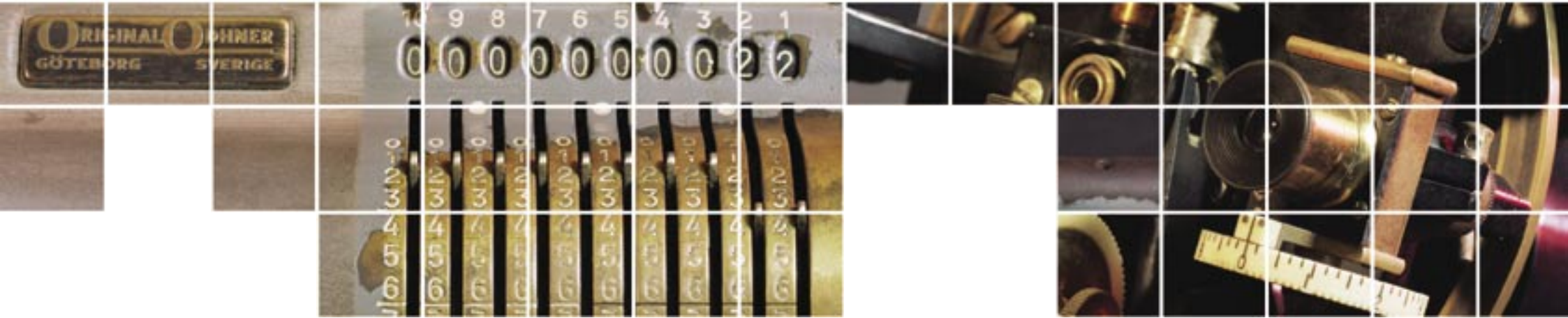


REVIEW OF OPERATIONS



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THE END OF AN ERA

This is a significant time for the Department of Land Administration.

This financial year signifies a turning point in its history, and this annual report marks the last for the Department of Land Administration.

Since its origin in 1829 as the Survey Office of the Swan River Colony, the Department has continued to perform a fundamental role in the management and development of the State.

It has led the State in providing a legal, geographic and administrative base for the use of land by the Western Australian community.

The next financial year will see large-scale changes in its name, Minister, structure and direction.

Crown land administrative functions and the Pastoral Lands Board will be transferred to the Department for Planning and Infrastructure in order to provide a more integrated approach to the management and use of Crown land.

Existing land information, land titling and valuation functions will stay with DOLA, with the agency becoming a statutory authority with commercial powers.

The changes are in response to the needs of an increasingly information-based and technological world.

As a statutory authority, DOLA will stay at the cutting edge of land information systems and deliver the online land information requirements of Government and the community.

The benefits will be many – improved applications will mean the ability to present data in new ways. The revenue generated by the authority will be reinvested in customer services, driving on-line services and enhancing the quality of information.

The future will mean new technology, new initiatives, and new opportunities

The Department will remain strongly committed to the achievement of excellence in delivering quality products and services as it has done for the past 150 years.

FUTURE OF DOLA

CHALLENGES FOR THE FUTURE

- Creation of an across Government platform for the delivery of online, integrated land and property information.
- Working with other agencies to deliver land and property information to the community.
- Generating a fair return for the Government's data.
- Ensuring the accuracy of data.
- Identifying commercial opportunities in partnership with the spatial industry.

DOLA's Consultation on its Future

There has been a strong commitment to consultation with stakeholders, staff and other interested parties during the development of proposals for the Statutory Authority. This has been evidenced through two main phases of consultation during 2002 and 2003.

In early 2002, the Machinery of Government Taskforce recommended that "the Minister for Planning and Infrastructure should explore the merits of establishing the land information and titles activity as a self-funding government business enterprise".

As an outcome of this, the Minister for Planning and Infrastructure established a Steering Committee which produced a report on the "Future of the Department of Land Administration". This report was released for public consultation in April 2002 and focussed on the merits of changed arrangements for the department, with two main recommendations:

- "as a preferred option, to establish a government business enterprise (GBE) to undertake current land titling and land and property information functions, or alternatively, to establish these as a separate financial entity within a public service department; and
- that Crown land administration be transferred to the Department for Planning and Infrastructure."



FUTURE OF DOLA (CONTINUED)

During this first phase of consultation 20 submissions were received from the surveying profession, property and development sectors, government-related bodies and agencies, and DLI staff. These submissions helped inform the Minister's proposal to Cabinet to establish a Statutory Authority with commercial powers.

In October 2002 Cabinet decided in principle to establish a new Statutory Authority to:

- carry out the land titling, land information and property valuation functions performed by the Department of Land Information (DLI);
- develop a shared online platform for government information about land and property; and
- commercially develop the State's land information asset.

A second phase of consultation was carried out during April and May 2003. This progressed the discussion from what kind of entity DLI would become, to focus on the objectives, functions and powers of the new Statutory Authority and the proposed legislative framework to establish it.

The 2003 Consultation Process

The basis of this second phase of consultation was a paper that:

- explained the key proposals that would underpin the development of legislation to establish the new Statutory Authority with commercial powers;
- assisted discussion with staff and stakeholders; and
- provided a basis for written submissions.

The consultation paper outlined the reasons for the Statutory Authority, benefits to be achieved and relevant policy considerations. It also provided details

of 16 proposals for the draft legislation covering the following subject areas:

- Legal Status;
- Principles and Objectives;
- Functions and Powers;
- Governance Arrangements;
- Accountability and Transparency Requirements; and
- Pricing and Funding.

A second consultation paper on staff issues was also released as the basis for consultation with DLI staff and the Union.

Considerable efforts were made to publicise and assist the consultation process as outlined below:

- The request for submissions was advertised in *The West Australian* newspaper, and on the Department of Premier and Cabinet and DLI websites.
- DLI provided articles to 10 industry publications, 5 of which were published. An article was also published in *The Sunday Times*.
- Over 100 customers and stakeholders were notified by mail and provided with a copy of the consultation paper or details of the website link, including:
 - Government agencies involved in accessing or using land and property information;
 - Industry bodies and key stakeholder groups; and
 - DLI staff and Union
- 40 briefing sessions were carried out by the CEO and senior staff of DLI involving over 800 staff and approximately 150 representatives from key government and industry stakeholder groups – including peak industry bodies, DLI's main customers, and other government agencies and the Union.

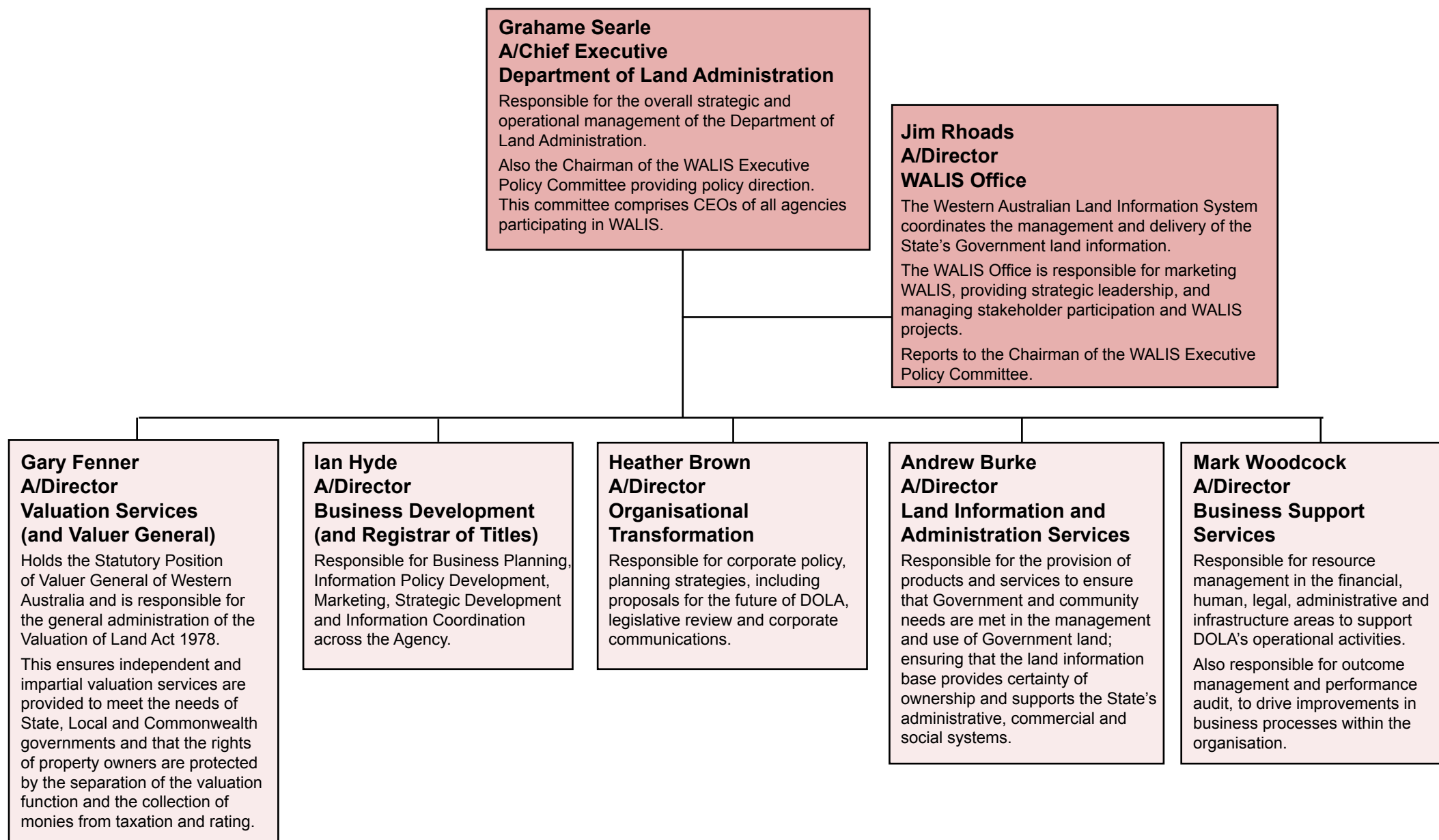
The public consultation period spanned eight weeks in March to May and during this time comments were requested from staff and stakeholders through newspapers, websites, industry publications and mail.

Peak JCC and Union representatives were consulted and weekly staff newsletters, responding to specific staff concerns, were produced during the eight-week period. Customers were invited through articles in the *Customer Service Bulletin* and quarterly magazine *Landmarks* to comment on the process. Several stakeholder publications also carried prepared articles inviting comment on the process.

A 1-800 number was also established to respond quickly to any stakeholder concerns about the process.

30 submissions were received with respondents estimated to represent some 80 percent of DLI's main customers and stakeholders. Submissions will be analysed by an independent consultant and considered in the development of legislation for the proposed new authority.

ORGANISATIONAL OVERVIEW - TRANSITIONAL ORGANISATIONAL CHART



DOLA's OUTCOME/OUTPUT FRAMEWORK

MISSION DOLA contributes to the sustainable growth and prosperity of Western Australia through innovative land services, a world class land information and property infrastructure, and an impartial valuation service.

OUTCOMES

Management of the Government Estate

The administration of Government land supports the economic, environmental and social objectives of the State.

Land Information

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

Valuation Services

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

Access to Government Land or Geographic Information

Access to high quality spatial information is facilitated and coordinated by the Western Australian Land Information System (WALIS) office for the benefit of all Western Australians.

OUTPUTS

Government land is administered and managed for residential, commercial, industrial, conservation, heritage and other community purposes.

Information about land and land ownership is collected, recorded and made available for use by Government, business and the community

An impartial valuation and property information service.

Land information from WALIS stakeholder agencies is managed in a coordinated way so that data held by agencies can be integrated and readily accessed to meet Government, business and community needs.

Corporate Governance

An effective corporate governance framework optimises business performance by ensuring transparent and ethical management practices.

DOLA's Code of Corporate Governance Practice and the Executive Board Charter provide a governance framework that facilitates a high standard of leadership and direction for the agency. The Executive Board and its sub-committees operate in a manner consistent with sound management practice, and ensure that the organisation implements Government policy with openness and integrity, in the best interests of its customers and stakeholders. DOLA has controls in place for business planning, compliance reporting, risk management and monitoring of operational performance.

Transitional Arrangements

In August 2001 with the approval of the Department of Premier and Cabinet, DOLA put in place a transitional structure. At 30 June 2003, the transitional Executive Board comprised the Acting Chief Executive Officer and five Acting Directors: Business Support Services; Land Administration and Information Services; Valuation Services; Organisational Transformation; and Business Development.

The Executive Board

The Chief Executive Officer has ultimate responsibility to the Minister for DOLA's performance and is supported by the Executive Board, DOLA's principal governing body. The Executive Board is responsible for:

- developing and monitoring corporate directions;
- overseeing an effective control environment;
- budgeting and planning;
- monitoring operational management outcomes; and
- achieving accountability and compliance with Government requirements.



Executive Board Members

EXECUTIVE BOARD



Grahame Searle

Acting Chief Executive

Grahame Searle has qualifications in business. He has a strong background in information technology and, in particular, integrating computer systems for customer service delivery. Grahame has extensive experience in managing information technology projects for Victoria's Land Registry; Museum of Victoria; the Registry of Deaths, Births and Marriages; and Survey and Mapping Victoria. Prior to joining DOLA in January 1998 as Director Service Delivery, he was Director of Victoria's Title Registration Services.



Heather Brown

Acting Director Organisational Transformation

Heather Brown has a postgraduate qualification in psychology and 18 years' experience in the public sector in a range of agencies including the Health Department, the Department of Local Government, the Ministry of Fair Trading and the Disability Services Commission. Her responsibilities have encompassed strategic planning; in particular developing the proposal for the future of DOLA, corporate communications, policy, legislative review, performance evaluation, intergovernmental relations and operational management. Heather joined DOLA in January 1998 as Director, Strategic Planning.



Ian Hyde

Acting Director Business Development

Ian Hyde has qualifications in surveying and computing. He has been actively involved in land administration and information management for over 21 years in both the public and private sectors and was Coordinator of the WA Land Information System. Ian has extensive experience in land information management, negotiation, service delivery provision, strategic and business planning, policy development and management of multi-disciplinary teams and complex projects.

EXECUTIVE BOARD (CONTINUED)



Mark Woodcock

Acting Director Business Support Services

Mark Woodcock has a BA honours degree in Economics. He has 25 years' experience in various management roles including tertiary education, advertising and publishing, and more recently health care. He worked in the UK, Ireland, and the Middle East before migrating to Australia. He brings commercial and change management experience to DOLA. Mark was appointed from the private sector to his current position in September 2000.



Gary Fenner

Acting Director Valuation Services

Gary Fenner has tertiary qualifications in agriculture and valuation, and a Bachelor of Business degree. He has over 32 years experience in the property industry ranging from the positions of Chief Valuer Country, Chief Valuer Metropolitan and has held the position of Valuer General for the last three years. Gary has been an elected board member of the Australian Property Institute (API) for the past six years. He is also: Chairman of the API's Legislation Review Committee; a member of the Curtin University Advisory Committee for Property Studies and a member of the Property Education Foundation.



Andrew Burke

Acting Director Land Information and Administration Services

Andrew Burke is an engineer with a varied background in both the public and private sectors including operational management and corporate planning roles. In 1990, Andrew led a taskforce to develop a strategy to integrate and improve access to the State's land information. He was subsequently appointed Director, WA Land Information System in 1990, a position he held until taking up his current acting position in DOLA.

Executive Board Sub committees

Two sub committees of the Executive Board were formed as part of the transitional structure, the Business Performance Committee and the Business Transformation Committee.

The Business Performance Committee focuses on operational matters. It is the forum for dialogue and discussion, raising of concerns and developing solutions to ensure delivery of the department's ongoing services and products. Membership comprises:

- Acting Director Business Support Services (Chair)
- Acting Director Land Information and Administration Services
- Acting Director Valuation Services
- Acting Director Business Development
- Manager Information Coordination

Managing change is the focus of the Business Transformation Committee. It provides advice to the Executive Board on policy, planning and resourcing matters that concern business change within the agency, including identifying strategic objectives, initiatives and critical success factors that substantially influence the agency's future directions.

Membership comprises:

- Acting Director Business Development (joint Chair)
- Acting Director Organisational Transformation (joint Chair)
- Manager Marketing and Product Development
- Manager Business Planning and Information Management
- Nominee of Acting Director Business Support Services
- Nominee of Acting Director Land Information and Administration Services
- Nominee of Acting Director Valuation Services
- Manager Information Coordination Branch
- Manager Business Commercialisation and Re-alignment
- Manager Government Information Solutions

Advisory groups to the Executive Board

The Executive Board also receives advice from the following groups:

- The Diversity Management Committee – advises responsibilities regarding DOLA's diverse workforce and customer base.
- The Peak Joint Consultative Committee – gives feedback from staff on human resource policy and industrial relations matters.
- The Leadership Committee - oversees the implementation of DOLA's Leadership Program.
- The Workforce Planning Committee - advises on staffing in relation to maintaining alignment with DOLA's strategic plan.
- The Customer Service Council – provides the customers' perspectives on service delivery issues.
- The Tenders Committee - provides independent, impartial comment on contracting and procurement.

Risk Management

Risk management is central to good corporate governance and is directly linked to maintaining an effective control environment and ensuring achievement of DOLA's strategic goals.

In October 2002, the Executive Board endorsed a revised Risk Management Policy. The revised policy builds on DOLA's existing risk management framework, and confirms the agency's commitment to embedding risk management into all aspects of the business to improve business performance, as well as meeting our compliance requirements. The Executive Board receives quarterly risk management reports that provide an overview of DOLA's risk profile, the effectiveness of existing controls and progress on treatment plans. During the year, the agency's electronic risk register has been re-developed to better assist monitoring and reporting of risks.



Performance Audit

An effective internal audit function actively contributes to sound corporate governance by assessing and providing assurance on how well the internal controls operate. DOLA's Performance Audit Branch provides the Chief Executive with independent assessments of DOLA's control environment.

During 2002-2003, performance audit resources were allocated to reviewing the following business activities:

- Data quality, information security, e-business projects, benefits realisation;
- Contract management, legal compliance, motor vehicle management; and
- Management reporting, corporate governance, business case development.

National Competition Policy

DOLA has completed reviews of its relevant legislation in accordance with the Competition Principles Agreement and is currently awaiting the introduction of the Acts Amendment and Repeal (Competition Policy) Bill 2002 to enact recommended amendments to the Licensed Surveyors Act 1909 and the Valuation of Land Act 1978. DOLA has developed a set of compliance guidelines for staff to ensure competitive neutrality principles and competition laws continue to be adhered to within the agency. These guidelines will form the basis of a staff awareness program, scheduled to commence October 2003.

Enabling Legislation

The Department of Land Administration was established on 20 May 1986 and operations began on 1 July of that year. The Valuer General's Office was established in 1979 by the Valuation of Land Act 1978. On 30 June 2001, in keeping with section 65 (2) of the Public Sector Management Act 1994, the Valuer General's Office merged with DOLA.

DOLA administers numerous Acts of Parliament and is affected by more than 100 Acts administered by other agencies. The relevant legislation is listed in Appendix A.

DOLA maintains a Legislation Register which assists the agency to monitor legislation affecting DOLA's operations and assigns responsibility for monitoring compliance with legislation, as well as the review and formulation of related policy.

Western Australian Land Information System (WALIS) Office

WALIS is an alliance of State Government agencies, Local Government and an increasing number of private organisations. The coordinating body of WALIS – the WALIS Office – is situated within the DOLA administrative structure. Acting WALIS Director, Dr Jim Rhoads, reports directly to DOLA's Acting Chief Executive Officer in his capacity as Chairman of the WALIS Executive Policy Committee (EPC).

The WALIS EPC is responsible for the strategic direction of WALIS and reports to the Minister. The members of EPC are the Chief Executive Officers of all WALIS State Government agencies, a representative from the WA Local Government Association, and the Chairman of the WALIS Advisory Committee.

After the decision by Cabinet on the future of DOLA, WALIS commenced an evaluation of the program's effectiveness, in anticipation of a formal review to determine WALIS's future.

PEOPLE AT DOLA

Developing and preparing the people of DOLA

During DOLA's transition to a statutory authority with commercial powers we have continued to pursue our strategic agenda in people management, with organisational transformation, and self directed workforce skills development as the key drivers of our people management initiatives.

This included the preparation of the Human Resources component of the statutory authority legislation; the establishment of a Jobs Swap register; the transition of the Crown land function and supporting functions to the Department for Planning and Infrastructure (DPI); the Recruitment and Selection Policy review, together with the review of other corporate governance policies; and the innovative career transition program Choices and Change. These all contributed to the strategic realignment of the organisation.

The infrastructure for strategic skills acquisition for the new organisation has also been put in place through the development of a Competency Framework and a Skills Acquisition Plan for the next two to three years.

Considerable work was undertaken on the people management aspects of the legislative framework for the establishment of the statutory authority. An extensive consultation process with all staff took place from March to May. The various options and implications were explained to staff in sessions conducted jointly by branch managers and HR staff. The Peak Joint Consultative Committee was invited to give input on behalf of staff.

A Job Swaps register was established to assist those staff who wished to explore other job opportunities during the transformation of the agency. This service, managed by Workforce Services, allows staff to register their interest in a job swap to another section of DOLA or to another agency or to take advantage of substituted severance arrangements.

Part of the Machinery of Government changes this year included the transition of Crown land functions and associated support functions to DPI. Human Resource Services played a key role in effecting the transfer of around 135 staff from DOLA.

In a changing environment we also needed to provide sound systems to support the reform. Workforce Services has implemented the Concept Web Kiosk. This is a self-service personnel and payroll system linked to Concept, allowing staff to view and update their own details, and to view their Payslips Online. The Web Kiosk was progressively introduced and expanded in 2002/3. A number of HR services are now offered via DOLA's Intranet, including Web Kiosk.

Choices and Change Program

In September 2002 DOLA commenced its new and innovative career transition initiative, 'Choices and Change', to assist and support employees during the transition phase. It encouraged a self-directed approach to planning for the future and provided staff with the tools to upgrade their skills. Topics covered included Change Management, Managing Change for Managers, Career Planning, Application Writing/ Interview Skills, Financial/Retirement Planning, Positive Communication and Wellness (psychological and physiological). The courses were well attended, and extra sessions in 'Wellness', 'Positive Communication' and 'Application Writing/Interview Skills' were arranged to meet demand. The Program will continue into 2003/04 with an added component on skilling staff for the new commercial organisational environment.

Competency Framework

In a more commercial environment there will be a need for all employees to develop a more business-like approach to their work. As the transition progresses new lines of business may be created and existing ones developed or reduced. It will be necessary to ensure that all staff have adequate and appropriate skills, knowledge and abilities to meet the needs of the organisation. A more commercial focus will also require staff to adopt new work behaviours that are more conducive to increased performance and productivity.

DOLA's Competency Framework has been developed in response to this to ensure that there is a suitably skilled workforce in a changing environment and that all staff know the behaviours that underpin the competitiveness for an organisation with commercial powers. It identifies the knowledge, skills and abilities required to meet business objectives, now and into the future, and uses these as the foundation for skill acquisition across DOLA. These will be mapped out in the annual Skills Acquisition Plan.

Skills Acquisition Plan

A framework for implementing a Skills Acquisition Plan was developed this year. It supports the acquisition of DOLA's critical and core competencies that are identified in the development of the Competency Framework. Whilst the Competency Framework continues to build, the Skills Acquisition Plan will deliver solutions that will enable us to better align the skills of our workforce with our business needs.

It is envisaged that for the next two years the focus of the Skills Acquisition Plan will be on the critical competencies required for DOLA's successful transition to a statutory authority with commercial powers.

Leadership Program

DOLA's pilot leadership program concluded in May 2003 with the final 360-degree feedback exercise completed for 11 of the 12 original participants.

The objectives of the leadership program are to:

- Develop and excite our talented people;
- Grow leaders;
- Provide a framework for succession planning through developing our generic business skills; and
- Encourage across agency team building and innovation.

The program is based on DOLA's Leadership Competency Framework – a fundamental workforce planning initiative.

To date, the program has incorporated a range of development initiatives – from scoping and presenting projects (as business plans) to the Executive Board, to training on strategic thinking, scenario planning and corporate wellness activities.

An evaluation indicated that the participants felt they possessed the key talents to be a 'leader'. Their managers and peers also believed that their leadership performance was high. The feedback provided by the participants will be used to enhance the next Leadership Program.

Graduate Development Program

DOLA has a strong commitment to the development of potential leaders and as part of this, a Graduate Development Program was established in October 2001. The first four graduates commenced on 11 March 2002 and three completed their Program on 11 March 2003 (one graduate left the Program for another opportunity). During the 12 months, the graduates worked on a range of projects and made a worthwhile contribution to all their work areas. They have been made permanent officers and allocated to project areas to use their skills and expertise.

An independent consultant carried out a review of the Program and findings indicated that it was successful from the point of view of the graduates, the managers and supervisors, and also by the mentors and buddies. Suggested enhancements and refinements will be incorporated into the next Program due to commence in late 2003.

A Pilot Mentoring Program to support the Leadership and Graduate Development Programs was introduced in September 2002. There were 16 mentorees for the initial program, that is to be evaluated in the near future. Initial indications revealed that there were a number of successful 'relationships' that will continue in a more informal manner.

Innovative Recruitment and Selection

It was recognised that the new organisation would need to be more innovative in its recruitment and selection practices to attract and retain the most suitable people. Our Recruitment/Selection Policy and Procedures were reviewed, streamlined and tested in a pilot program. A more commercially focussed Policy and Guidelines document was also produced. A series of training courses that centred round the new policy were organised for convenors and potential panel members. The Policy is also available to DOLA staff via the Intranet, along with easy to use guides and templates to assist panel convenors.

Diversity in the Workplace

The Diversity Management Committee, an advisory committee to the Executive Board, oversaw DOLA's integrated approach to managing diversity focused on women in management, youth and Indigenous Australians during the year.

Staff awareness of, and interest in, equity and diversity issues has increased significantly over the past 12 months, leading to establishment of four new sub groups: Women in Management; Indigenous Australians; Organisational Culture; and Youth.

The integration of diversity and equity into strategic and business planning has been an area of focus for the Diversity Management Committee during 2002/2003. This is being achieved through a number of strategies including the review of the Recruitment, Selection and Appointment Policy and Procedures. This policy advocates the 'best fit' for the organisation philosophy which was designed to enhance DOLA's diversity profile.

Agency performance targets were exceeded in the following areas this year: Women in Management; People from Culturally and Linguistically Diverse Backgrounds; and Youth.



The Peak Joint Consultative Committee (Peak JCC)

The Peak Joint Consultative Committee is a communication committee composed of management and staff from various sections in DOLA, and is driven from the grass roots upwards. The Peak JCC has its own Constitution, which guides the committee on meeting procedure, electoral procedure and issues that are suitable to take to the Peak JCC. It provides the terms under which the Peak JCC operates.

The Peak JCC investigates aspects of concerns and instigates remedial actions ie: initiates quality programs for the advancement of staff welfare and employment issues.

Over the past financial year the Peak JCC has:

- Prepared a submission on behalf of staff in response to the statutory authority consultation paper and the accompanying staffing Issues consultation paper.
- Conducted a staff survey to determine the employment conditions staff wished to have included in the Agency Specific Agreement.
- Participated in the HR workshop and provided feedback on Bereavement Leave, Carer's Leave, Ceremonial/Cultural Leave, Short Leave, Eyesight Testing, Public Service Holiday Days-in-lieu and Hours of Work, Policies and Guidelines.

Employee Profile

2002-2003
% of employees

| | |
|---|----|
| Land Information & Administration Services..... | |
| Registration Services Branch (incl. International Services) | 24 |
| Customer Services Branch | 8 |
| Land Administration Services Branch | 12 |
| Geographic Services Branch | 12 |
| Valuation Services | 20 |
| Business Development | 9 |
| Business Support Services | 11 |
| Organisational Transformation | 3 |
| WALIS | 1 |

DOLA's average FTE level for 2002-2003 was 927.89 full-time equivalent employees. During the year 168 vacant positions were filled on a permanent or fixed term basis.

Wellness Program

As part of DOLA's commitment to wellness and promoting a healthy lifestyle, a number of information sessions on particular health issues were held during the year. Subsidised flu vaccinations were offered to all staff in April/May and 130 staff took advantage of the opportunity to have their vaccination done on site at Midland and in Perth.

Employee Safety, Health and Wellness

The Occupational Safety & Health Committee actively promoted employee safety and wellness throughout DOLA. This included sponsoring a presentation on healthy eating habits during Nutrition Week 2002 and a series of backcare workshops at the Midland and Perth offices. The Committee also commenced a pilot program of safety audits in the Midland office.

Industrial Agreements

The majority of DOLA employees are now under the Public Service General Agreement 2002. This agreement was introduced by Government to restore parity in conditions across the WA Public Sector.

DOLA completed negotiations and registered its agency-specific agreement. This agreement continues the flexible hours of work arrangements that employees previously accessed through their workplace agreements (now ceased). It allows staff greater flexibility in arranging their hours of work, promoting a work/life balance for employees while meeting DOLA's business objectives. DOLA was one of the first Government agencies to have its agency-specific agreement registered and the only one to negotiate a 24/7 working hours arrangement.

Workers' Compensation Statistics for 2002 - 2003

| | 2002-2003 | 2001-2002 |
|---|-----------|-----------|
| Number of claims | 5 | 11 |
| *Rehabilitation Success Rate | 0 | 0 |
| **Lost time injury/disease frequency rate | 12.31 | 2.87 |
| Estimated cost of claims incurred per \$100 wage roll | 0.0788 | 0.18 |
| Premium rate | 0.49 | 0.53 |

**Rehabilitation Success Rate – the number of rehabilitated employees expressed as a ratio of the number of eligible employees (calculated based on RiskCover parameters).*

*** Lost time injury/disease frequency rate – the number of lost time injuries/diseases where one day or more was lost expressed per million hours worked in this financial year (calculated based on Risk Cover parameters).*

EAP usage rate

| | 2002-2003 | 2001-2002 |
|--|-----------|-----------|
| Employee Assistance Program Usage Rate | 8.5% | 9% |

Public Sector Standards and Ethical Codes Compliance Statement

To assess compliance with Section 31(1) of the Public Sector Management Act the Department used the Nexus Strategic Solutions compliance audit results from June 2002 and a further review conducted by Human Resource staff in 2003.

My report in line with the Commissioner's guidelines is as follows:

In the administration of the Department I have complied with the Public Sector Standards in relation to: Recruitment, Selection and Appointment, Transfer, Secondment, Redeployment, Termination, Discipline, Grievance Resolution, the Western Australian Code of Ethics and our Code of Business Conduct.

I have put in place sufficient internal controls and checks designed to ensure such compliance to satisfy myself that the above statement is correct.

The Temporary Deployment (Acting) Standard and Performance Management Standards have been identified as areas for improvement and will reviewed as a high priority next year.

Breach of Standard Claims 2002-2003

Three breach of standard claims were lodged during the year.

Breach of Standards

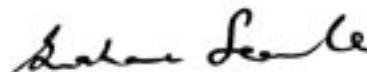
There were no breaches of Standards found.

Investigations

No Investigation was undertaken during the year by the Office of Public Sector Standards Commissioner in accordance with Section 24 of the Act.

Compliance Audits

No compliance audit was undertaken during the year by the Office of the Public Sector Standards Commissioner.



Grahame Searle

Acting Chief Executive

CUSTOMERS, STAKEHOLDERS AND COMMUNITY RELATIONS

Customer focus

As a customer-focused organisation, the provision of quality customer service is integral to achieving DOLA's strategic vision for the future.

The first point of contact for many customers is the Customer Services Branch of the Land Information and Administration Service Directorate.

DOLA's Customer Service Charter and Code of Business Conduct outline guidelines for customer services and ethical behaviour.

Customer Service Council

DOLA strives to improve its products and services through staff training, innovation, technological developments and consultation with customers. Reflecting its commitment to excellence in customer service DOLA has, since 1995, convened a Customer Service Council. The Council meets quarterly and provides important input on a range of issues that affect customers and stakeholders.

The committee members for 2002-2003 and their attendance is shown at right:

Customer Service Council Attendees and Attendance 2002-2003

| Name | Representing | Number of Meetings attended /out of possible |
|------------------------------|---|--|
| Kareena Ballard..... | Real Estate Institute of WA..... | 4/4 |
| David Clark..... | Law Society..... | 3/4 |
| Henry Esbenshade..... | Pastoralists & Graziers Association of WA Inc..... | 4/4 |
| Colin Heath..... | Land Advisory Committee, Real Estate Institute of WA..... | 4/4 |
| Ian Hyde..... | A/ Director, Business Development, DOLA..... | 2/4 |
| Dominic Loiacono..... | Australian Institute of Conveyancers (AIC)..... | 2/4 |
| Bill Richards..... | Consulting Surveyors of Western Australia..... | 3/4 |
| John Sheridan..... | Australian Property Institute..... | 2/2 |
| Grahame Searle..... | A/Chief Executive, DOLA..... | 4/4 |
| Juanita Brown (resigned) ... | WA Local Government Association..... | 3/3 |
| Vacant (as at June 30)..... | WA Local Government Association..... | n/a |
| Andrew Burke..... | A/Director, Land Information and Administration Services, DOLA..... | 4/4 |
| Chris Costley..... | Manager Customer Relations and Quality Management, DOLA..... (Executive Officer) | 2/2 |
| Gary Fenner..... | Valuer General, Valuation Services, DOLA..... | 2/2 |
| Bruce Heathcote..... | A/Manager Customer Relations and Quality Management, DOLA..... (Executive Officer) | 2/2 |
| Andrew Kempton..... | A/Manager Customer Services Branch, DOLA..... | 2/2 |
| Rick Murphy..... | A/Chief Valuer Metropolitan, Valuation Services, DOLA..... | 3/4 |
| Diana Salvaris..... | A/Manager Customer Services Branch, DOLA..... | 2/2 |
| Anne Arnold..... | Mining & Exploration..... | 0/1 |
| Keith Dyer..... | Mining & Exploration..... | 0/3 |
| Vacant (as at June 30)..... | Aboriginal Interests/Mining Interests..... | n/a |

One extraordinary meeting was held on April 29 to discuss the consultation paper on the future of DOLA. The Council undertook an evaluation (required every two years) to determine its relevance and efficiency. Members were asked to provide their ideas, opinions, suggestions on how the council should continue, the direction the council should adopt, and issues to be discussed at the meetings.

The following actions occurred as a result of survey feedback:

- Distribution of the DOLA Bulletin to Customer Members
- The need to re-assess membership when DOLA becomes a statutory body
- Annual meetings with the Executive Board
- The inclusion of representation from the spatial information industry i.e. users of information

Members requested changes to the Customer Service Council Charter, for example the allowance of proxies was requested. These changes were subsequently ratified in the March 2003 meeting.

Council was provided with regular updates on the transition process for DOLA to become a statutory authority, scheduled for July 2004.

The Council was also provided with a number of presentations. These included:

- A presentation entitled 'New ways of delivery of DOLA's Remote Sensing Products featuring: Pastures from Space, Agimage and FireFax';
- A presentation on PropEgate, DOLA's internal name for the land and property interests project;
- A presentation on the Pricing Policy Framework adopted by DOLA detailing the activity based costing method, compliance with competitive neutrality and the National Competition Policy.

The Council provided feedback on DOLA's products and services and through a consultative process, helped to fine tune a number of DOLA business practices including:

- Reviewing the type-face/font on caveats;

- Investigating the quality of faxed survey plans, especially those that extended over multiple pages; and
- Investigating a Pastoral Lease issue when different information was found in the DOLA system compared to the Pastoral Board system.

Recognition is paid to the outgoing member of the Council – Juanita Brown (WALGA) - for her contribution during the past year.

Quality Assurance and the Customer Feedback Process

DOLA's Customer Feedback System is documented under the Quality Management System that is certified by external auditors from Benchmark Pty Ltd to AS/NZS ISO 9001:2000. The Customer Feedback procedure has been written to be compliant to AS 4269 – 1995 Complaints Handling.

This procedure is contained in an electronic database that is accessible to all DOLA staff in the Land Information and Administration Services Directorate (LIAS). Manager, Customer Relations and Quality Management has ownership of the procedure and is responsible for feedback monitoring and analysis, leading to effective improvements to DOLA's Quality Management System to achieve increased customer satisfaction.

The procedure also contains the following reference documents:

- Complaints Handling Policy;
- Complaints Management in DOLA - Guidelines for Staff;
- Protocol for telephone calls from customers that need to be referred to other staff.

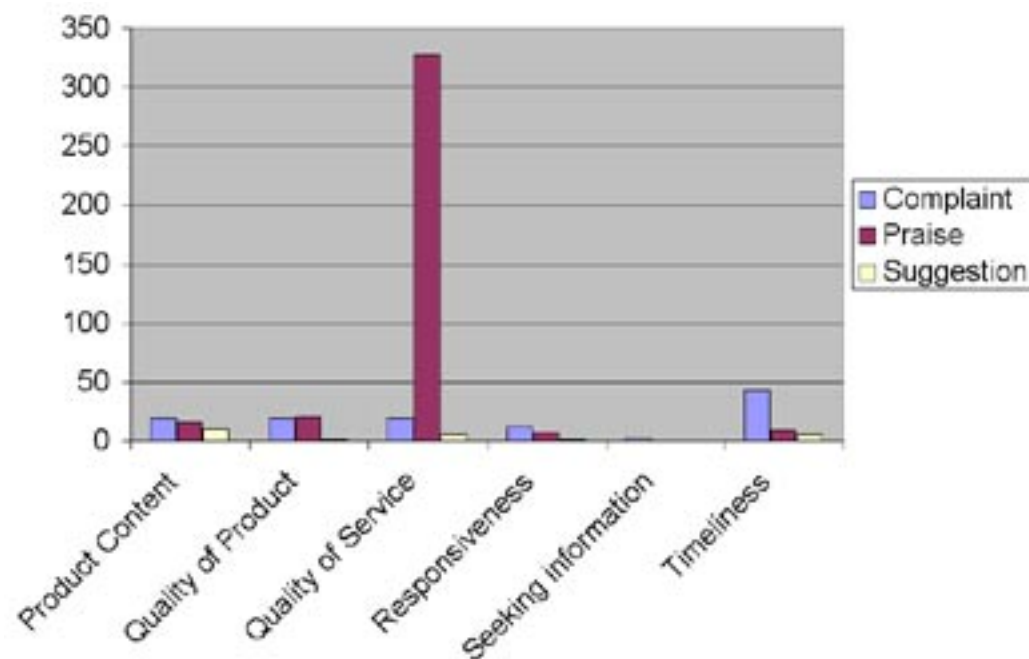
The procedure was internally audited in November 2002 and was found to be compliant. Benchmark Pty Ltd also conducted external audits of the procedure in October 2002 and March 2003 and made suggestions, including that of the Satellite Remote Sensing Services refining their format to include feedback on all relevant areas of service performance.

Customer Feedback is received in a number of different ways:

- Telephone including the DOLA Customer feedback line 1300 365 288, published in the Telstra White Pages and answered by trained staff who are able to accept feedback and enter directly into the feedback database;
- Customer Feedback forms placed at counters;
- Customer Surveys using the Customer Feedback forms;
- Fax and mail;
- E-mail;
- A feedback button on DOLA's web site;
- One-on-one meetings; and
- An internal e-mail feedback form designed to easily capture internal and external feedback.

Selected staff are trained as Customer Liaison Officers (CLOs) to handle the co-ordination and data capture of customer feedback. There are currently 53 Customer Liaison Officers; three of whom were added this year. The CLOs enter the feedback into an electronic database and assign responsibility for feedback to the relevant staff member via e-mail. Each CLO then monitors the feedback to ensure it is addressed within a reasonable timeframe. Feedback is allocated a priority of between three and 21 days for a response to be generated, depending upon its nature.

Customer Service Branch Feedback July 02 - June 03

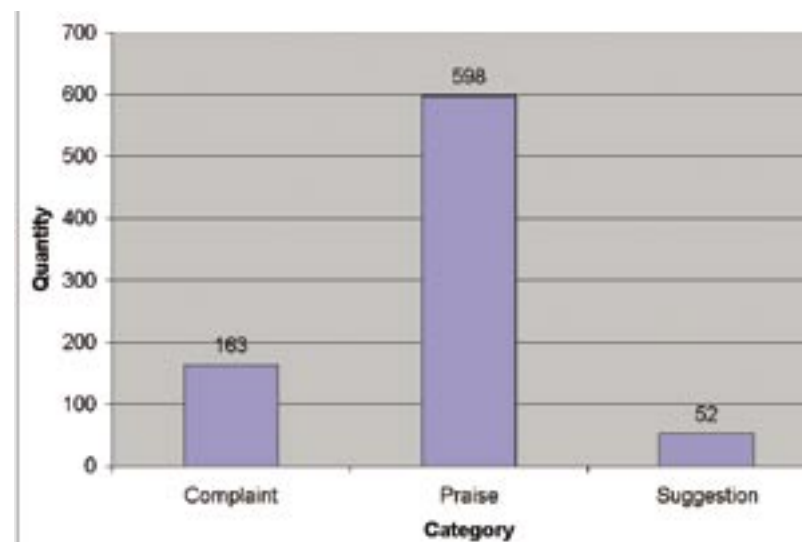


The Director LIAS is provided with a monthly report that is discussed at the Branch Managers' meeting where any trends and issues are highlighted and resolved.

Enhanced capture mechanisms led to an increase in the number of entries in DOLA's Customer Feedback System. In 2002-2003, 813 entries were captured as compared to 507 entries for the previous corresponding period. This represents a 60% increase. The higher capture rate is a significant step towards ensuring feedback is received and processed. In addition, the ratio of praises to complaints improved from 2.9:1 in 2001-2002 to 3.7:1 in 2002-2003, indicating increased levels of customer satisfaction.

The majority of feedback is received through the Customer Service Branch and the graph following is categorised by the prime issue raised by customers:

Customer Feedback LIAS Directorate



This suggests that customers are generally well serviced with 327 praises received in this area. The main issue of complaint was the timeliness of the response with 43 complaints.

A number of actions were carried out as a result of the complaints and examples are listed below:

- Ongoing problems in the speed of access and reliability of connections to the LandLinks service were resolved in June 2003 with the assistance of the software manufacturer;
- Additional self-serve computers were purchased to increase access for surveyors who conduct searches in the Customer Service Hall;
- Search forms were altered to improve DOLA's accuracy in handling faxed search requests.

A number of suggestions leading to improvements were received during the year. For example, rainfall information from the Bureau of Meteorology was integrated into the FireWatch information service provided to FESA.

Customer seminars

DOLA held several Conveyancing Industry seminars during August 2002 to inform customers about the Electronic Advice of Sale 2 project, and provide assistance and education on working with DOLA on-line systems. The seminars were held at various locations around the metropolitan area, with around 400 people attending.

Land Registrars and Development Officers' Conference

Land Registrars and Development Officers from around Australia visited Perth during May to attend the DOLA hosted conference. The theme of the three-day conference was 'Moving the Digital Register Towards Electronic Lodgement and Beyond' and enabled the participants to gain a greater understanding of how States and Territories are handling the conversion of Land Titles Registers into digital formats.

Customer Forums, Exhibitions And Agricultural Field Days

Throughout the year, DOLA participated in several forums, exhibitions and regional agricultural field days to raise awareness of its products and services. Static display and information booths featured DOLA's aerial photography, maps, satellite imagery and valuation services and gave many people the opportunity to discuss their requirements with DOLA's expert staff. These events included:

- Local Government Week in August 2002
- Newdegate Machinery Field Day in September 2002
- Local Government Managers' Week in October 2002
- Ideal Home Show in March 2002
- Wagin Woolarama Field Day in March 2003

- Mingenew Agricultural Day September 2002
- Perth Money Show in September 2002
- Spring Home Show in October 2002
- Building Homestyle Show in June 2003

Land and Products Information Services

- In line with supporting DOLA's focus on customers, an online access support team was established in September 2002. The team provides technical, sales, transaction and general customer service support to LandOnline customers.
- A new Land Titles Practice Manual (Version 7, 2002) was released in September 2002.
- Farm maps were revised to provide customers with an improved product with more land related information such as grids, legends and data accuracy statements.
- Land Enquiry Centre's Extract Ordering System – The Extract Ordering system is the primary point of entry for extracting cadastral and tenure land information. This is now Internet-based, providing for a more streamlined approach to the delivery of cadastral and tenure data. The front end ordering is located on LandOnline.
- Cessation of Sales Evidence Microfiche – As part of DOLA's move towards a more commercialised environment, distribution of Sales Evidence Microfiche will cease by 1 January 2004. There is dwindling demand for this product which is based on costly and redundant technology. Existing customers will be advised of alternative products and services.

Tenure Information Services

Searches and Advice of Sale request services have been enhanced by the implementation of EAS2 on

1 May 2003. EAS2 was initially introduced to 898 customers. Customers utilising this service are rapidly growing in number. Through the year Tenure Information Services staff conducted information sessions for the Conveyancing Industry in country and metropolitan locations (Albany, Bunbury and Geraldton) on EAS2 and Customer Remote Search.

Customer Interface Project

In conjunction with the Marketing and Product Development Branch, Customer Services Branch progressed the Customer Interface Project on three fronts: Customer Service Management Strategy, Voice Management Strategy and Customer Information Strategy. The key objective is to ensure that all customers are provided with consistent, transparent and timely responses to all requests for products and services.

Meeting the needs of all our customers

DOLA has a Disability Service Plan and a Languages Services Policy that promote inclusion of all its customers when considering improvements to services and products. Diversity outcomes for customers maintained or achieved this year are summarised below.

Disability Service Plan

Outcome 1: Services are adapted to ensure they meet the needs of people with disabilities.

- Staff are encouraged to report any specific services and products that need to be adapted for people with disabilities. There were no reports for improvements this year.
- The Customer Feedback Database is monitored for suggestions on improving service delivery and

products for people with disabilities. There were no suggestions recorded for improving services or products during 2002-2003.

- Occupational Safety and Health Committee (OS & H) representatives audit each physical area of DLI at least annually. Staff have an opportunity to raise any access issues with the representatives or they can be pro-actively identified (by the representative) when doing audits. Any issue identified that cannot be remedied locally is referred to the OS & H Committee to address.
- The contents of our web pages and on-line services have been assessed against W3C Web Content Accessibility Guidelines.

Outcome 2: Access to buildings and facilities is improved.

- A courtesy wheelchair is available to customers on request at the Information Desk in the Customer Service Hall at Midland.
- Emergency evacuation procedures were put in place for people with disabilities, in the event of lifts not working.
- Emergency Warning Intercommunication System strobe lights are installed in accessible toilets to alert people with hearing impairment of an emergency evacuation.
- Implementation of audio signals/announcements inside and outside the lifts to alert people with vision impairment of the floor and status (ie going up / going down) is scheduled for 2003/2004. A review of the height of lift control buttons for persons utilising wheelchairs and signage designating floor numbering and lift controls is also being undertaken.

Outcome 3: Information and services provided in formats that meet communication needs of people with disabilities

- 2004 StreetSmart Street Directory depicts traffic lights that have some form of audible (clicking sound) or tactile (dimpled slab surface) pedestrian facility with a thick green circle. (It should be noted that these guides may not include all directions of crossings at the indicated set of traffic lights.)
- Better hearing kits providing advice to staff on assisting customers with hearing impairment are located at public counters.
- Customers are made aware that information can be made available in alternative formats upon request where practical.
- DLI translator database on Lotus Notes also includes those that can communicate using Auslan (for hearing impaired).

Outcome 4: Advice and services are delivered by staff who are aware of and understand the needs of people with disabilities

- DOLA staff who are Auslan interpreters are now included on the DOLA Telephone Directory.
- Induction Program – The new formal Induction Program has been upgraded to include reporting on Disability Services issues.
- Carriage and responsibility of the Disability Services Plan has now been officially allocated to the Diversity Management Committee.

Outcome 5: Opportunities are provided for people with disabilities to participate in public consultation, grievance mechanisms and decision-making processes

- Complaint and Customer Feedback mechanisms are available in appropriate formats for people with disabilities.
- Contact name, phone and fax number, web site address and telephone typewriter (TTY) number are included on all printed pamphlets and publications (including letterhead).
- DLI translator database on Lotus Notes also includes those that can communicate using Auslan (for hearing impaired).

Languages Services Policy

Outcome: Language is not a barrier to service for customers with limited English fluency or hearing impairments

- Better Hearing Kits are available in customer service areas in metropolitan and regional offices.
- A Language Skills Register is maintained that lists staff who can speak, read or write in languages other than English, to assist customers in the first instance. Forty-four staff are available to assist in over 20 languages. This assistance does not replace access to the Commonwealth Translating and Interpreting Service.

Community Focus

DOLA prides itself on its relationship with the community and during the past year the agency conducted the following programs:

International Women's Day

DOLA celebrated its sixth annual International Women's Day breakfast in March of this year. Partly sponsored by StateWest Credit Society, the breakfast presented the opportunity for Midland business members and community leaders to socialise with DOLA staff, and listen to keynote speaker Dr Penny Flett. Dr Flett, who is a leading businesswoman and Chief Executive Officer of the Brightwater Care Group, spoke about implementing radical change in an organisation. Her particular case study involved Brightwater and was of keen interest to DOLA in its transition to becoming a statutory authority.

Dr Carl Reed Presentation

Dr Carl Reed, one of the world's foremost Geographic Information System (GIS) experts, held a presentation for DOLA staff and GIS specialists in May of this year. Dr Reed, who is Executive Director of the Open GIS Consortium Specification Program in the United States, shared his knowledge of interoperability, which is about increasing access to information that can be shared across all formats and systems. His address emphasised the power of geographic or spatial information, and with around 80% of business and government information having some reference to location, it is an under-utilised vital resource.

Charity Support

DOLA staff generously donate to many charities, with a number of community organisations benefiting: Cerebral Palsy Association of WA; Princess Margaret Hospital for Children Foundation; The Cancer Foundation of Western Australia; Radio Lollipop; and the Children's Medical Research Institute. Staff also raised funds to sponsor two Sun Bears in Cambodia; and the agency donated maps and reference books to the Starlight Children's Foundation. The Red Cross continues to be actively supported, with DOLA recording 85 blood donations and coming fifth in this year's Summer Heroes Blood Rush.

Visitors

DOLA hosted a number of high profile international guests during 2002/2003. The Hon Ljiljana Ravlich MLC accompanied the Acting Consul General from the Republic of Croatia Mr Tihomir Telisman to view the diverse range of products and services offered by DOLA, and meet the teams working behind them. Two officers from the Hong Kong Land Registry Office, Fion Li and Winnie Cheung, also visited DOLA in August, and received a comprehensive overview of DOLA's world-class land registration systems. Valuation Services also hosted two international visitors, being Professor Mitsuaki Usui and his wife/assistant Setsuko. Professor Usui is Professor of Public Finance and Law at the University of Tokyo and was keen to exchange information about local valuation methodologies.

Donation of Touring Maps

The Education Department was the beneficiary of 1,000 South-West and Batavia Coast Touring Maps, courtesy of DOLA. Rather than being disposed of, these dated maps were recycled and gifted to secondary students for use in their society, environment and geography studies.

