents	10,868	(38)	(38)	38	38
Restricted cash and cash equivalents	1,162	(4)	(4)	4	4
Financial investments	7,417	(26)	(26)	26	26
Total increase/ (decrease)	19,447	(68)	(68)	68	68

(f) Fair value hierarchy

The following hierarchy is used for determining and disclosing the fair value of financial instruments:

- (i) Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date;
- (ii) Level 2 – Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly; or
- (iii) Level 3 – Unobservable inputs for the asset or liability.

The following table shows the financial assets measured at fair value:

	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Total (\$'000)	Fair value (\$'000)
2021					
Term deposit	0	56,995	0	56,995	57,203
Bonds	0	0	0	0	0
Floating rate notes	0	0	0	0	0
Total	0	56,995	0	56,995	57,203
2020					
Term deposits	0	44,700	0	44,700	45,094
Bonds	5,001	0	0	5,001	5,073
Floating rate notes	7,417	0	0	7,417	7,542
Total	12,418	44,700	0	57,118	57,709

Notes to the Financial Statements for the year ended 30 June 2021

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at best estimate.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

7.2.1 Contingent assets

In addition to the assets reported in the financial statements, the Authority has one contingent asset in relation to a counterclaim against a party who committed fraud. The Authority paid compensation to the affected party and has sought recompense from the perpetrator of the fraud. The amount claimed was \$1.625m.

7.2.2 Contingent liabilities

Litigations in progress

In addition to the liabilities reported in the financial statements, the Authority has pending or potential litigation arising from the administration of the Western Australian Land Titles Register that may effect its financial position to the value of \$0.312m.

Contaminated sites

Under the *Contaminated Sites Act 2003*, the Authority is required to report known and suspected contaminated sites to the Department of Water and Environmental Regulation (DWER). In accordance with the *Contaminated Sites Act 2003*, DWER classifies these sites on the basis of the risk to human health, the environment and environmental values. Where sites are classified as contaminated – remediation required or possibly *contaminated – investigation required*, the Authority may have a liability in respect of investigation or remediation expenses.

The Authority has no known or suspected contaminated sites as at 30 June 2021.

7.3 Fair value measurements

Land reserves measured at fair value:

	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Fair value (\$'000)
2021				
Opening balance at 1 July 2020	0	237	3,477	3,714
- Reserves transferred to/(from) Landgate	0	0	1	1
- Transfers from Level 2 to Level 3	0	0	0	0
- Revaluation increments/(decrements) recognised in Other Comprehensive Income	0	13	(33)	(20)
Closing balance at 30 June 2021	0	250	3,445	3,695
2020				
Opening balance at 1 July 2019	0	240	3,438	3,678
- Reserves transferred to/(from) Landgate	0	2	(4)	(2)
- Transfers from Level 2 to Level 3	0	0	0	0
- Revaluation increments/(decrements) recognised in Other Comprehensive Income	0	(5)	43	38
Closing balance at 30 June 2020	0	237	3,477	3,714

Notes to the Financial Statements for the year ended 30 June 2021

7.3 Fair value measurements (continued)

Valuation process

There were no changes in valuation techniques during the period.

Transfers in and out of a fair value level are recognised on the date of the event or change in circumstances that caused the transfer. Transfers are generally limited to assets newly classified as 'non-current assets held for sale', as the Treasurer's Instructions require valuations of land and buildings to be categorised within Level 3 where the valuations will utilise Level 3 inputs on a recurring basis.

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

Fair value for restricted use land is based on comparison with market evidence for land with low level utility (high restricted use land). The relevant comparators of land with low level utility are selected by the Western Australian Land Information Authority (Valuation Services, Landgate) and represents the application of a significant Level 3 input in this valuation methodology. The fair value measurement is sensitive to values of comparator land, with higher values of comparator land correlating with higher estimated fair values of land.

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

Location of Land Reserves	Fair value 2021 (\$'000)	Fair value 2020 (\$'000)
Perth and Surrounds	2,987	2,939
Rest of State	458	538
	3,445	3,477

8. Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Intellectual property	8.1
Events occurring after the end of the reporting period	8.2
Initial application of Australian Accounting Standards	8.3
Key Management Personnel	8.4
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Notes to the Financial Statements for the year ended 30 June 2021

8.1 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, trademarks, 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. Moreover, 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*
Images and mosaics of Western Australia collected from 1948.
- 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.
- 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, and unregistered trade mark rights.
- 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 and SmartRegister).
- 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, coastlines, 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 (ILUAs).
- 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.

Notes to the Financial Statements for the year ended 30 June 2021

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.

20) *TRIM Database and Content Manager*

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).

24) *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 licence framework and 'Find a Licence' 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 and Collateral*

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 Location Information Platform (SLIP)*

Software, applications (DUET and WFS Translator), custom scripts, data dictionaries, and custodian instruction manuals.

31) *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 Group and non-Group databases and location information together (including such products as the Property Interest Report).

8.2 Events occurring after the end of the reporting period

There have been no significant events occurring after 30 June 2021 that effect these financial statements.

Notes to the Financial Statements for the year ended 30 June 2021

8.3 Initial application of Australian Accounting Standards

AASB 1059 Service Concession Arrangements: Grantors

AASB 1059 *Service Concession Arrangements: Grantors* for annual reporting periods is effective on or after 1 January 2020. AASB 1059 addresses the accounting for a Service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from a grantor's perspective. The Authority has determined that the commercialisation arrangement between the Authority and Land Services WA (LSWA) that commenced on 22 October 2019 meets the definition of a Service concession arrangement under AASB 1059. In consideration of the arrangement, the Authority received an upfront lump sum payment from LSWA of \$1.41 billion on 22 October 2019.

The Authority has recognised this arrangement to be a grant of right to the operator (GORTO) Service concession liability under AASB 1059, which has resulted in the \$1.41 billion being classified as a Service concession liability within its Statement of Financial Position. This Service concession liability will be recognised evenly as a non-cash revenue stream over the 40-year term of the agreement. Refer Note 5.9 'Service concession liabilities' and Note 2.3 'Service concession income'.

The assets for which LSWA is now responsible for maintaining, upgrading and/or enhancing under the arrangement have been reclassified as Service concession intangible assets on the Statement of Financial Position. Refer Note 4.3 'Service concession intangible assets'.

In applying AASB 1059, the Service concession intangible assets are measured at current replacement cost in accordance with AASB 13 *Fair Value Measurement*. All upgrades, enhancements or major component replacements made by LSWA to these assets will be recognised as Service concession intangible assets once made available to the Authority and will also be accounted for as a Service concession liability.

On the commencement date of the arrangement, 22 October 2019, there was no AAS that explicitly addressed this arrangement, therefore the Authority adopted existing AASs and considered the Framework and Statement of Accounting Concepts prior to the adoption of AASB 1059 in 2021.

Other than reclassifying commercialised assets and deferred revenue to Service concession intangible assets and Service concession liabilities, there is no financial impact on the Authority's financial statements from the implementation of this AASB 1059.

The effect of adopting AASB 1059 was as follows:

Note	Pre-AASB 1059 Service Concession Arrangements: Grantors 30 June 2020 (\$'000)	Note	Application of AASB 1059 Service Concession Arrangements: Grantors 1 July 2020 (\$'000)
2.3 Partial commercialisation		2.3 Service concession income	
Revenue recognition	24,404	Revenue recognition	24,404
4.3 Intangible assets		4.3 Service concession intangible assets	
Commercialised assets	34,863	Service concession intangible assets	34,863
Amortisation – Commercialised assets	5,704	Amortisation – Service concession intangible assets	5,704
5.9 Deferred revenue		5.9 Service Concession liabilities	
Deferred revenue - commercialisation arrangement	1,387,005	Service concession liabilities (GORTO) – Service concession arrangement	1,387,005

Refer Note 4.3 'Service concession intangible assets', Note 5.9 'Service concession liabilities' and Note 2.3 'Service concession income' for the impact of adopting AASB 1059.

On transition to AASB 1059, the Authority has retrospectively applied this Accounting Standard on the commencement date of the arrangement (22 October 2019).

Notes to the Financial Statements for the year ended 30 June 2021

8.4 Key Management Personnel

The Authority has determined that Key Management Personnel includes the responsible Minister, members of the accountable authority (Landgate's board of management) and executive management of the Authority. The Authority does not incur expenditures to compensate Ministers and those disclosures may be found in the *Annual Report on State Finances*.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Authority for the reporting period are presented within the following bands:

(a) For the accountable authority:

Compensation band (\$)	2021	2020
310,001 – 320,000	0	1 (i)
290,001 – 300,000	1 (i)	0
110,001 – 120,000	0	0
60,001 – 70,000	0	0
50,001 – 60,000	0	1
40,001 – 50,000	2	1
30,001 – 40,000	3	1
10,001 – 20,000	0	3
0 – 10,000	2	1
	8	8

(i) Includes the Chief Executive and the acting Chief Executive who are both members of the accountable authority and members of executive management.

(b) For Key Management Personnel, who were part of the executive management of the Authority, other than the Chief Executive and acting Chief Executive:

Compensation band (\$)	2021	2020
230,001 – 240,000	0	1
220,001 – 230,000	1	0
210,001 – 220,000	3	1
200,001 – 210,000	0	1

Compensation band (\$)	2021	2020
190,001 – 200,000	0	0
180,001 – 190,000	1	0
170,001 – 180,000	1	1
160,001 – 170,000	1	2
150,001 – 160,000	0	0
130,001 – 140,000	1	1
100,001 – 110,000	0	0
90,001 – 100,000	0	0
60,001 – 70,000	1	1
40,001 – 50,000	1	0
30,001 – 40,000	0	0
20,001 – 30,000	0	1
	10	9

(c) The total compensation of Key Management Personnel (excluding Cabinet Ministers) was:

	2021 (\$'000)	2020 (\$'000)
Compensation		
Short-term employee benefits	1,738	1,540
Post-employment benefits	190	167
Other long-term benefits	193	159
Termination benefits	0	0
Total compensation	2,121	1,866

The total compensation includes superannuation expense incurred by the Authority.

No Key Management Personnel are members of the Pension Scheme.

Notes to the Financial Statements for the year ended 30 June 2021

8.5 Related party transactions

(a) Related parties of the Authority

The Authority is a wholly-owned public-sector entity controlled by the State of Western Australia.

Related parties of the Authority include:

- all Cabinet Ministers and their close family members, and their controlled or jointly controlled entities;
- all members of the accountable authority and their close family members, and their controlled or jointly controlled entities;
- all members of executive management and their close family members, and their controlled or jointly controlled entities;
- other departments and other statutory authorities, including their related bodies, that are included in the whole-of-government consolidated financial statements (i.e. wholly-owned public sector entities);
- associates and joint ventures of the Authority and those also included in the whole-of-government consolidated financial statements; and
- the Government Employees Superannuation Board (GESB).

(b) Significant transactions with Government-related entities

In conducting its activities, the Authority is required to transact with the State and entities related to the State. These transactions are generally based on the standard terms and conditions that apply to all agencies.

Significant transactions with government-related entities for 2021 were:

- income received from other public sector entities (Note 2.2 'Income from State Government') and recoup of salary costs (Note 3.1(a) 'Employee benefits');
- superannuation payments to the Government Employees Superannuation Board (Note 3.1(a) 'Employee benefits expenses' – Superannuation);
- lease payments to the Department of Finance for motor vehicle fleet leasing (Note 6.1 'Lease liabilities', Note 6.2 'Finance costs');
- lease payments to the Department of Finance for the Midland building and land (Note 6.2 'Finance costs', Note 3.2 'Other expenditure' – Accommodation expenses, Note 6.1 'Lease liabilities');

- building maintenance, property rentals, and minor works payments to the Department of Finance for the Midland building and other offices (Note 3.2 'Other expenditures' – Accommodation expenses);
- service appropriation (Note 2.2 'Income from State Government') and amounts receivable for services (Note 5.4 'Amounts receivable for services');
- resources received free of charge (Note 2.2 Income from State Government');
- trade debtors and accrued revenue (Note 5.1 'Receivables');
- accrued expenses (Note 5.7 'Payables') and unearned project revenue and amounts owed under Electronic Advice of Sale (Note 5.8 'Other liabilities');
- contributions by owners and distributions to owners (Note 8.9 'Equity' – Contributed equity);
- amounts due to the Treasurer for income tax payable and dividends paid (Note 5.6 'Taxation equivalent' and Note 8.9 'Equity' – Retained earnings);
- services provided free of charge to other government agencies (Note 8.10 'Services provided free of charge'); and
- remuneration for services provided by the Auditor General (Note 8.7 'Remuneration of auditor').

(c) Material transactions with other related parties

Outside of normal citizen type transactions with the Authority, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

8.6 Affiliated body

	2021 (\$'000)	2020 (\$'000)
Resources provided to the Land Surveyors' Licensing Board:		
- Administrative support	179	161
- Grant	30	24
Total	209	185

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

Notes to the Financial Statements for the year ended 30 June 2021

8.7 Remuneration of auditor

	2021 (\$'000)	2020 (\$'000)
Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:		
- Auditing the accounts, financial statements, controls, and key performance indicators	236	236

8.8 Supplementary financial information

	2021 (\$'000)	2020 (\$'000)
(a) Write-offs by the Accountable Authority		
Bad debts		
- Trade receivables	1	15
- Employee benefit overpayments	0	11
	1	26
Public property	28	0
	29	26
(b) Losses through theft, defaults and other causes		
Losses of public moneys and public and other property by theft or default	0	0
Amounts recovered	0	0
	0	0
(c) Gifts of public property by the Authority	0	0

8.9 Equity

The Government holds the controlling 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.

	Notes	2021 (\$'000)	2020 (\$'000)
Contributed equity			
Balance at start of period		99,773	90,379
Contributions by owners			
- Capital appropriation		2,888	9,396
Other contributions by owners			
- Land reserves transferred from the Department of Planning, Lands and Heritage to the Authority	4.1	1	2
Distributions to owners			
- Land reserves including improvements transferred from the Authority to the Department of Planning, Lands and Heritage	4.1 & 4.2	(39,718)	(4)
Balance at end of period		62,944	99,773
Reserves			
Balance at start of period		23,629	23,526
Asset revaluation surplus	2.6(c)		
- Transfer to retained earnings		(13,921)	0
- Building		(2,342)	0
- Land reserves		(20)	38
		(16,283)	38
Fair value reserve	2.6(f)		
- Recognition of PSMA at fair value	5.2	(456)	267
- Deferred tax asset	5.6	137	(202)
		(319)	65
Balance at end of period		7,027	23,629

Notes to the Financial Statements for the year ended 30 June 2021

8.9 Equity (continued)

	Notes	2021 (\$'000)	2020 (\$'000)
Retained earnings			
Balance at start of period, unadjusted		(889,640)	95,068
Initial application of Australian Accounting Standards (AASs) (i)		0	(3,330)
Retained earnings, adjusted		(889,640)	91,738
- Profit/(loss) for period		(414,984)	14,227
- Transfer from asset revaluation surplus		13,921	0
- Distributions to owner – dividends (ii)		0	(995,605)
Balance at end of period		(1,290,703)	(889,640)
Total equity at end of period (iii)		(1,220,732)	(766,238)
(i) Adjustments pertain to the implementation of new AASs:	8.3		
2021			
- AASB 1059 <i>Service Concession Arrangements: Grantors</i>		0	0
2020			
- AASB 9 <i>Financial Instruments</i>		0	0
- AASB 15 <i>Revenue from Contracts with Customers</i>		0	(3,344)
- AASB 16 <i>Leases</i>		0	14
		0	(3,330)

(ii) Dividends payable by the Authority to the State 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.

In 2020, the State was paid an interim dividend (\$984.972m) representing the return of the lump sum proceeds (after payment of NTER income tax) received as consideration for the Partial Commercialisation arrangement with LSWA, and the final dividend (\$10.633m) based on the 2019 after tax profit.

(iii) The negative equity is mainly due to the proceeds from the Partial Commercialisation arrangement (\$1.41 billion) being returned to the State as an interim dividend and NTER tax payment, and the Authority retaining the offsetting Service concession liability for the equivalent amount. This has no impact on the future operations of the Authority. Refer Note 5.9 'Service concession liabilities'.

8.10 Services provided free of charge

During the reporting period, the Authority provided services free of charge to:

	2021 (\$'000)	2020 (\$'000)
(a) More than \$10,000 per general government-related entity		
Department of Finance	12,169	11,319
Department of Planning, Lands and Heritage	6,721	5,822
Department of Fire and Emergency Services	791	915
Western Australia Police Force	788	242
Department of Mines, Industry Regulation and Safety	519	2,104
Department of Treasury	424	332
Department of Justice	313	385
Department of Biodiversity, Conservation and Attractions	240	206
Department of Education	193	325
Department of Health	148	132
Main Roads Western Australia	117	219
Department of Primary Industries and Regional Development	81	84
Office of the Director of Public Prosecutions	72	30
Department of Water and Environmental Regulation	55	373
Department of Transport	26	45
Forest Products Commission	14	0
Western Australian Electoral Commission	12	12
Department of Training and Workforce Development	11	0
	22,694	22,545

Notes to the Financial Statements for the year ended 30 June 2021

8.10 Services provided free of charge (continued)

	2021 (\$'000)	2020 (\$'000)
(b) More than \$10,000 per non-general government entity		
Western Power	421	475
Horizon Power	193	506
Water Corporation	35	369
Public Transport Authority of Western Australia	0	24
	649	1,374
(c) Less than \$10,000 per State Government agency	24	25
(d) Non-State government agencies	1,150	802
Total services provided free of charge	24,517	24,746

8.11 Special purpose accounts

Payroll deductions

Special Purpose Accounts can be created under section 16(1)(c) of the *Financial Management Act 2006*. This account holds income tax instalments deducted from employee salaries pending payment to the Australian Taxation Office.

	2021 (\$'000)	2020 (\$'000)
Balance at start of period	0	0
- Receipts	11,617	12,511
- Payments	(11,617)	(12,511)
Balance at end of period	0	0

8.12 Indian Ocean Territories

The Authority provides services to the Indian Ocean Territories and recovers the cost from the Commonwealth government. Transactions for the reporting period were:

	2021 (\$'000)	2020 (\$'000)
Balance at start of period	282	224
- Receipts	18	104
- Payments	(63)	(46)
Balance at end of period (i)	237	282

- (i) Funds are held in the operating bank account and are restricted in that they can only be used for a designated purpose.

Notes to the Financial Statements for the year ended 30 June 2021

8.13 Explanatory statement

All variances between annual estimates (original budget) and actual results for 2021, and between the actual results for 2021 and 2020 are shown below.

Narratives are provided for key major variances, which are greater than 10% and 1% (\$1.12m) of Total Cost of Services for the previous year for the Statements of Comprehensive Income and Statement of Cash Flows, and are greater than 10% and 1% (\$6.131m) of Total Assets for the original budget for the Statement of Financial Position.

(a) Statement of Comprehensive Income variances

	Variance note	Estimate 2021 (\$'000)	Actual 2021 (\$'000)	Actual 2020 (\$'000)	Variance between Estimate and Actual 2021 (\$'000)	Variance between Actual 2020 and Actual 2021 (\$'000)
INCOME						
Revenue						
Provision of services	1, A	27,019	31,208	50,037	4,189	(18,829)
Service concession income	B	35,892	35,571	24,404	(321)	11,167
Sale of land information, data and imagery		4,434	3,848	3,417	(586)	431
Interest revenue		583	559	1,130	(24)	(571)
Other revenue		1,439	1,031	1,314	(408)	(283)
Gains						
Foreign currency exchange		0	0	12	0	(12)
TOTAL INCOME		69,367	72,217	80,314	2,850	(8,097)
EXPENSES						
Employee benefits		57,495	53,081	55,482	(4,414)	(2,401)
Supplies and services	2	32,505	27,322	28,713	(5,183)	(1,391)
Other expenses	3, C	7,573	5,323	6,850	(2,250)	(1,527)
Depreciation and amortisation		15,891	15,230	14,850	(661)	380
Finance costs		204	191	581	(13)	(390)
Accommodation		4,885	5,047	4,347	162	700
Loss on impairment	D	0	0	1,203	0	(1,203)
Net loss on disposal of property, equipment and intangibles		0	9	3	9	6
TOTAL EXPENSES		118,553	106,203	112,029	(12,350)	(5,826)

Notes to the Financial Statements for the year ended 30 June 2021

8.13 Explanatory statement (continued)

(a) Statement of Comprehensive Income variances (continued)

	Variance note	Estimate 2021 (\$'000)	Actual 2021 (\$'000)	Actual 2020 (\$'000)	Variance between Estimate and Actual 2021 (\$'000)	Variance between Actual 2020 and Actual 2021 (\$'000)
Loss before Income from State Government		(49,186)	(33,986)	(31,715)	15,200	(2,271)
INCOME FROM STATE GOVERNMENT						
Service appropriation		32,815	33,098	34,248	283	(1,150)
Income from other public sector entities	E	6,347	5,323	18,272	(1,024)	(12,949)
Resources received free of charge		480	223	231	(257)	(8)
TOTAL INCOME FROM STATE GOVERNMENT		39,642	38,644	52,751	(998)	(14,107)
Profit before income tax equivalent	4, F	(9,544)	4,658	21,036	14,202	(16,378)
Income tax equivalent expense	4, F	2,852	(419,642)	(6,809)	(422,494)	(412,833)
PROFIT/(LOSS) FOR THE PERIOD	4, F	(6,692)	(414,984)	14,227	(408,292)	(429,211)
OTHER COMPREHENSIVE INCOME						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus		0	(16,283)	38	(16,283)	(16,321)
Items that will be reclassified subsequently to profit or loss						
Changes in fair value reserve		0	(456)	267	(456)	(723)
Income tax on items that will be reclassified		0	137	(202)	137	339
		0	(319)	65	(319)	(384)
TOTAL OTHER COMPREHENSIVE INCOME		0	(16,602)	103	(16,602)	(16,705)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		(6,692)	(431,586)	14,330	(424,894)	(445,916)

Notes to the Financial Statements for the year ended 30 June 2021

8.13 Explanatory statement (continued)

(a) Statement of Comprehensive Income variances (continued)

Major Estimate and Actual (2021) variance narratives

1 As a result of the Partial Commercialisation arrangement, the provision of services reflects the Authority's revenue net of the payment of a service fee to Land Services WA (LSWA) for revenue streams in-scope of the Commercialised Services Agreement (CSA). These include document registrations, searching actions, plans and lodgement support service fees.

The provision of services includes land titling and valuation services. The net revenue was higher than the estimate largely as a result of the Government incentives for new home buyers which were announced following the setting of the budget. Whilst the Government incentives spurred activity in the new home buyers market in the early part of the 2021 year, following the winding down of these incentives the established housing market experienced buoyant conditions which continued throughout the remainder of the year. Document lodgement activity for 2021 of 334,000 was the highest level of activity in the Western Australian property market since 2015 and was 39% higher than the 2021 estimate of 241,000 documents, resulting in higher net revenue to the Authority.

This higher land titling revenue was partially offset by lower valuations revenue due to the deferral of the Regional Gross Rental Value (GRV) program due to COVID-19 and changes in the delivery of programs of work including the longer cycle between regional revaluations and a shift over time from chargeable work to appropriated work in the specialist valuations area.

- 2 Supplies and services were lower than the estimate as a result of delays in some approved initiatives due to the inability to engage specialist spatial IT resources due to internal and supplier capacity constraints. Further delays in some IT initiatives were due to the complexity of legacy systems resulting in longer investigation and planning stages.
- 3 Other expenses were lower than the estimate due to a general underspend across the Authority resulting from delays in commencing new approved initiatives, mainly due to internal and supplier capacity constraints.
- 4 The Authority has reflected a profit before tax compared to an estimated loss for the 2021 financial year. This has resulted from higher net revenue from land titling activity, following the introduction of Government incentives, which spurred on the new housing market. Following the winding down of incentives the established housing market also reflected growth for the remainder of the 2021 year. Lower expenditure due to a general underspend across the agency, and specifically in salaries due to recruitment of only priority positions, and supplies and services due to delays in delivery of work as a result of a lack of specialist spatial IT resources has also contributed to this favourable result.

The income tax equivalents expense in 2021 was higher than the estimate as it included a \$417.4m impairment of the Deferred Tax Asset (DTA). Under AASB 112 *Income Taxes* it was determined that it was not considered probable that the Authority would earn

sufficient future taxable profits to support the deferred tax asset in its entirety. A DTA relating to the Partial Commercialisation arrangement was recognised in 2020 due to the accounting treatment of proceeds received, which were returned to the Consolidated Account as an interim dividend of \$985m and National Tax Equivalent Regime (NTER) payment of \$423m.

The impairment of the DTA resulted in the Statement of Comprehensive Income reflecting an after tax loss.

Major Actual (2021) and Comparative (2020) variance narratives

- A The provision of services reflects the Authority's revenue net of the payment of the service fees to LSWA for revenue streams in-scope of the Commercialised Services Agreement. In 2021 the provision of services was lower than 2020 as a result of the full year payment of service fees to LSWA compared to the prior year, when service fees were only paid from the date the agreement was entered into on 22 October 2019. Whilst land titling activity was 39% higher than 2020, net revenue was lower than the prior partial year of operation of the arrangement.
- B The 2021 Service concession income was \$11m higher than 2020 as a result of 2021 reflecting a full year of the amortisation of the lump sum proceeds received in consideration of the arrangement, which was recognised as a Service concession liability. The non-cash revenue recognised in 2020 was from the date the agreement was entered into on 22 October 2019, hence only for a partial year.
- C Other expenses were lower than 2020 as a result of a general underspend across the agency resulting from delays in commencing new approved initiatives.
- D The Impairment loss in 2020 was related to Service delivery intangible assets which were tested for impairment as required annually. There was no impairment of assets in 2021.
- E Income from other public sector entities is lower in 2021 as a result of the 2020 year reflecting higher revenue from valuation services. The triennial metropolitan revaluation program revenue was recognised at the end of the third year, in 2020.
- F Profit for the period was lower than 2020 as a result of lower net revenue, due to the payment of a full year's service fees to LSWA in 2021, as per the Commercialised Services Agreement compared to only a partial year in 2020 from the date the agreement was entered into on 22 October 2019.

Income tax equivalent expense was higher than 2020 as a result of the impairment of the DTA (\$417.4m). Under AASB 112 *Income Taxes* it was determined that it was not considered probable that the Authority would earn sufficient future taxable profits to support the deferred tax asset in its entirety. A DTA relating to the Partial Commercialisation arrangement was recognised in 2020 due to the accounting treatment of the proceeds received, which were returned to the Consolidated Account as an interim dividend of \$985m and National Tax Equivalent Regime (NTER) payment of \$423m.

Notes to the Financial Statements for the year ended 30 June 2021

8.13 Explanatory statement (continued)

(b) Statement of Financial Position variances

	Variance note	Estimate 2021 (\$'000)	Actual 2021 (\$'000)	Actual 2020 (\$'000)	Variance between Estimate and Actual 2021 (\$'000)	Variance between Actual 2020 and Actual 2021 (\$'000)
ASSETS						
Current Assets						
Cash and cash equivalents		16,898	4,901	10,879	(11,997)	(5,978)
Restricted cash and cash equivalents		292	245	292	(47)	(47)
Receivables	5, G	15,838	12,404	26,690	(3,434)	(14,286)
Financial investments	6	23,640	56,995	57,118	33,355	(123)
Amounts receivable for services		4,006	4,006	4,740	0	(734)
Other current assets		2,853	2,688	2,422	(165)	266
Total Current Assets		63,527	81,239	102,141	17,712	(20,902)
Non-Current Assets						
Restricted cash and cash equivalents		1,069	1,088	870	19	218
Receivables		1,727	0	1,727	(1,727)	(1,727)
Equity accounted investments		2,937	2,481	2,937	(456)	(456)
Financial investments		0	0	0	0	0
Amounts receivable for services		31,491	32,503	30,652	1,012	1,851
Property and equipment		9,379	6,344	9,688	(3,035)	(3,344)
Service delivery intangible assets		9,043	6,457	6,460	(2,586)	(3)
Service concession intangible assets		33,191	32,883	35,984	(308)	(3,101)
Right-of-use assets	7, H	39,552	108	40,899	(39,444)	(40,791)
Deferred tax assets	8, I	421,166	0	419,057	(421,166)	(419,057)
Other non-current assets		0	167	133	167	34
Total Non-Current Assets		549,555	82,031	548,407	(467,524)	(466,376)
TOTAL ASSETS		613,082	163,270	650,548	(449,812)	(487,278)

Notes to the Financial Statements for the year ended 30 June 2021

8.13 Explanatory statement (continued)

(b) Statement of Financial Position variances (continued)

	Variance note	Estimate 2021 (\$'000)	Actual 2021 (\$'000)	Actual 2020 (\$'000)	Variance between Estimate and Actual 2021 (\$'000)	Variance between Actual 2020 and Actual 2021 (\$'000)
LIABILITIES						
Current Liabilities						
Payables		8,565	8,861	8,304	296	557
Current tax liabilities		0	447	0	447	447
Lease liabilities		109	59	3,517	(50)	(3,458)
Employee related provisions		11,338	12,839	11,900	1,501	939
Service concession liabilities		35,532	36,325	35,532	793	793
Other current liabilities		2,797	3,317	2,989	520	328
Total Current Liabilities		58,341	61,848	62,242	3,507	(394)
Non-Current Liabilities						
Lease liabilities		176	52	111	(124)	(59)
Service concession liabilities		1,319,331	1,319,271	1,351,473	(60)	(32,202)
Employee related provisions		2,959	2,831	2,960	(128)	(129)
Total Non-Current Liabilities		1,322,466	1,322,154	1,354,544	(312)	(32,390)
TOTAL LIABILITIES		1,380,807	1,384,002	1,416,786	3,195	(32,784)
NET ASSETS		(767,725)	(1,220,732)	(766,238)	(453,007)	(454,494)
EQUITY						
Contributed equity		103,341	62,944	99,773	(40,397)	(36,829)
Reserves	9, J	25,257	7,027	23,629	(18,230)	(16,602)
Retained earnings		(896,323)	(1,290,703)	(889,640)	(394,380)	(401,063)
EQUITY DEFICIT		(767,725)	(1,220,732)	(766,238)	(453,007)	(454,494)

Notes to the Financial Statements for the year ended 30 June 2021

8.13 Explanatory statement (continued)

(b) Statement of Financial Position variances (continued)

Major Estimate and Actual (2021) variance narratives

- 5 Receivables were lower than the estimate as a result of less than planned billed work mainly within Valuation Services due to the deferral of the Regional Gross Rental Value (GRV) program due to COVID-19 and changes in the delivery of programs of work including the longer cycle between regional revaluations.
- 6 Financial investments were higher than the estimate as a result of the expectation that cash reserves would be drawn down to pay service fees to LSWA under the terms of the CSA. However, as a result of the higher than expected land titling activity and revenue during 2021, cash reserves have been maintained within financial investments rather than transferred into the operating bank account.
- 7 Right-of-use assets were lower than the estimate as a result of the transfer of the Midland land and building to the Department of Planning, Lands and Heritage at the end of the lease term in mid-March 2021. This transaction was not reflected in the budget when it was set. The balance in the right-of-use assets reflects the State Fleet motor vehicles.
- 8 The Deferred tax asset (DTA) was impaired in its entirety and recognised as Income tax equivalents expense in 2021. Under AASB 112 *Income Taxes* it was determined that it was not considered probable that the Authority would earn sufficient future taxable profits to support the deferred tax asset. A DTA relating to the Partial Commercialisation arrangement was recognised in 2020 due to the accounting treatment of the proceeds received, which was returned to the Consolidated Account as an interim dividend of \$985m and National Tax Equivalent Regime (NTER) payment of \$423m. The impairment was not considered when the budget was set.
- 9 Reserves were lower than the estimate as a result of the transfer of the Asset revaluation reserve attributable to the Midland building to Retained earnings following the transfer of the building to the Department of Planning, Lands and Heritage at the end of the lease term, in accordance with Treasurer's Instruction 954.

Major Actual (2021) and Comparative (2020) variance narratives

- G Receivables were lower than 2020 as a result of the cyclical nature of the triennial Metropolitan Revaluation Program. Revenue was recognised and customers invoiced at the end of the previous triennium in 2020, hence the higher receivables balance in the prior year. The 2021 year is the first year of the next triennial cycle, with cash received from customers invoiced in 2020, resulting in a lower level of receivables.
- H Right-of-use asset were lower than 2020 as a result of the transfer of the Midland land and building to the Department of Planning, Lands and Heritage at the end of the lease term in mid-March 2021. The balance in the right of use assets reflects the State Fleet motor vehicles.
- I The Deferred tax asset (DTA) was impaired in its entirety and recognised as Income tax equivalents expense in 2021. Under AASB 112 *Income Taxes* it was determined that it was not considered probable that the Authority would earn sufficient future taxable profits to support the deferred tax asset. A DTA relating to the Partial Commercialisation arrangement was recognised in 2020 due to the accounting treatment of the proceeds received, which were returned to the Consolidated Account as an interim dividend of \$985m and National Tax Equivalent Regime (NTER) payment of \$423m.
- J Reserves were lower than 2020 as a result of the transfer of the Asset revaluation surplus attributable to the Midland building to Retained earnings following the transfer of the asset at the end of the lease term in mid-March 2021, which is in accordance with Treasurer's Instruction 954.

Notes to the Financial Statements for the year ended 30 June 2021

8.13 Explanatory statement (continued)

(c) Statement of Cash Flows variances

	Variance note	Estimate 2021 (\$'000)	Actual 2021 (\$'000)	Actual 2020 (\$'000)	Variance between Estimate and Actual 2021 (\$'000)	Variance between Actual 2020 and Actual 2021 (\$'000)
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts						
Provision of services	10	38,401	43,404	41,285	5,003	2,119
Sale of land information, data and imagery	K	4,434	4,552	3,138	118	1,414
Interest received	L	583	592	1,572	9	(980)
GST receipts on sales	M	1,209	1,303	142,302	94	(140,999)
GST receipts from taxation authority	11, N	4,837	11,394	7,269	6,557	4,125
Other receipts		1,439	2,062	1,543	623	519
Payments						
Employee benefits	12	(57,906)	(52,010)	(52,966)	5,896	956
Supplies and services	13	(32,339)	(28,192)	(28,768)	4,147	576
Other payments	14	(7,217)	(5,030)	(5,646)	2,187	616
Accommodation		(4,885)	(4,450)	(4,545)	435	95
Finance costs		(204)	(318)	(683)	(114)	365
GST payments on purchases	11, N	(6,046)	(12,656)	(9,533)	(6,610)	(3,123)
GST payments to taxation authority	M	0	0	(140,640)	0	140,640
Net cash used in operating activities		(57,694)	(39,349)	(45,672)	18,345	6,323
CASH FLOWS FROM INVESTING ACTIVITIES						
Receipts						
Sale of – property and equipment		0	0	11	0	(11)
Financial investments	15, O	33,478	69,200	44,139	35,722	25,061
Proceeds from Partial Commercialisation arrangement	P	0	0	1,410,000	0	(1,410,000)
Payments						
Purchase of – property, equipment and intangible assets	16, Q	(8,650)	(6,095)	(12,900)	2,555	6,805
Financial investment	15, O	0	(69,000)	(28,400)	(69,000)	(40,600)
Net cash (used in)/provided by investing activities		24,828	(5,895)	1,412,850	(30,723)	(1,418,745)

Notes to the Financial Statements for the year ended 30 June 2021

8.13 Explanatory statement (continued)

(c) Statement of Cash Flows variances (continued)

	Variance note	Estimate 2021 (\$'000)	Actual 2021 (\$'000)	Actual 2020 (\$'000)	Variance between Estimate and Actual 2021 (\$'000)	Variance between Actual 2020 and Actual 2021 (\$'000)
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Principal elements of lease payments	17	(3,561)	(4,905)	(4,556)	(1,344)	(349)
Net cash used in financing activities		(3,561)	(4,905)	(4,556)	(1,344)	(349)
CASH FLOWS FROM STATE GOVERNMENT						
Receipts						
Service appropriation		27,970	28,168	28,648	198	(480)
Drawdowns from amounts receivable for services (Holding Account)		4,740	3,813	3,981	(927)	(168)
Capital appropriations	R	3,588	2,888	9,396	(700)	(6,508)
Funds from other public sector entities	S	6,347	7,138	15,384	791	(8,246)
Payments						
Income tax equivalents – payments	T	0	0	(427,230)	0	427,230
Income tax equivalent – refund	18	0	2,335	2,759	2,335	(424)
Dividends paid to Consolidated Account	U	0	0	(995,605)	0	995,605
Net cash provided by/(to) State Government		42,645	44,342	(1,362,667)	1,697	1,407,009
Net change in cash and cash equivalents		6,218	(5,807)	(45)	(12,025)	(5,762)
Cash and cash equivalents at start of period		12,041	12,041	12,086	0	(45)
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD		18,259	6,234	12,041	(12,025)	(5,807)

Notes to the Financial Statements for the year ended 30 June 2021

8.13 Explanatory statement (continued)

(c) Statement of Cash Flows variances (continued)

Major Estimate and Actual (2021) variance narratives

- 10 As a result of the Partial Commercialisation arrangement the provision of services reflects the Authority's receipts net of the payment of service fees to LSWA for in-scope receipts as per the CSA.

The provision of services net receipts were higher than the estimate largely due to the impact of the Government incentives for new home buyers which were announced following the setting of the budget. The Government incentives resulted in improved activity in the new home buyers market and following the winding down of these incentives growth continued into the established housing market throughout the remainder of the year. Document lodgement activity of 334,000 in 2021 was the highest level of activity in the Western Australian property market since 2015 and was 39% higher than the 2021 estimate of 241,000 documents, resulting in higher net receipts.

- 11 GST receipts from taxation authority and GST payments on purchases were higher than the estimate due to the payment of more GST on the service fees paid to LSWA under the terms of the CSA, as a result of higher than planned land titling activity and the GST credits arising from these payments being returned by the taxation authority to the Agency.
- 12 Employee benefits payments were lower than the estimate as a result of prudent vacancy management including restricting recruitment to only priority positions.
- 13 Supplies and Services were lower than the estimate as a result of delays in some approved initiatives due to the inability to engage specialist spatial IT resources due to internal and supplier capacity constraints. Further delays in some IT initiatives were due to the complexity of legacy systems resulting in longer investigation and planning stages.
- 14 Other payments were lower than the estimate due to a general underspend across the agency resulting from delays in commencing new approved initiatives, mainly due to internal and supplier capacity constraints.

- 15 Receipts from the sale of financial investments and payments for the purchase of financial investments were higher than the estimate as a result of a higher value of investments maturing and being reinvested during 2021 than planned. It was expected that maturing investments would be drawn down into the operating bank account during 2021 to fund the payment of service fees to LSWA under the terms of the CSA. However, as a result of the buoyant property market, cash reserves have been maintained at a higher than expected level, allowing a higher level of funds to be reinvested in held to maturity financial investments.
- 16 The purchase of property and equipment and intangible assets was lower than the estimate due largely to longer than expected procurement processes that were unforeseen when the budget was set and legislative delays.
- 17 Payments for the lease liability were more than the estimate as a result of the final payments for the Midland land and building lease liabilities being more than anticipated. The Midland and building leases ended in mid-March 2021.
- 18 The income tax equivalents refund was higher than the estimate as a result of the overpayment of income tax equivalents in 2020, which was refunded to the Authority in 2021. This refund was not identified when the budget was set.

Major Actual (2021) and Comparative (2020) variance narratives

- K Sale of land information, data and imagery was higher than 2020 as a result of some products and services, which are property market related, experiencing growth in line with the buoyant market conditions in 2021.
- L Interest received was lower in 2021 as a result of the lower cash reserves available for investment than 2020 and lower interest rates. In 2020, rates on investments were an average of 2% compared to the 0.9% in 2021.
- M GST receipts on sales and GST payments to the taxation authority were lower than 2020 as a result of the receipt \$141m in GST on the \$1.41 billion proceeds from the Partial Commercialisation transaction, which occurred on 22 October 2019, and the payment of this GST to the ATO.
- N GST payments on purchases and GST receipts from taxation authority were higher than 2020 due to the payment of a full year's GST on the service fees paid to LSWA under the terms of the CSA, and the GST credits arising from these payments being returned by the taxation authority to the agency. The Partial Commercialisation transaction commenced on 22 October 2019, hence the 2020 year only had a partial year's payment of GST on the service fees.

Notes to the Financial Statements for the year ended 30 June 2021

8.13 Explanatory statement (continued)

(c) Statement of Cash Flows (continued)

Major Actual (2021) and Comparative (2020) variance narratives (continued)

- O Receipts from the sale of financial investments and payments for the purchase of financial investments were higher than 2020 as a result of a higher value of investments maturing and being reinvested during 2021, due to cash reserves being held in shorter term facilities. During 2020, all long term financial investments once matured were rolled into shorter term facilities to ensure sufficient funds were available as required during the year to fund the payment of service fees to LSWA under the terms of the CSA. However, as a result of the buoyant property market, cash reserves have been maintained during the year, allowing a higher level of funds to be reinvested in these shorter term held to maturity financial investments.
- P The 2020 proceeds from the Partial Commercialisation arrangement were a one-off receipt, on the 22 October 2019, at the commencement of the arrangement.
- Q Payments for the purchase of property and equipment and intangible assets were lower than 2020 as a result of the Partial Commercialisation arrangement, where LSWA accepted responsibility for enhancing assets related to the in-scope revenue streams from 22 October 2019. These include mainly service delivery asset enhancements, hence the Authority's capital payment requirements were reduced to reflect this arrangement. The lower level of payments in 2021, reflects a full year under the arrangement, compared to the prior partial year.
- R Capital appropriations were lower than 2020 as a result of less funding required due to a lower capital expenditure limit in 2021. In 2020, the capital appropriation funding included \$5m of Treasury Administered funding for the *Strata Titles Act 1985* reform program of work.
- S Funds from other public sector entities is lower in 2021 as a result of the 2020 year reflecting higher cash receipts from valuation services from the metropolitan revaluation program.
- T Income tax equivalent payments in 2020 included the National Tax Equivalent Regime (NTER) tax payment of \$423m to Government on the \$1.41 billion proceeds from the Partial Commercialisation arrangement that commenced on 22 October 2019. The balance of the \$1.41 billion, net of transaction costs, was paid to Government via an interim dividend.
In 2021, the Authority received a tax refund for overpayment of a prior period income tax totalling \$2.335m. No tax equivalent payments were made during 2021.
- U Dividends paid to the consolidated account in 2020 reflect the payment of an interim dividend of \$985m returning the proceeds received in consideration of the Partial Commercialisation arrangement to Government, net of transaction costs and the payment of income tax equivalents. The remainder of the dividend payment relates to the final dividend (\$10.6m) based on the actual 2019 after tax profit.

Certification of Key Performance Indicators

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

- based on proper records
- relevant and appropriate for assisting users to assess the Authority's performance
- fairly represent the performance of the Authority for the financial year ended 30 June 2021.



Robert Cole
Chair
Board
Western Australian Land Information Authority

29 September 2021



Graeme Gammie
Chief Executive
Member, Board
Western Australian Land Information Authority

29 September 2021

Key Performance Indicators

The OBM Relationship to Government Goals

The following table illustrates the relationship between the Western Australian Land Information Authority's (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.

Government Goal	Landgate Outcomes	Landgate Services
Sustainable Finances: Responsible financial management and better service delivery.	Outcome 1 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 Indicators: <ol style="list-style-type: none"> 1. The land titles register is updated and maintained in a timely and accurate manner. 2. The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community. 	Service 1: Land Administration A land administration service that provides a land information base, certainty of ownership and other interests in land. Key Efficiency Indicator: <ol style="list-style-type: none"> 1. Average cost of maintaining a land information base, certainty of ownership and other interests in land, per Certificate of Title.
	Outcome 2 Independent valuations support government's collection of rates and taxes and management of property assets. Key Effectiveness Indicators: <ol style="list-style-type: none"> 1. International standards for accuracy and uniformity of rating and taxing values are met. 2. Adjustments of rating and taxing values as a result of Objections and Appeals as a percentage of total values in force. 	Service 2: Valuations An impartial valuation service. Key Efficiency Indicator: <ol style="list-style-type: none"> 1. Average cost per valuation.
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Outcome 3 Coordinated capture and access to the State's location information. Key Effectiveness Indicator: <ol style="list-style-type: none"> 1. Overall satisfaction with the capture of, access to and useability of Government Location Information. 	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. Key Efficiency Indicator: <ol style="list-style-type: none"> 1. Average cost of maintaining and providing access to land and location datasets, per SLIP dataset.

Key Effectiveness Indicators for Outcome 1

Outcome 1

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

The land titles register is updated and maintained in a timely and accurate manner.

Measures	Actual 2019-20	Target 2020-21	Actual 2020-21
Timeliness Simple and correct documents are registered within two working days of lodgement.	81.69%	80.00%	88.16%
Accuracy The number of adjusted Certificates of Title arising from identified errors as a percentage of the total Certificates of Title on the land titles register.	0.1083%	≤0.25%	0.1085%

Why is this a key indicator of our performance?

One of Landgate's primary purposes is to ensure and maintain the certainty of ownership and other interests in land through the integrity of its land titles register. The timeliness and accuracy of service delivery pertaining to land titles transactions provide a measure of the Authority's performance.

When documents are lodged by customers, updates are required to relevant Certificates of Title in the register. In addition, these updates may identify errors that require rectification to the Certificates of Title. The required changes should be processed in a timely, accurate manner, and both elements are calculated in the two measures provided.

How were these indicators derived?

The indicators provide a combined view of both automated and manual document lodgement transaction processes, defined by the following:

Timeliness

- a) Simple and correct documents represent any combination of the following forms that have been submitted with all required information completed, and are not subject to any dealings:
 - i. Discharges of Mortgage,
 - ii. Transfers,
 - iii. Mortgages,
 - iv. Caveats, and
 - v. Withdrawal of Caveats
- b) Registration of a document is a formal change to the land titles register, with relevant adjustments made to a Certificate of Title.

Accuracy

- a) Identified errors¹ include errors that are reported and/or discovered during an investigation process that may require a change to a Certificate of Title.
- b) Service performance is monitored by tracking the number of Certificates of Title adjusted due to identified errors. This provides the agency with an overall view of the customers impacted by the changes applied to the land titles register.
- c) As the land titles register is a live system, the total number of Certificates of Title is extracted as nearest to close of business, 30 June annually.

What do the indicators show?

Timeliness – Landgate has exceeded the KPI of 80% of simple and correct dealings registered in two (2) business days, with a result of 88.16%. This outcome is an improvement on last year’s result of 81.69% and is largely attributed to the increased volume of these dealings lodged electronically (76% of all documents) and automatically registered (95% of all electronically lodged).

Accuracy – As at 30 June 2021, there were 1,490,802 Certificates of Title held in the West Australian Land Titles Register, with 1,617 titles adjusted due to identified errors. This resulted in a correction rate of 0.1085% for 2020-21. This outcome remains well within the target although is a very marginal increase of 0.0002% on the 2019-20 result.

Key Effectiveness Indicator 2 for Outcome 1

Outcome 1	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	The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community.		
Measures	Actual 2019-20	Target 2020-21	Actual 2020-21
Topography Completion rate of the annual topographic maintenance plan.	99.44%	95.00%	94.05%
Names and Addressing Completion rate of names and addressing jobs delivered within 10 business days.	92.38%	80.00%	87.60%
Property Boundaries Completion rate of property boundary related jobs within the agreed benchmarks.	96.30%	96.20%	97.80%

¹ Errors within the WA land register are intended as an indication only. What is viewed as an error can be subjective.

Why is this a key indicator of our performance?

Landgate maintains its strategic land information datasets, so that they are fit for purpose, match the level of land related activity and change through cyclical and targeted data maintenance. Currency and relevance relate to how well the data is kept up to date and the support given to requests for new and updated land information received. 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 were the indicators derived?

2020-21 indicators are derived from core land information databases that describe and record the location and physical attributes of the State's land and location data. The currency of the information provides a measure of Landgate's effectiveness in responding to land development and social changes.

Topography

The maintenance plan captures and updates topographic data for metropolitan Western Australia on an annual basis. The regional centres of Bunbury, Esperance, Margaret River, Albany and Busselton-Dunsborough are updated biennially. Topographic data maintenance is scheduled based on government priorities and previously identified changes due to building development. Through the CaptureWA program aerial imagery is collected, scans are undertaken, anomalies are analysed, and topographic data updated for these locations.

Names and Addressing

This database is updated in response to land development requirements submitted by local government areas (LGAs). Working closely with LGAs, naming approvals are completed in line with the geographic naming policy. Landgate ensures it delivers a timely service by benchmarking and communicating the complexity of requests that are being received.

Most requests received are of simple to medium complexity with a completion benchmark of ten working days. Complex requests require additional time and resources to complete but comprise a minority of the requests received.

Property Boundaries

Data accuracy for property boundaries is continuously improved in response to market activity in the land development process. Changes to data are captured and updated in the relevant databases, ensuring certainty of ownership in land is maintained. The indicator provided is derived from the following combination of property boundary activities:

- a) Updated lodgement of layers is an automatic process that contributes to the accuracy of geographic positioning in the database. However, manual update lodgement may be required to rectify systemic anomalies. Timeliness in performing this manual action is maintained by measuring against a benchmark of five business days on 99% of jobs;
- b) Integration of lodged layers is also triggered and completed automatically, however system failures may occur due to data conflicts. In this case and with all manually lodged layers, manual integration is required to update the database. Timeliness in performing this manual action is managed by measuring against a benchmark of five business days on 99% of jobs;
- c) Linking surveys to the control network on Landgate's Spatial Cadastral Database (SCDB) increases location data accuracy, and therefore, supports certainty of ownership. Timeliness in performing this action is measured against a benchmark of five business days on 90% of jobs; and
- d) Resolution of anomalies is conducted to ensure spatial and tenure data remain accurate in Landgate's systems. All reported and identified standard anomalies are rectified within five business days to maintain accuracy of Landgate's databases.

Each of the above define the minimum requirements to maintain the land information base and deliver the levels of accuracy, currency and completeness expected by users of the data.

What do the indicators show?

The indicators show how well Landgate has maintained its topographic, names, addressing, and property boundary information overall. They represent averages of achievements against benchmarks for each of the core databases. These benchmarks are determined by Landgate's capacity to satisfy the expected levels of data maintenance and user community requests for new information as well as maintain cyclical revision programs.

Topography

The completion result for the annual topographic maintenance plan of 94.05% fell just short of the 95% annual target. The result reflects resources being diverted to explore options to modernise Landgate's topographic maintenance processes to help meet the current and future needs of the Western Australian community.

Names and Addressing

The combined annual performance of Names and Addressing exceeded the annual target of 80%, with 452 of the 601 requests received for naming approvals completed within ten business days and 100% of the 23,026 requests received for new and/or revisions to addresses completed within the same period. A steady flow of larger subdivisional road name submissions and complex naming enquiries requiring detailed investigation impacted the performance of naming approvals, however this was offset by the high performance in addressing completion rates.

Property Boundaries

This combined measure reflects the annual performance of 97.8% against the target of 96.2% as at the end of June 2021. Of the four functions comprising the property boundaries measure, only the Update Lodged function did not meet the individual benchmark whereas the remaining three functions (Integration, Control Network and Anomalies) exceeded their benchmarks:

- a) Update Lodged: The manual update of lodgement layers continued to consistently track slightly below its target of 99% with a YTD score of 97.9%. This job has been given the highest weighting as it is critical in supporting the land development process and meeting customer needs as it enables issue of new titles. The result is mainly attributable to the current levels of complex system functionality within the New Land Registry (NLR), which continues to require manual updates of lodgement layers.
- b) Integration: The manual update of integration lodged layers continued to consistently track slightly above its target of 99% resulting in a YTD score of 99.5% as at the end of June 2021.
- c) Control Network: Linking surveys to the control network has scored above its target of 90%, with a YTD score of 99.1% of jobs being completed within five (5) business days. The improvement in the control network score is due to successful cross-skilling of additional resources.
- d) Anomalies: The resolution of reported anomalies within five (5) business days has exceeded the target of 80%, being 91.5% as at the end of June 2021. The performance resulted from an improved business process to track, manage and resolve anomalies by separating anomalies from internal non-anomaly issues such as general enquiries, in-house analysis and maintenance requests.

Key Efficiency Indicator for Service 1

Service 1

Land Administration

A land administration service that provides a land information base, certainty of ownership and other interests in land.

Measure	Actual 2019-20	Target 2020-21	Actual 2020-21
Average cost of maintaining a land information base, certainty of ownership and other interests in land, per Certificate of Title.	\$51.69	\$54.44	\$47.78

Why is this a key indicator of our performance?

The land administration service delivered by Landgate includes a wide range of activities associated with capturing, maintaining and delivering land and location data, with the primary purpose of ensuring that ownership and interests in land are preserved. The final outputs of the service result in an up-to-date and accurate land titles register capable of producing a Certificate of Title when and as required.

The indicator provides a measure of the full cost of maintaining land titles, including 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 average cost refers to the total cost of land administration service per Certificate of Title. The number of Certificates of Title is derived from a live register that records Crown and Freehold land titles for the State of Western Australia. As the register is live, the total number of Certificates of Title is extracted as near to close of business on 30 June annually.

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

What does the indicator show?

The average cost of maintaining the land information base, certainty of ownership and other interests in land, expressed as a dollar value per Certificate of Title was \$47.78 for 2020-21. This outcome is better than target and is an improvement on last year's result of \$51.69. The result is supported by improved automatic registration rates and business efficiencies across land title registration-based business activities.

Key Effectiveness Indicator 1 of 2 for Outcome 2

Outcome 2

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

Key Effectiveness Indicator 1

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

Measures	Actual 2019-20	Target 2020-21	Actual 2020-21
Benchmark against international standards for accuracy using Median Ratio Test:			
Gross Rental Value	92.17%	>92.50%	N/a ²
Unimproved Value	90.91%	>92.50%	91.38%
Coefficient of dispersion to check uniformity of values:			
Gross Rental Value	4.22%	<7.00%	N/a ²
Unimproved Value	5.68%	<15.00%	5.21%

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 is 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 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 percent and 110 percent", and that the "Coefficient of Dispersion (COD) for vacant land should be 20 percent or less". In larger urban jurisdictions dealing with uniform land releases and availability of sales, the COD should be <15.00%.

For Unimproved Values, the Valuer General of Western Australia has set an MPR standard of >92.50% and a COD of <15.00%.

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 <7.00%.

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

² The Authority received an exemption from the Under Treasurer from reporting benchmark against international standards for accuracy using Median Ratio Test- Gross Rental Value (GRV) and coefficient of dispersion to check uniformity of values -GRV key performance indicators for the year ended 30 June 2021. The exemption was sought due to the travel restrictions imposed as a result of the COVID-19 pandemic.

What do the indicators show?

The regional Gross Rental Value revaluation program was not undertaken in 2020-21 due to the travel restrictions imposed as a result of the COVID-19 pandemic.

For unimproved values, the outcomes show the following:

The MPR of 91.38% is slightly below the target of >92.5%. The degree with which it falls below target reflects the caution in the assessment process due to the softness in the land market at the date of valuation, being 1 August 2020. The MPR is an improvement on last year's reported result of 90.91% and is within the normal range of fluctuations from year to year. The MPR is determined on a statistical analysis which compared assessed values as at the date of valuation being 1 August 2020, with sales occurring between 1 June 2020 and 31 August 2020.

The COD at 5.21% is well within the standard of <15% is also within the range of results over the past few years. The COD is a measure of divergence between the assessed land values and selling prices and this result is indicative of a soft property market at the date of valuation of 1 August 2020.

Key Effectiveness Indicator 2 for Outcome 2

Outcome 2

Key Effectiveness Indicator 2

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

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

Measure	Actual 2019-20	Target 2020-21	Actual 2020-21
Adjustments of rating and taxing values as a result of Objections and Appeals as a percentage of total values in force.	0.019%	<0.20%	0.039%

Why is this a key indicator of our performance?

The percentage of values amended because 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 the indicator show?

As at 30 June 2021 there were 2,423,969 values in force in Western Australia. During the year 949 of these values were amended as a result of formal objections determined by the Valuer-General or by review of the State Administrative Tribunal. This indicates that only one in every 2,554 values was amended. The outcome of 0.039% remains well below the target which was derived from an international standard.

The result is not as good as the outcome for 2019-20, due to an increase in pastoral lease objections received in response to new pastoral lease rental valuations coming into effect. However, the outcome is still well within target and it demonstrates the effectiveness of the valuation process for rating and taxing in Western Australia and its general acceptance by ratepayers and taxpayers.

Key Efficiency Indicator for Service 2

Service 2

Valuations

An impartial valuation service.

Measure	Actual 2019-20	Target 2020-21	Actual 2020-21
Average cost per valuation.	\$13.06	\$21.18	\$21.46

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.

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 the indicator show?

During 2020-21 a total of 1,289,723 valuations were made at an overall program cost of \$27.68m or \$21.46 per valuation. The cost per valuation is slightly over budget and higher than it was in 2019-20.

Although the program cost was under budget (\$29.65m) and lower than 2019-20 (\$28.04m), the number of valuations reduced considerably compared to the budget (1,400,000) and that of 2019-20 (2,146,450).

This is due to the deferral of the 2020 regional GRV general valuation program for 12 months and the cyclical nature of the GRV work program, with 2019-20 being the year when metropolitan GRVs were determined.

Key Effectiveness Indicator for Outcome 3

Outcome 3

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

Key Effectiveness Indicator

Overall satisfaction with the capture of, access to and useability of Government Location Information.

Measure	Actual 2019-20	Target 2020-21	Actual 2020-21
Overall satisfaction with the capture of, access to and useability of Government Location Information.	84%	80%	80%

Why is this a key indicator of our performance?

The Key Effectiveness Indicator for Outcome 3 is measured by undertaking a survey, which measures the overall satisfaction with the capture of, access to and useability of government location information.

The Shared Location Information Platform (SLIP) and Capture WA program enable the WA public sector to avoid duplication of costs in the capture, management and sharing of location-based data and information. Stakeholders using these services from across the public and private sectors are surveyed annually to understand, how satisfied they are with the access to and capture of location data.

How was this indicator derived?

Annually, Landgate conducts an independent online survey targeted at users and contributors of SLIP, Data WA and participants in the Capture WA program.

The survey was conducted between 10 May and 10 June 2021 to record the satisfaction over the last 12 months. A response rate of 8.35% was achieved by contacting 4,223 stakeholders via email and conducting online and telephone surveys which resulted in 353 stakeholders completing the survey. The maximum margin of error for this sample size is +/- 5% at the 95% confidence interval to meet auditor requirements.

What does the indicator show?

Based on the survey questions, results show that overall satisfaction has declined by four percentage points compared to the 84% satisfaction rating for 2019-20.

For 2020-21, individual results indicate 84% satisfaction for SLIP, 87% for Data WA and 76% for Capture WA. Feedback in the end of year stakeholder survey indicates the decline in ratings may be attributed to SLIP outages, restrictive licence conditions and the cost of Landgate data, however positive feedback was provided on for the increased budget for the Capture WA program

Key Efficiency Indicator for Service 3

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.

Measure	Actual 2019-20	Target 2020-21	Actual 2020-21
Average cost of maintaining and providing access to land and location datasets, per SLIP dataset.	\$1,545	\$1,471	\$1,329

Why is this a key indicator of our performance?

The Shared Location Information Platform (SLIP) and Capture WA program enable the WA public sector to avoid duplication of costs in the capture, management and sharing of location-based data and information.

This indicator is the average cost of capturing, managing and sharing this data and information.

How was the indicator derived?

The average cost per dataset refers to the combined resource and infrastructure costs of coordinating and managing SLIP, the Capture WA program, and support for those customers. The total cost includes all direct costs and an appropriate share of indirect and overhead recurrent costs.

The cost per SLIP dataset is simply the determined total cost divided by the number of SLIP datasets at 30 June 2021.

What does the indicator show?

The overall measure for this indicator was achieved for the financial year with the cost per dataset lower than the targeted amount. This result was due to the total cost of delivering SLIP being less than forecast (\$7,242k actual compared to \$8,239k target) despite the overall number of datasets in SLIP at the end of the year being slightly below the target (5,449 actual compared to 5,600 target). The lower than expected number of datasets was the result of the plateauing of new datasets added to SLIP and was further impacted by the removal of some datasets by two custodian agencies.

Governance Disclosures

Potential Conflicts of Interest

Act of Grace Payments

Under the *Land Information Authority Act 2006*, Landgate may make an ex-gratia payment (also known as an act of grace payment) at discretion. Such payments are made in circumstances where it would be morally appropriate but there is no legal liability or no specific legal requirement to provide financial compensation for loss or justice.

Landgate made two act of grace payments in 2020-21 for matters associated with the operation of the land titles system of \$1,215.28 and \$160.

Purchasing Card Expenditure

Five Landgate cardholders inadvertently used the corporate purchasing card for personal use during 2020-21.

These transactions were immediately acknowledged voluntarily by the cardholders concerned, and moneys refunded.

Personal usage of purchasing cards

Number of instances the WA Government purchasing card has been used for personal purpose	5
Total value of personal expenditure for 2020-21	\$83.15
How much owing but not due	\$0
How much was repaid before the due date?	\$83.15
How much was repaid after the due date?	\$0
How much was still owing at 30 June 2021	\$0
Number of referrals for disciplinary action instigated during the reporting period.	Nil

Government Policy Requirements

Substantive Equality and Diversity Outcomes

WA Multicultural Policy Framework

The Western Australian Multicultural Policy Framework (WA MPF) was developed by the Office of Multicultural Interests in response to the State's growing diversity, where over 32 per cent of people are born overseas. Landgate has developed a Multicultural Action Plan (MAP), in accordance with the WA MPF guidelines, which builds on the strategies outlined in our Workforce and Diversity Plan. Landgate's MAP was submitted to the Minister for Citizenship and Multicultural Interests in February 2021.

Landgate's workforce representation of people from Culturally and Linguistically Diverse (CaLD) backgrounds continues to be higher than the public sector average; while we celebrate this achievement, we also acknowledge that there is always more that can be done. Implementation of actions outlined in the MAP have commenced in the 2021 calendar year, including: the celebration of Harmony Week; promotion of the Australian Human Rights Commission's 'Racism. It Stops with Me' campaign; promotion of diversity self-reporting processes; and initial activities to implement the WA Language Services Policy in our customer contact centre. Further actions will be implemented throughout the three-year duration of the MAP.

Diversity progress report – representation

In accordance with the *Equal Opportunity Act 1984*, Landgate demonstrates commitment to equal opportunity principles and recognises that people from all diversity groups, including age, cultural background, disability, religion, and gender, possess qualifications, skills, experience, and attitudes valuable to our authority.

The following information represents diversity of Landgate employees compared to the previous year.

The equity index measures the extent to which members of these 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 women in management

Women in management	Landgate representation (%)	Landgate representation (%)
	2020-21	2019-20
Distribution (equity index)	90.6	90.7
Management tier 1	0	0
Management tier 2	50	60.0
Management tier 3	62.5	66.7
Management tier 2 & 3 combined	59.1	65.2

Landgate's workforce diversity

The following information represents 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.

Diversity Group	Landgate representation (%) 2020-21	Landgate representation (%) 2019-20	Equity Index 2020-21	Equity Index 2019-20
People from culturally diverse backgrounds	21.2	16.2	90.1	74.1
Indigenous Australians	2.0	2.6	41.5	45.6
People with disability	3.6	4.7	71.1	75.7
Youth (<25)	4.0	3.7	N/A	N/A

Note: as the responses (other than for youth) rely on voluntary self-nomination, it is likely the data under-represents these diversity groups at Landgate.

Compliance with Occupational Safety, Health and Injury Management

Required by Public Sector Commissioner's Circular 2018-03 – Code of Practice: Occupational Safety and Health in the Western Australian Public Sector

Health, safety and injury management

The table below outlines Landgate's performance in health, safety and injury management:

Measures	Results 2018-19	Results 2019-20	Results 2020-21	Targets	Comments about targets
Number of fatalities.	0	0	0	0	Target met.
Lost time injury and disease incidence rate.	0	0.20	0.22	≤0.12	One Lost Time Injury and decreased FTE led to a slight increase in LTIIR
Lost time injury and severity rate.	0	0	0	0	Target met.
Percentage of injured workers returned to work (i) within 13 weeks.	N/a	100	100	100	Target met.
Percentage of injured workers returned to work (ii) within 26 weeks.	N/a	100	100	≥80%	Target met.
Percentage of managers trained in occupational safety, health and injury management responsibilities, including refresher training within three years.	82%	76%	96%	≥80%	Two managers require refreshment, one is newly enrolled.



Landgate is committed to providing and maintaining healthy environments for workers and visitors through development and implementation of effective safety, wellness and injury management systems.

This commitment is articulated within our Occupational Health and Safety (OSH), Wellness and Injury Management Policy.

Landgate is committed to ensuring a safe and healthy workplace for all employees, contractors and visitors by:

- ensuring its responsible officers understand and accept their responsibilities under work health and safety laws.
- acknowledging and accepting a shared responsibility for the safety, health and wellness of all those who engage with Landgate including our people, our customers and our community.
- maintaining high standards by nurturing continuous improvement in workplace safety, health, wellness and culture in order to prevent work related illness and injury.
- enabling and promoting a consultative environment to proactively resolve issues, develop, implement and monitor safety management systems.
- providing and maintaining workplaces and systems of work so, as far as practicable, people are not exposed to hazards.
- providing appropriate training and development to equip workers with the knowledge and skills required to carry out their duties in a safe manner.
- providing appropriate financial, physical and human resources to achieve OSH, wellness and injury management tasks and outcomes.

Supporting performance-based measures and targets in order to monitor and continually improve safety conditions.

Our team of nine elected OSH Representatives from across all locations, business units and areas of unique risk are available to consult, advocate and provide information for our workers. They also conduct regular workplace inspections, provide a central point for reporting and investigating hazards and incidents, are trained and offer an ergonomic assessment and advisory service. Their details are displayed throughout the workplace and are available on the staff intranet.

OSH Representatives join eight of our key senior managers, business unit and subject matter advisors at six-weekly meetings of the OSH committee. The committee provides a forum for discussion and development of safety programs, monitoring safety performance, resolving safety issues and

exploring emergent practices and technology. OSH committee minutes are circulated to managers and representative groups and are published on the staff intranet. Managers and OSH representatives are encouraged to discuss these at their team and toolbox meetings.

OSH committee minutes and safety performance indicators are reported, reviewed and discussed monthly at the Corporate Executive and Board level. The evidence on best practice workplace injury management overwhelmingly emphasises the importance of prompt access to treatment, communication between the injured worker, employer and medical practitioners, and the continuation or resumption of work at the earliest opportunity.

Landgate offers an injury management system compliant with the *Workers' Compensation and Injury Management Act 1981* and WorkCover WA guidelines.

Workplace-based injury management services are available to all employees who suffer a work-related injury or illness. They are also available where non-work-related injury or illness may impact on or be exacerbated by their work. Return to work and injury management plans are developed and monitored in accordance with the *Workers' Compensation and Injury Management Act 1981* and best practice injury management principles.

Regular inspection, external and internal auditing of safety systems and practices forms an integral part of Landgate's efforts to achieve positive health and safety outcomes. Bi-annual 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 the WorkSafe plan audit tool.

Landgate is pleased to have obtained WorkSafe Plan silver certification in September of 2020, following an independent, comprehensive audit of our safety management systems. Landgate received an average element rating of 84 per cent, elements of management commitment and planning both receiving individual ratings of 89 per cent. Of the 14 recommendations for further enhancement, 50 per cent have been implemented thus far.



Disability access and inclusion plan outcomes

Requirement under section 29 of the *Disability Services Act 1993*

Our Disability Access and Inclusion Plan 2018-2023 (DAIP) ensures that people with disability, their families and carers can access our services and facilities, providing them with the same opportunities, rights and responsibilities enjoyed by all.

Our plan outlines a suite of strategies against seven outcomes. Landgate reports progress to the Disability Services Commission annually and presents this information to employees and the Board. The Landgate DAIP is available on our website.

The actions for each of the outcomes are listed below:

Outcomes	Actions
<p>Outcome 1</p> <p>People with disability have the same opportunities as other people to access the services of, and any events organised by, the Authority.</p>	<ul style="list-style-type: none"> • Landgate employees will attend disability awareness training to ensure up-to-date understanding of their responsibilities to ensure Landgate services and events are accessible for people with a disability. • Landgate employees are empowered to identify barriers to access and inclusion, and to suggest improvements through our innovation program. • Landgate will ensure that those with a disability have access and cater for people at events. • Landgate will provide support to ensure equal access and inclusion to services by people with disability, disability support organisations and from start-ups looking to address issues impacting people with disability or that employ people with disability using location data.

Outcome 2

People with disability have the same opportunities as other people to access the buildings and other facilities of Landgate.

- Customer contact areas, including reception areas, co-working spaces and on-line services are accessible and welcoming to people with disability.
- All Landgate facilities are accessible to people with varying disabilities.
- Fire warden training includes awareness of responsibilities for staff with disabilities. Emergency evacuation procedures for Landgate buildings ensure that those with a disability are accounted for.
- Landgate acquires funds from the Federal Government for workplace modifications to ensure people with disability have equal opportunity to access its facilities and services.

Outcome 3

People with disability receive information from Landgate in an accessible format.

- Landgate will continue to progress towards World Wide Web Consortium (W3C) compliance for our corporate website and intranet.
- Landgate will provide refresher training for employees previously trained in website accessibility, and train new web access appointees.
- Landgate will continue to provide access to publications in alternative formats on request such as audio conversion large font or braille where practicable.
- Landgate will continue to use interpreters to improve the availability of Landgate services and information to people with hearing impairment.
- Landgate will continue to remove environmental barriers by ensuring signs are well lit, have clear symbols and directions with good contrast of colours and texture.



Outcome 4

People with disability receive the same level and quality of service from the staff of Landgate as other people receive.

- Landgate employees will attend disability awareness training to understand their role in implementing and monitoring the DAIP plan to ensure its success.
- Landgate's induction program will include training on the DAIP and on their responsibilities.
- Landgate will maintain and promote its policies, codes of conduct and strategies that prohibit discrimination, harassment and victimisation of staff and visitors with disability.
- Customer satisfaction surveys will include a question on disability.

Outcome 5

People with disability have the same opportunities as other people to make complaints to Landgate.

- Landgate employees will attend disability awareness training to understand their role so they can support people with disability to provide feedback and make complaints.
- Landgate will monitor, address and report on complaints received about disability access and inclusion.

Outcome 6

People with disability have the same opportunities as other people to participate in any public consultation by Landgate.

- The views of people with disability will actively be sought through the Landgate Way-of-Working to ensure inclusive participation in consultation.
- Consultation materials will be provided in alternative formats on request such as audio conversion large font or braille where practicable.

Outcome 7

People with disability have the same opportunities as other people to obtain and maintain employment with Landgate.

- Landgate will ensure employee recruitment is inclusive in design and accessible to people with disability.
- Landgate will ensure people with disability are provided with appropriate support to carry out their employment responsibilities.
- Landgate will consider ways of enhancing the employment of people with disability, such as by job design, home based employment as well as other innovative and flexible employment practices.

Compliance with public sector standards and ethical codes

Requirement under *Public Sector Management Act 1994*, section 31(1)

Landgate works within the integrity model outlined in the Integrity Strategy for Public Sector Authorities, published by the Public Sector Commission. Ongoing compliance is ensured with employees undertaking accountable and ethical decision-making training; 95 per cent of employees have completed the training. All new employees are made familiar with the Code of Ethics and Code of Conduct during their induction process.

We ensure compliance with the:

- Landgate Code of Conduct
- Public Sector Standards in Human Resource Management
- WA Public Sector Code of Ethics
- Relevant industrial awards, agreements, and policies.

The Landgate Code of Conduct was developed as part of our commitment to the Public Sector Code of Ethics and the Public Sector Management Act 1994. The Code of Conduct illustrates the values our employees consider fundamentally important to operations and our way of working.

Actions to ensure compliance

Managers and employees are informed of, and required to comply with, the Public Sector Standards in Human Resource Management. Monitoring actions to ensure compliance with these standards includes:

- the public sector standards are available on Landgate's intranet and embedded in relevant policies and procedures
- the Employment Standard is followed during recruitment processes, ensuring reviewable decisions are fair and equitable and properly recorded
- employees are aware they can make disclosures about wrongdoing to the Public Interest Disclosure Officer
- ensuring our People, Culture and Environment team is aware of any changes to the Public Sector Standards, Commissioner's Instructions, and the *Public Sector Management Act 1994* and associated Regulations.

Minister, Board and Committee Overview

Minister

The Minister for Lands has responsibility for Landgate and administering the *Land Information Authority Act 2006* (the Act).

The Minister approves Landgate's budget, strategic direction, strategic initiatives and financial decisions. The Minister tables Landgate's annual report, Statement of Corporate Intent and any directions given to Landgate 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 Landgate. The role and functions of the Board are set out in the Act and the Board is subject to the provisions within the *Statutory Corporations (Liability of Directors) Act 1996*.

The Landgate Board is established under the *Land Information Authority Act 2006*. The Board is responsible for the performance of Landgate's statutory functions and determines its strategic direction. The Board meets at Landgate's Midland office once a month.

The Audit and Risk Committee (ARC) is a subcommittee of the Landgate Board established under Section 29 (1) of the LIAA and comprising a minimum of three Board members, one of which must be a qualified accountant. The committee may invite other participants to its meetings. The primary function of the committee is to assist the Board and Chief Executive Officer to fulfil corporate governance responsibilities.

Board Structure

The Minister appoints the members of the Board, which is to comprise no fewer than four and no more than six persons in addition to the Chief Executive Officer (ex officio member) in accordance with the *Land Information Authority Act 2006*. Board members are required to have the relevant knowledge and experience to enable Landgate's functions under the Act to be performed, and a range of skills and expertise is required including commercial acumen, information technology, strategy development and financial management. The current Board member profiles are published on Landgate's corporate website.

Members are appointed for fixed terms of up to three years and can be reappointed up to a maximum term of nine years. The Minister designates appointed members to the roles of Chair and Deputy Chair.

Board Remuneration

Landgate Board

Position	Name	Type of Remuneration	Period of Membership**	Term of appointment***	Base salary	Gross/actual remuneration
Chair	Robert Cole	Salary	1/8/2020-31/7/2023	1/8/2020-30/6/2021	\$46,403	\$41,629.00
Deputy Chair	Anne Arnold*	Salary	1/1/2021-31/12/2021	1/7/2020-30/6/2021	\$37,122	\$37,003.46
Member	Monish Paul	Salary	1/1/2020-31/12/2022	1/7/2020-30/6/2021	\$27,842	\$27,752.92
Member	Ian Callahan*	Salary	1/1/2021-31/12/2023	1/7/2020-30/6/2021	\$27,842	\$5,764.07
Member	Pia Turcinov*	Salary	1/1/2020-31/12/2022	1/7/2020-30/6/2021	\$27,842	\$27,752.92
Member	Melissa Perry	Salary	1/1/2020-31/12/2022	1/7/2020-30/6/2021	\$27,842	\$27,752.92
Chief Executive member	Graeme Gammie^	n/a	Ex officio, 05/03/19–04/03/24	1/7/2020-30/6/2021	n/a	n/a

*Also a member of the Audit and Risk Committee

** Refers to board members' membership during the reporting period not their entire tenure on the board or committee.

*** Refers to term of appointment/tenure (if relevant) or appointment type, for example sessional/full time.

Other Committee Remuneration – Geographic Names Committee

The Geographic Names Committee (GNC) was established by the Minister for Lands in 1936 to advise the Minister on geographical naming issues. The Minister for Lands approves appointments to the GNC to represent diverse points of view, from local communities to professional institutions and Government agencies within WA.

During the year, the Hon Tom Stephens, was appointed as the independent Chair of the GNC. The GNC is also served by an Executive Officer, and a Secretariat, provided by Landgate.

The GNC is responsible for provision of advice regarding nomenclature needs for geographical features, administrative boundaries, localities and roads. Delegated authority from the Minister enables Landgate to administer formal application processes and maintain the State's nomenclature database, known as GEONOMA (geo = geographic, noma = Latin for names).

GEONOMA is recognised by the Western Australian Government as the single source of truth and official register for all approved named geographic features, administrative boundaries, road names and their positions and extent.

Geographic Names Committee

Position	Name	Type of remuneration	Period of membership	Term of appointment	Sitting fees	Gross/ actual remuneration
Chairperson	Tom Stephens	Half day	1/12/20 -30/6/21	Sessional / 3 years	\$264	\$792
Member	Tom Stephens	Per meeting	1/7/20 – 1/12/20	Sessional	\$160	\$160
Member	Brooke O'Donnell	Per meeting	1/7/20 – 3/9/20	Sessional	\$160	Nil
Member	Chris Green	Per meeting	1/7/20 – 30/6/21	Sessional	\$160	\$320
Member	Cliff Winfield	Per Meeting	1/7/20 – 30/6/21	Sessional	\$160	\$320
Member	Damien Martin	Nil	1/7/20 – 30/6/21	Sessional	Nil	Nil
Member	John Nicholas	Per meeting	1/7/20 – 30/6/21	Sessional	\$160	\$480
Member	Logan Howlett	Per meeting	1/7/20 – 30/6/21	Sessional	\$160	\$480
Member	Paul McCluskey	Nil	1/7/20 – 30/6/21	Sessional	Nil	Nil
Member	Richard Brooks	Nil	1/7/20 – 30/6/21	Sessional	Nil	Nil
Member	Shaun Coldicutt	Nil	1/7/20 – 30/6/21	Sessional	Nil	Nil

Expenditure on advertising, market research, polling and direct mail

Advertising and Market Research Expenditure

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	\$30,782
Initiative Media Australia	\$29,462
Quickmail	\$1,320
Market Research	\$85,148
Painted Dog Research	\$85,148
Direct Mail	Nil
Media Advertising Providers	\$84,047
Facebook	\$25
LinkedIn	\$573
Biteable Pty Ltd	\$388
Fuel Creative	\$11,755
Captivate Global	\$2,028
Scamper Design	\$40,520
Urban Development Institute Australia	\$2,690
Australian Property Institute	\$200
State Law Publisher	\$18,268
Real Estate Institute Western Australia (REIWA)	\$7,600
Polling	Nil

Total expenditure for 2020/2021 was \$199,978.

Recordkeeping Plans

Requirement under *State Records Act 2000* and State Records Commission Standard 2 Principle 6 – Compliance

The efficiency and effectiveness of the organisations recordkeeping systems is evaluated not less than once every five years.

Landgate's current Recordkeeping Plan (RKP) 2015-2020, was approved by the State Records office in August 2015. A review of this Plan was conducted during 2020, endorsed by the Corporate Executive and submitted to the State Records Commission for formal approval. Our RKP demonstrates that Landgate is in compliance with the evaluation of the efficiency and effectiveness of Landgate's information and ICT resources. In addition, the *State Records Act 2000* allows for the creation and storage of Government information in a digital domain, and this is enabling Landgate to work towards its own digital information transformation.

The organisation conducts a recordkeeping training program.

Landgate uses an electronic document and records management system (eDRMS) that provides for 'super-users' with business areas. These employees are comprehensively trained using the eDRMS. All other employees are provided training, as required by each area.

The efficiency and effectiveness of the recordkeeping training program is reviewed from time to time.

Landgate's Information Strategy works towards a digital future, and this has seen improvements to our training program. We have continued to build on the 170 employees that attended end user training in the previous year. Training provided by the Records Management team has targeted specific teams and how best to suit their needs. The online training module is within the suite of mandatory training courses for employees at Landgate, in the coming year this will be accompanied by a refreshed Recordkeeping Awareness course.

The organisation's induction program addresses employee roles and responsibilities to ensure their compliance with the organisation's recordkeeping plan.

Landgate ensures all employees, contractors and service providers, regularly undertake training for responsible recordkeeping. The Recordkeeping Awareness Training (RAT) addresses the roles and responsibilities concerning compliance with our RKP. This RAT training has been reviewed and will be relaunched in the second half of 2021, with the view to launch refresher training annually going forward.



Information statement

The *Freedom of Information Act 1992* requires agencies to publish certain information concerning their structure, functions and the types of documents held by the agencies that are available to the public. To meet the requirements of the Act, Landgate publishes an Information Statement accessible 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.

Freedom of Information Applications for 2020-21

This year, Landgate received and finalised 11 applications and one internal review under the *Freedom of Information Act 1992*. Statistics for 2020-21 reported for inclusion in the Information Commissioner's Annual Report are available at www.foi.wa.gov.au.

