

REVIEW OF OPERATIONS

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SETTING NEW STANDARDS

The last two years have been the busiest in DLI's 175 years of operations, both in terms of work undertaken and organisational change.

As it moves closer to its goal of becoming a statutory authority with commercial powers, the department is revolutionising the way it operates.

DLI's predecessor agencies were very much about the allocation of a physical asset – land – and how best to use it for the State.

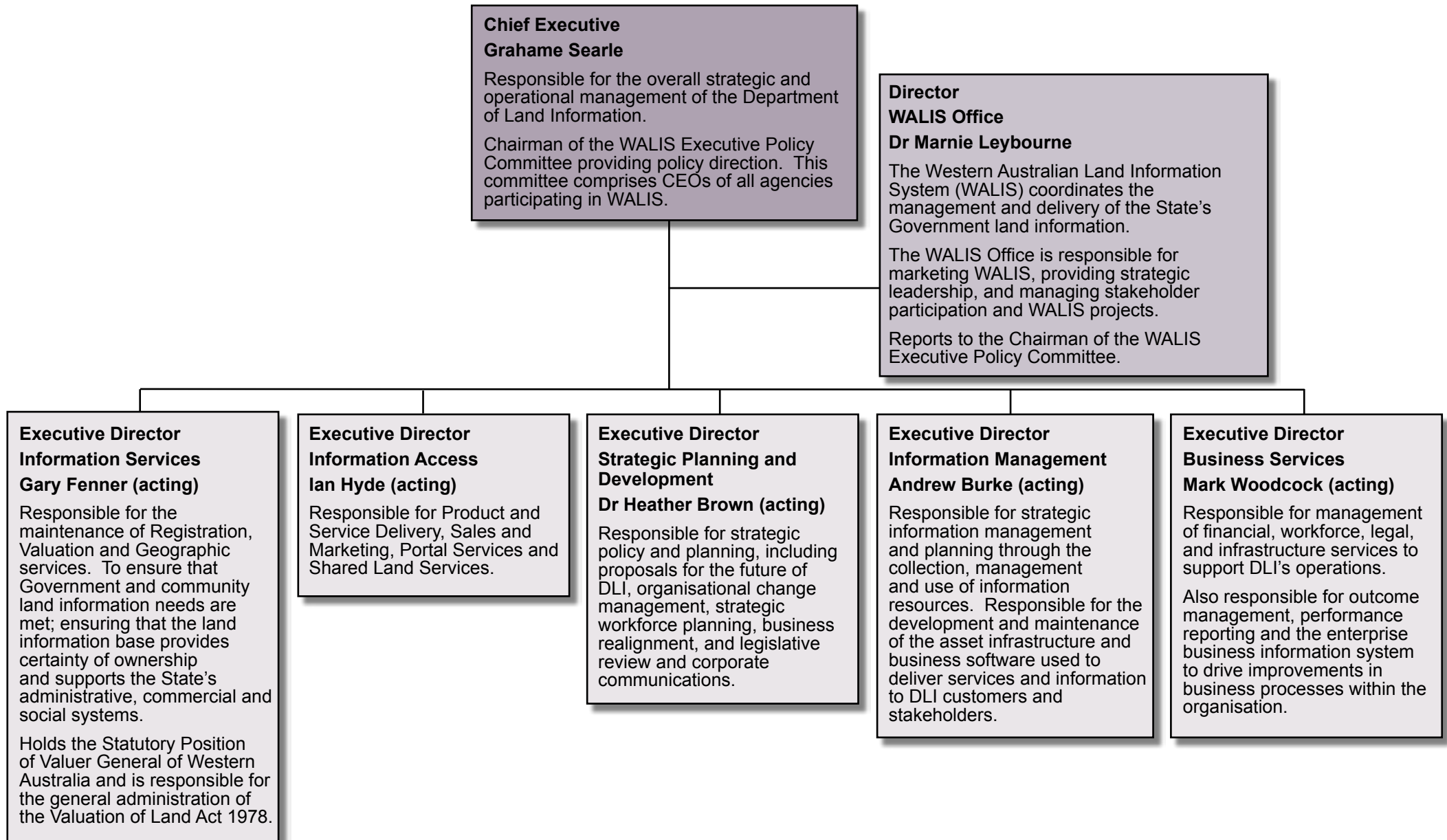
As the State's needs and priorities have changed, so have the demands on the department. DLI has evolved into a department that is no longer about the allocation of land, but is focused on providing land information. In this present day economy which values knowledge and information, our business is extremely important to the State's future.

By endorsing 2004 as the Year of the Built Environment, the Government acknowledges the role that people like surveyors, property developers and builders have had in shaping the State. Buildings and structures in which we live, work and play sit upon the land whose administrative framework is DLI's responsibility. The Year of the Built Environment celebrates in part the work DLI undertakes.

Challenges For The Future

- Creation of an across Government platform (Shared Land Information 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.
- Enhancing the accuracy of data.
- Identifying business opportunities in partnership with the spatial industry.

ORGANISATIONAL OVERVIEW



CORPORATE EXECUTIVE PROFILES



Grahame Searle – 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. In 1997, he held the position of Director of Victoria's Title Registration Services, before joining DLI in 1998. For two years, he worked as Director Service Delivery, before acting as Chief Executive until being officially appointed in this role in June 2004. Mr Searle's term of appointment is five years.



Dr Heather Brown – Acting Executive Director, Strategic Planning and Development

Dr Heather Brown has a postgraduate qualification in psychology and over 20 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. Heather joined DLI in January 1998 as Director, Strategic Policy and Planning. Her current responsibilities encompass strategic planning; corporate change management; leading the team responsible for the transition to a statutory authority with commercial powers; business realignment; corporate communications; and policy and legislative review.



Ian Hyde – Acting Executive Director, Information Access

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, strategic relationship management, policy development and management of multi-disciplinary teams and complex projects.



Mark Woodcock – Acting Executive Director, Business 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 DLI. Mark was appointed from the private sector to his current position in September 2000.



Andrew Burke – Acting Executive Director, Information Management

Andrew Burke is an engineer with a varied background in both the public and private sectors including operational management, policy and 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. His next position was within DLI as Acting Director of Land Information and Administrative Services - a position he held until taking up his current acting position.



Gary Fenner – Acting Executive Director, Information 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 including the positions of Chief Valuer Country, Chief Valuer Metropolitan and has held the position of Valuer General for the last four years. Gary has been an elected board member of the Australian Property Institute (API) for the past seven 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.

*Contribution to Strategic Planning Framework
Goal 5 – Governance²*

Corporate Governance

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

DLI's Code of Corporate Governance Practice and the Corporate Executive Charter provide a governance framework that facilitates a high standard of leadership and direction for the agency. The Corporate Executive 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. DLI has controls in place for business planning, compliance reporting, risk management and monitoring of operational performance.

The Corporate Executive

The Chief Executive Officer has ultimate responsibility to the Minister for DLI's performance and is supported by the Corporate Executive, DLI's principal governing body. The Corporate Executive 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.

Transitional Arrangements

In October 2003, DLI put in place a new structure reflecting the agency's focus on providing electronic services and access to information, and movement towards a statutory authority. At 30 June 2004, the Corporate Executive comprised the Chief Executive and five Acting Executive Directors: Business Services; Information Management; Information Services; Strategic Planning and Development; and Information Access.

Corporate Executive Sub-Committee

As of April 2004, the Business Performance Committee operates as a sub committee of the Corporate Executive.

The Business Performance Committee focuses on operational matters, maintaining performance and reporting the Corporate Executive as required. 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:

- Director Business Services (Chair)
- Director Information Management
- Director Information Services
- Director Information Access

Advisory groups to the Corporate Executive

The Corporate Executive also receives advice from the following groups:

- The Diversity Management Committee – advises responsibilities regarding DLI's diverse workforce and customer base.
- The Peak Joint Consultative Committee – gives feedback from staff on human resource policy and industrial relations matters.
- The Workforce Alignment Committee - advises on staffing and structural issues in relation to maintaining alignment with DLI'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 DLI's strategic goals.

DLI's Risk Management Policy confirms the agency's commitment to embedding risk management into all aspects of the business and aims to improve business performance as well as meet our compliance requirements. Guidelines and an electronic risk register support the policy. The Corporate Executive receives quarterly risk management reports that provide an overview of DLI's risk profile, the effectiveness of existing controls and progress on treatment plans.

² See *Government's Strategic Planning Framework*, page 8

Performance Audit

DLI maintains an internal audit service which provides assurance on a range of issues including risk minimisation; reliability of financial and management information; safeguarding of assets; legislative compliance; adherence to established policies and procedures and operational effectiveness, efficiency and economy. Performance Audit Branch provides the Chief Executive with independent assessments of DLI's control environment.

During 2003/2004, the Performance Audit Branch's resources were allocated to reviewing the following:

- Applications controls; information systems; information security; e-business projects; IT support contracts,
- Data integrity; regional reviews; mobile phones; benefits realisations; and
- Asset management, record keeping compliance and performance appraisal processes.

National Competition Policy

All relevant DLI legislation has been reviewed in accordance with the Competition Principles Agreement. Compliance guidelines have been developed for staff to ensure competition laws continue to be adhered to within the agency. The guidelines are available on DLI's intranet, and they also formed the basis of a staff awareness program which was conducted during 2003 - 2004.

Enabling Legislation

On 1 July 2003, the Department of Land Information was established, replacing the former Department of Land Administration. The new department includes the core functions of land registration, land and property valuation, land information and e-business.

Crown land administration was transferred to the Department for Planning and Infrastructure on 1 July 2003.

In October 2003, Cabinet approved the drafting of a Bill to establish a statutory authority with commercial powers.

Proposals for legislation were the subject of extensive consultation with DLI's stakeholders and broad support was received.

Western Australian Land Information Systems (WALIS) Office

The Western Australian Land Information System (WALIS) is a consortium of State Government Departments, local government and an increasing number of private organisations. WALIS is supported through the WALIS Office, situated within the DLI organisational structure. Acting WALIS Director, Dr Marnie Leybourne, reports directly to DLI's 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 Departments, a representative from the WA Local Government Association and the Chairman of the WALIS Advisory Committee.

Coordination and operational activities of WALIS are managed through the WALIS Council. Key initiatives include the WALIS Forum, held approximately every 18 months, an ongoing series of seminars and coordination of the State Land Information Capture Program.

PEOPLE AT DLI

Contribution to the Strategic Planning Framework:

Goal 1 – People and Communities

Goal 2 – The Economy

Goal 5 – Governance³

During the year we have continued to develop and prepare our people for DLI's transition to a statutory authority. Self directed learning, choices and organisational change have been the key drivers of our people management initiatives.

Considerable work has been undertaken on the creation of our Values and Behaviours which will underpin the way we work as we move towards a statutory authority. An extensive consultation process with all staff took place in May and June. Forty-one workshops were conducted jointly by managers and HR staff that gave all DLI staff the opportunity to have their say in what our Values/Behaviours will be. The Peak Joint Consultative Committee was also invited to be involved in this process and have provided valuable input. (Please see Achievements for further information on Values).

The Skills Acquisition Plan incorporates a number of our people management strategies including the continuation of our career transition program, Choices and Change, as well as the Leadership and Graduate Programs. In addition, the innovative new electronic induction package will make a significant difference in the way we deliver our induction program to new employees.

DLI's emerging reputation as an 'employer of choice' has been further strengthened with the introduction of a range of policies and guidelines. These policies provide staff with greater flexibility to help support a healthy work/life balance.

The introduction of the Community Participation Policy has recently raised DLI's profile as a socially responsible organisation. This policy aims to build on other socially responsible initiatives such as environmental impact (energy saving and recycling) and employee well being (flexible work practices, employee wellness etc) by creating a framework for corporate and individual community involvement.

Skills Acquisition Plan

The best business outcomes are achieved in an organisation that has the right skills, in the right place, at the right time.

This year, the Skills Acquisition Plan was fully implemented. The competencies needed to carry the organisation forward were identified through business drivers such as the business realignment process, and the Capital Works program. They formed the basis for our recruitment and selection processes, the 'Buying-in' stage, and the training and development programs, the 'Building' stages.

Strategies employed to align DLI's workforce with our business needs include:

- **Graduate Program**

The continuation of the Graduate Program in 2004 has enabled DLI to employ eight talented, enthusiastic graduates. This is a substantial increase on the Pilot Graduate Program that commenced with four graduates in 2002.

This year's Program has taken a more flexible approach with the introduction of a new stream, Graduate Placements. Five Graduates have been employed for their specific and/or technical skills to be involved in discrete projects. Three Graduates have been employed under the original Graduate Development stream, where Graduates are rotated throughout the agency. Graduates from both streams will have equal access to all of the Program's development opportunities during the 12 months period.

- **Leadership Program**

Following the success of DLI's Pilot Leadership Program, staff have been encouraged to apply for the second cycle of the Leadership Program.

The Leadership Program aims to develop and excite our talented people, 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 DLI's Leadership Competency Framework and incorporates a range of development initiatives – from scoping and presenting projects (as business plans) to the Corporate Executive, to training in skills identified in the Skills Acquisition Plan or the individual's development plan. The focus in this Leadership Program will be on strategic thinking, scenario planning and recognising the benefits of pivotal relationships.

- **Choices and Change Program**

The innovative career transition initiative, Choices and Change Program, has continued into 2003/04. The Program, which commenced in 2002, is now in the final 'Assessing Opportunities' stage, which focuses on skilling staff for the new commercial environment. The Program has encouraged a self-directed approach to planning for the future and provided staff with the tools to upgrade their skills.

The Choices and Change Program delivered a range of training and development opportunities for staff. They included Application Writing and Interview Skills, Report Writing, Positive Communication (verbal and written), Time Management, Facilitation Skills, Workplace Assessor, Train Small Groups, Assertive Communication and Psychological and Physiological Wellbeing. Overall, 250 employees participated in these opportunities.

³ See Government's Strategic Planning Framework, page 8

- **Stories from a Board**

A series of information sessions/case studies by senior business figures were delivered for Executive Directors, Managers and senior staff providing insight into the issues associated with working in a more commercially focused environment, and in particular, working with a governing board of management. These sessions covered topics such as Winning Over a Board of Management, Leading Through Change, and Accountability - Changes and Challenges.

- **E-Learning Program**

To support the face-to-face programs and to provide staff with a choice, a new e-learning platform was introduced in April 2004. The new platform includes 28 different courses ranging from Fundamentals of Excellent Customer Service, Introduction to Finance and Basic Excel through to Emotional Intelligence at Work. Access to this platform is available to staff through their PC at work or at home. Over 120 staff have enrolled in this program to date.

- **Induction**

During the year, 54 new employees participated in the DLI Induction Program. This comprehensive, structured program also included tours of areas of interest within the agency. The success of this program has led to further streamlining of the induction process using an electronic approach. This innovative package is one of many ways in which we are using a flexible approach in the delivery of our training.

The new program includes a half-day, interactive workshop that will allow new staff to look at the intent of key policies and practices supported by an intranet based package complete with links to internal and external sites.

This approach allows for consistent and frequent delivery of the DLI Induction Program, which in turn will help new employees with their transition into a new environment.

- **Innovative Recruitment and Selection**

The implementation of our Recruitment, Selection and Appointment Policy was supported by a comprehensive training program for selection panel convenors and members that continued this year.

Work/Life Choices

The introduction of the Public Service General Agreement 2002 and DLI's Agency Specific Agreement gave us the opportunity to review a number of policies relating to flexibility in the workplace. A range of policies was updated to provide all DLI staff with choices for a healthy work/life balance. These policies included Bereavement Leave, Carer's Leave, Ceremonial/Cultural Leave, Short Leave, Public Service, Holidays/Days in Lieu, Hours of Work and Eyesight Testing.

A thorough consultation process took place with staff and managers throughout the agency. A workshop was held that gave participants the opportunity to be appraised fully of the content of the policies and also enabled them to have input into the final documents.

Community Participation Policy

DLI has a history of community involvement as an organisation, and also supports individual staff participation in community-based activities. This has been encouraged by HR policies that facilitate a work/life balance and promoting Blood Donor's Leave, Emergency Services Leave and charity and Christmas Donations. The Community Participation Policy provides a framework for continuing these community-based activities and introduces two new community participation arrangements:

- Workplace Giving, which allows staff to donate to recognised charities from their pre-tax salary; and
- Corporate Community Service whereby DLI, as an organisation, can participate in activities such as Business Clean-up Australia Day.

DLI launched the new Community Participation Policy by participating in this year's Business Clean-up Australia Day with the City of Swan. DLI will continue to become involved in events on a regular basis, fostering a culture of community participation.

Protecting Our People

The Public Interest Disclosure Policy was introduced into DLI as a result of the new Public Interest Disclosure Act 2003. The Policy enables the disclosure of information about corrupt and improper conduct, including mismanagement of public resources and provides protection for people making disclosures and those who are the subject of disclosures.

The Policy includes definitions and is supported by Guidelines and Procedures covering:

- designation of a Public Interest Disclosure (PID) Officer;
- investigating a public interest disclosure;
- protecting informants; and
- reporting and compliance requirements.

Promotion of this important policy has been made in many different forms, enabling all staff to gain an understanding of its existence and application.

The Peak Joint Consultative Committee (Peak JCC)

The Peak Joint Consultative Committee is a committee focused on communication between staff of all areas, and is composed of both staff and management. The Peak JCC has its own constitution, which provides the terms under which the Peak JCC operates and guides the committee on meeting procedures, electoral procedure and issues that are suitable to take to the Peak JCC.

The Peak JCC raises issues, investigates staff concerns and provides and contributes to solutions and actions ie: initiates quality programs for the advancement of staff welfare and employment issues.

Over the past financial year the Peak JCC has:

- continued to pursue the provision of parking for DLI staff with the City of Swan;
- contributed to the 85 bay parking facility review and eventual policy;
- participated in the development of a range of policies impacting on staff's work/life balance such as Carer's Leave and Hours of Work;
- contributed to the development of the Community Participation Policy and the expansion of its initial focus on existing community participation to a more corporate approach; and
- participated strongly in the Values Workshops, providing feedback on the process, contributing at the workshops and endorsing the final values and behaviours.

Diversity

The Agency's commitment to achieving equal employment opportunity outcomes through diversity within our workforce has continued into 2003/04. The integration of diversity and equity into strategic and business planning has been an area of focus for the Diversity Management Committee during the year. This is being achieved through a number of strategies including the implementation of the Recruitment, Selection and Appointment Policy and Procedures. This policy advocates the 'best fit' for the organisation philosophy, which was designed to enhance DLI's diversity profile.

Our commitment to attaining a diverse workforce was demonstrated with the enrolment of five new trainees this year. We have specifically employed Indigenous Australians and people with disabilities as trainees to contribute to the achievement of the Government's Equity and Diversity sector-wide objectives and to ensure our workforce reflects community diversity.

Emphasis is also placed on promoting and celebrating events such as Family Week and Harmony Day. Activities and prizes were scheduled to engage people in these events within our agency.

Employee Safety, Health And Wellness

Alignment of the DLI and the former Valuer General's Occupational Safety and Health (OSH) Committees took place this year, resulting in formal elections of representatives. Comprehensive Trades and Labour Council training courses were conducted for new and experienced representatives.

Ongoing safety audits commenced early in the year. Trained OSH committee members audited work areas for a range of issues and potential hazards. All issues identified in the initial audits have now been addressed. The safety audits are ongoing and will be conducted periodically throughout the agency.

The Committee actively promoted employee safety and wellness throughout DLI including the promotion of Quit Week.

Subsidised flu vaccinations were offered to all staff in March/April and 86 staff took advantage of the opportunity to be vaccinated in the workplace at the Midland and Perth offices.

Change in DLI Organisational Structure

Throughout the year, Strategic Human Resources was heavily involved in designing and implementing the new organisational structure that will steer DLI into its future direction:

Information Services

Primary responsibility: collects, maintains, and updates data through the delivery of core (statutory) services to customers.

Key functions:

- responsible for delivery of core statutory services or titling and valuation;
- maintaining the land data bases that are essential to the stewardship and management of the State's land and property assets;
- responding to customer requests on the processing of information services relating to the ownership, valuation and sale of land; and
- implementing agreed programs to collect and update land and property databases necessary for product/service delivery.

Information Access

Primary responsibility: provides access to information that meets customers' needs; government, industry and commercial.

Key functions:

- identifying, assessing, developing and delivering improved products and services that meet clients' business needs;
- providing an integrated customer interface;
- maintaining an accurate profile of the land information needs of individual clients and industry sectors;
- managing relationships with key clients and establishing partnerships/joint ventures; and
- promoting DLI, its products and capabilities, locally and overseas.

Information Management

Primary responsibility: supports the operations of the organisation through the provision of efficient and effective information management; electronic and hard copy.

Key functions:

- establishment and implementation of the information management policy framework and infrastructure;
- maintenance and quality control of organisational records both hard copy and electronic;
- management of corporate records services;
- provision of ICT Services to support the operations of the organisation;
- development of applications to support the business requirements; and
- management of information technology contracts.

Strategic Planning and Development

Primary responsibility: ensures the organisation has an integrated, clearly articulated plan, and a program of organisational change initiatives that supports this plan.

Key functions:

- facilitating the development of strategic and business plans;
- facilitating workforce capability and preferred work environment;
- managing a program of change initiatives, including business realignment;
- strategic workforce planning and development, including skills acquisition and organisational values;
- undertaking policy and regulatory reviews; and
- communicating plans and the change program throughout the organisation and to external stakeholders and customers.

Business Services

Primary responsibility: ensures the organisation has the infrastructure and resource support necessary for it to achieve its objectives.

Key functions:

- efficiently deliver a range of support services to the rest of the organisation;
- monitoring and analysing corporate performance against the Corporate Plan; and
- ensuring the Government's shared service arrangements are implemented.

Industrial Arrangements

There has been no change in the industrial arrangements for DLI staff during the 2003/2004 financial year, with the majority of staff continuing to be employed under the Public Service General Agreement 2002. Negotiations for a replacement general agreement have taken place, with the Public Service General Agreement 2004 being lodged for registration. DLI, along with other agencies, was consulted by Government as part of the negotiation process.

The DLI Agency-Specific Agreement has also continued to apply for hours of work arrangements.

Following extensive consultation with staff regarding DLI's transition to a statutory authority, Strategic Human Resources undertook further discussions with the CPSU/CSA, and central Government agencies in order to finalise the staffing arrangements that will apply once DLI becomes a statutory authority. In October 2003, Cabinet endorsed the proposed staffing arrangements when it approved the drafting of a Bill to establish the statutory authority. This will include changes to the industrial arrangements for current staff.

Staff appointed or promoted after the establishment of the statutory authority will be employed under the authority's enabling legislation and will be covered by the Government Officers' Salaries, Allowances and Conditions (GOSAC) Award and General Agreement. Existing staff will transition to the new authority as public servants for a period of 24 months at which point they will transfer to GOSAC.

While these new arrangements will not result in a material change to current employment conditions, they will align the statutory authority's staffing arrangements with those of other commercially focused statutory authorities. DLI will continue to consult with staff on the impact of these arrangements as the transition to a statutory authority progresses.

Employee Profile

	2003/2004 % of employees
Business Services	7.52
Information Access	15.25
Information Management	13.70
Information Services	56.68
Office of Chief Executive	0.76
Office of Valuer General	0.13
Service Delivery	0.88
WA Land Information Systems	1.26
Strategic Planning and Development	3.82

DLI's average FTE level for 2003/2004 was 802.26 full-time equivalent employees. During the year 72 vacant positions were filled on a permanent or fixed term basis.

Workers' Compensation Statistics for 2003/2004

	2002/2003	2003/2004
Number of claims	5	8
*Rehabilitation Success Rate	0	0
**Lost time injury/disease frequency rate	12.31	40.09
Estimated cost of claims incurred per \$100 wage roll	0.0788	0.62
Premium rate	0.49	0.38

*Rehabilitation Success Rate – the number of rehabilitated employees expressed as a ration 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	2003/2004
Employee Assistance Program Usage Rate	8.5%	5%

Public Sector Standards and Ethical Codes Compliance Statement

To assess compliance with Section 31(1) of the Public Sector Management Act, a review was conducted by Strategic Human Resource staff in 2004. The review's objectives were to assess compliance and also to provide a checklist to ensure ongoing compliance in the transition to a statutory authority. The review identified areas for improvement and focus during the transition, including performance management and temporary deployment.

The Performance Audit Branch has also commenced a full review into the performance management process. Its report, due late 2004, will identify issues in regards to compliance, which will be addressed at the same time.

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 regards 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.

Breach of Standard Claims 2003/2004

2 breach of standard claims were lodged during the year.

Breach of Standards

There were no breaches of Standards found.

Investigations

No investigations were 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

Chief Executive

CUSTOMERS, STAKEHOLDERS AND COMMUNITY RELATIONS

Strategic Planning Framework contribution:

Goal 1 – People and Communities

*Goal 5 - Governance*⁴

Customer Focus

As a customer-focused organisation, the provision of quality customer service is integral to achieving DLI's strategic vision for the future. DLI's Customer Service Charter and Code of Business Conduct outline guidelines for customer services and ethical behaviour.

Our commitment to our customers is that we will:

- Continuously improve the quality of our products and services to meet our customers needs;
- Ask our customers for ways to improve our products and services and act on their suggestions whenever possible;
- Develop and use the most appropriate technology to improve efficiency and to keep down the costs to our customers; and
- Communicate back to our customers the feedback we obtain from our customer surveys.

Surveying our Customers

Throughout the year DLI has gathered information from our customers about current and proposed products and services through a program of market research. Several marketing and feedback surveys were carried out this year to determine customer awareness and satisfaction levels of DLI's products and services.

Research was carried out on the following DLI Mapping products: StreetSmart brand products including Street Directories and Touring Maps; Satellite Imagery; Aerial Photography; Topographic Data; and Hardcopy Cadastral Maps. As a result of the feedback, product lines were amended, including improvements to existing hardcopy mapping products generated from the SmartPlan system.

In addition, two specific customer satisfaction exercises were conducted for counter services provided at DLI's Midland and Mount Street offices (see graph). The results of these two studies were highly encouraging with an average customer satisfaction rating of 9.47 out of a maximum of 10 being recorded.

As a result of these surveys, customers also became aware of the range of products and services now provided in digital formats and via DLI's Landonline and Landgate web sites. Ongoing feedback suggested that some customers have changed their purchasing habits from hardcopy prints to electronic formats.

DLI has also responded to negative customer feedback regarding its telephone contact capability by commencing the process to acquire an updated communications system. The process is currently in its final stages and the new equipment is expected to be installed in late 2004.

Re-structure to Improve Services

DLI has made a number of significant changes to its structure to create a more streamlined, efficient customer service and product delivery interface.

The majority of DLI's customers can now liaise through one division at DLI to obtain assistance and information on the range of products and services. A Customer Contact Centre has been established within the Sales Operations section of Sales and Marketing Branch providing this single point of contact.

The Contact Centre brings together two previously independent product groups (tenure searching and mapping products) into a single multi-skilled group. This is the first step in an ongoing plan to provide customers with a highly responsive and knowledgeable service at the first point of contact. Customers requiring more detailed or technical advice from DLI will continue to deal with those specialist areas that have the advanced expertise required.

Sales and Marketing is also conducting an extensive training program to develop a highly customer focused, multi skilled workforce in order to better meet the needs of our customers.

⁴ See Government's Strategic Planning Framework, page 8

Customer Service Council

DLI 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, DLI 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 objective of the Council is to provide DLI's customer representatives with a forum for influencing DLI's strategic direction, raising customer concerns, providing feedback on DLI's activities, and to enhance the provision of a quality service that is subject to continuous improvement.

The present committee members are:

Name	Representing
Grahame Searle	DLI
Andrew Burke	DLI
Gary Fenner	DLI
Chris Costley	DLI
Ian Hyde	DLI
Dave Glasson – Returning Member	DLI
Ric Murphy	DLI
Kareena Ballard.....	Real Estate Industry
Dr Henry Esbenshade	Landcare/Pastoralists/Farming
John Sheridan	Australian Property Institute
Mara Karabanovs	Conveyancing Industry
Lionel Johnston – new Member ...	Australian Institute of Conveyancing
Anne Arnold	Mining and Exploration
Colin Heath.....	Land Advisory Committee
David Clark	Legal Industry
Garry Spencer – new member	Australian Spatial Information Business Association (ASIBA)

Customer Service Council – Attendance List

Name	Representing	Meetings Attended
Kareena Ballard.....	Real Estate Industry.....	3/4
Dr Henry Esbenshade	Landcare/Pastoralists/Farming	4/4
Brian Newman (proxy for Colin Heath).....	Land Advisory Committee	1/4
John Sheridan	Australian Property Institute	2/4
Bill Richards	Surveying Industry	2/4
Lawrence Short	WALGA	4/4
Mara Karabanovs	Conveyancing Industry.....	1/4
Anne Arnold	Mining and Exploration.....	0/4
Colin Heath.....	Land Advisory Committee	3/4
Lionel Johnston	AIC	2/4
Renate Brown – (proxy for Kareena Ballard)	Real Estate Industry.....	1/4
David Clark	Legal Industry.....	1/4
Garry Spencer	ASIBA.....	1/4
Andrew Burke	DLI.....	3/4
Gary Fenner	DLI.....	3/4
Diana Salvaris	DLI.....	1/4
Chris Costley	DLI.....	3/4
Ric Murphy	DLI	4/4
Ian Hyde	DLI.....	2/4
Grahame Searle	DLI.....	1/4
Dave Glasson	DLI.....	3/4
Max Van Weert	DLI.....	1/4
Kelsie Curran.....	DLI.....	1/4
Richard Gell (proxy for Andrew Burke).....	DLI.....	1/4

Recognition is paid to Bill Richards for his contribution during the past year.

During the past year the Council has helped fine tune a number of DLI business practices and commented on a range of service delivery projects. The Council continued to provide feedback on DLI products and services and to bring member issues forward for consultative changes.

Council was provided with regular updates on the transition process for DLI becoming a statutory authority.

Several presentations were also provided to the Council. These included:

- The range of products and services provided by Valuation Services;
- Shared Land Information Platform (or SLIP) - a shared services model to support better access and use of land information across government. SLIP is about standardising access to land information and improving its usability; and
- Results of the Customer Satisfaction Survey held at Midland and Mount Street.

Major items raised during the year included:

- Review of Customer Service Charter – comments of this review included:
- Increase in delays for new title productions and dealings – this was addressed by the endorsement of regular overtime and an increase in examination staff;
- Review and endorsement by the Council of the Issuing Box Agreement between DLI and the user;
- Ongoing increase in business activity across most areas of industry – the land development, survey and conveyancing industries all experienced an increase in business activity over the last 12 months; and
- Issues faced by our customers regarding the stability and response times of DLI's online systems – this was addressed by increasing the cables from 2mb to 10mb to manage responsiveness. An investigation into and progression of the implementation of industrial strength Landgate operations was conducted to better manage these issues.

Quality Assurance and the Customer Feedback Process

DLI's Quality Management System ensures that DLI constantly reviews the way we undertake our business, ensuring we deliver the best possible standard of products and services that has been agreed to with our customers. Our Quality Management System ensures that our employees are innovative in developing techniques to exceed our customers' expectations.

Currently, Information Access and Information Services Divisions have implemented and maintain a Quality Management System across their sections which conforms to AS/NZS ISO9001:2000 standards.

Sales and Marketing Branch achieved Quality Assurance re-certification in June 2004 and the sections of Registration of Interests and Geographic Services maintained their Certification in March and April respectively, following external audits conducted by Benchmark Pty Ltd.

Management review meetings for each branch are held annually to discuss and resolve any issues raised during internal and external Quality Audit processes that are conducted throughout the year.

The conscientious application by staff of the Quality Procedures of our Quality Management System, and the ongoing maintenance of our Quality Management System ensures that we meet our clients' expectations and our own highest possible standards of performance.

Customer Feedback

DLI's Customer Feedback System is documented under the Quality Management System and 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 DLI staff in the Information Access and Information Services Divisions. The Manager, Sales Support, Sales and Marketing Branch has ownership of the procedure and is responsible for feedback monitoring and analysis. This feedback leads to effective improvements to DLI's Quality Management System to achieve increased customer satisfaction.

The procedure also contains the following reference documents:

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

The feedback procedure was externally audited in June 2004 by Benchmark Pty Ltd and was found to be compliant. Several suggestions were made during the audit including expanding feedback mechanisms and survey cycles, and strategies to manage this are currently being put in place.

Customer Feedback is received in a number of different ways:

- Telephone including the DLI 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;

- Customer Feedback Form created on DLI external website;
- Fax and mail;
- E-mail;
- Feedback buttons on DLI's Corporate, Landgate and Landonline web sites in line with AS 4269 – 1995 Complaints Handling;
- 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. 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.

The existing Customer Feedback Form was also placed on DLI's website, allowing customers the ability fill out a specified form and directly submit it to CLOs. This form is part of the Feedback process, which is now highlighted on the website. A direct link on the front page of DLI's website joins customers to information assisting them to make a complaint about DLI if need be.

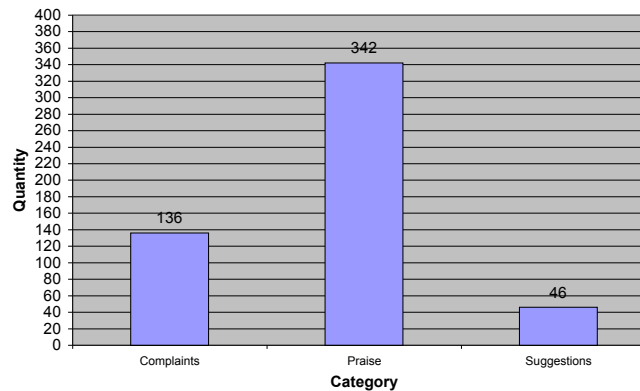
This new way for customers to provide feedback via the website is a result of objectives of the Whole of Government Complaints Management Strategy. Part of the Strategy involves making a commitment to the principles of the Australian Standard on Complaints Handling (AS 4269). DLI adheres to this Standard by providing a direct link to the feedback process on its website.

The following graph below shows the figures of praise, complaints and suggestions for the former Land Information Services Directorate (July 2003 – September 2003) and now Information Access and Information Services Directorates (October 2003 – June 2004).

In 2003/2004, 524 entries were captured compared to 813 entries for the previous corresponding period. The decrease in responses is as a result of the additional market research DLI conducted during the year to obtain a global view of satisfaction levels, rather than soliciting feedback from specific customer groups.

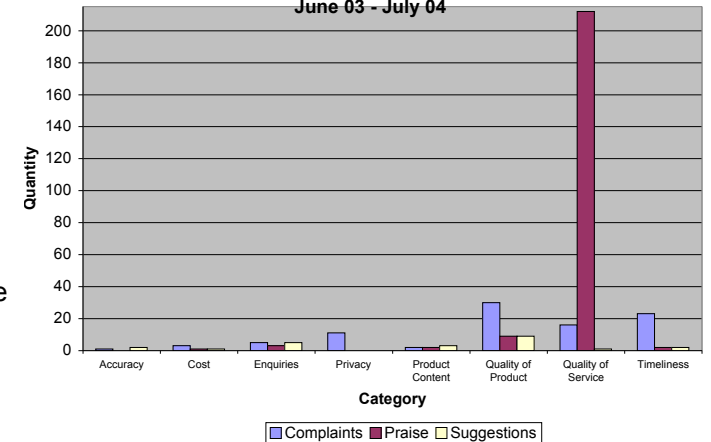
Taking an overall picture, responses received and recorded in the Customer Feedback Database indicate 65% customer satisfaction.

Customer Feedback - IA & IS Divisions
July 03 - June 04



The majority of feedback is received through the Sales and Marketing Branch and the following graph categorises the prime issues raised by customers:

Customer Feedback Entries - Sales & Marketing Branch
June 03 - July 04



This suggests that customers are generally well serviced, with 229 praises received in this area. The main issue of complaints was on the quality of product, with a total of 30 complaints received.

A number of actions were carried out as a result of the complaints and suggestions received. Examples are:

- Improvements made to hardcopy cadastral maps generated from DLI's SmartPlan system;
- Improved access to digital and online products;
- Increase in cabling from 2Mb to 10Mb to improve Online responsiveness;
- Increase in training and support for new Landgate users
- Introduction of Reader Scanners to produce higher quality of prints from microfilm

Customer Seminars

DLI has continued its policy of working with industry groups whenever possible.

A Conveyancing Industry seminar attended by the Chief Executive and A/Executive Director Information Access was held on 17 February 2004 at the Mercure Hotel in Perth. There was an excellent turnout from the industry with almost 200 people attending. The seminar was aimed at providing the Industry with a view of DLI's future direction and to gain feedback about the EAS2 product.

DLI has worked continuously with the conveyancing industry since the launch of the EAS2 product. In November 2003 DLI invited comment from customers regarding system operation via a direct contact survey. Changes and enhancements were actioned through this partnership. Where requested, a DLI team visited the customer and provided advice on using the application. DLI has also provided regular training at our Midland premises for customers. Over 200 customers have been assisted face-to-face during the last twelve months.

Customer Forums, Exhibitions

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

Event Name	Start Date	Number Attending (approx)	Customer Profile
Australian Property Institute State Conference (Metro)	August 2003	150	Valuers, Analysts and facilitators
Local Government Week councillors (local government)	August 2003	750	Middle and upper management
Dowerin Field Days	August 2003	5200	Agriculture
The Money Show 2003 (Burswood)	September 2003		General Public
WALIS Forum	September 2003	450+	State Government/Private Sector
Mingenew Expo	September 2003		Agriculture
EAS 2 Information Session	November 2003		Conveyancing Industry and Stakeholders
The West Australian Spring Home Show	October 2003		General public
Local Government Managers Association Conference	October 2003	400	Local Government CEO's/Senior Officers
BankWest Every Home Show	February 2004		General Public
Australian Cultural Tourism Conference	February 2004	300	Inbound tour operators, travel agents, Government, and local government, tourism industry
Planning Institute Breakfast	February 2004	80	Planners, industry representatives., State and Local Government
Ideal Home Show 2004 (Burswood)	February 2004		General public/building industry
Wagin Woolarama	March 2004	3000	Agriculture, State and local Government
International Women's Day	March 2004	100	Midland business community and local representatives
IPAA Seminar Promises, Prospects and Expectations	May 2004		Senior managers
Australian Institute of Conveyancers State Conference	May 2004	200	Conveyancing industry

Stakeholder Communication Networks

There was a high level of involvement by DLI staff in national committees and stakeholder conferences/seminars during 2003/2004, critical to DLI's move into the electronic land information arena. All DLI staff who attended national/international conferences were required by the Chief Executive to either write a report, or give a presentation to fellow staff on their experiences. The objective of this initiative is to share information across the agency, and has been widely accepted by the staff.

Customer Interface Project

This ongoing strategy has continued through the development of a cross-agency Customer Service Management Steering Group. Not only does this group have the responsibility for the roll-out of the new state-of-the-art voice system, but it is also charged with integrating customer information systems and customer service strategy.

A key focus of this group is to redevelop the DLI Customer Service Charter. Customer service training will initially be focused on the seamless delivery of products and services in the electronic environment. DLI's customer research has clearly shown that this is the area where our customers would prefer to do business with us.

Products and Services Available to Customers

DLI's products and services have evolved this past financial year to better reflect the needs of an increasingly sophisticated marketplace. While DLI maintains its range of traditional products and services, the emphasis has shifted towards providing more online access to integrated land information services.

Our main product categories:

- Land Titles, and Surveys
- Property Market Services and Sales Information
- Property Valuation and Services for Government
- Aerial Photography and Satellite Imagery
- Geospatial Data (Geographic Information)
- Maps

Online Services

DLI's focus on providing our products and services online can be attributed to a survey carried out in late 2002 asking our customers the medium in which they would prefer their DLI information supplied. 95.2% of those surveyed preferred their information supplied online.

Landgate

Landgate, WA's gateway to land and property information, is a new online gateway providing access to land and property information held by the WA Government. Led by DLI, Landgate has the capability to provide integrated access to land and property information by bringing together various land datasets such as cadastre, aerial photography and land ownership information.

Although Landgate is being developed with the aim of providing a single point of access for land related transactions, the individual needs of customers are recognised through the unique design of the site. Landgate has customised information divided into service channels which meet the specific requirements of industry and community segments. These channels are: conveyancing; Government; business; planning and survey.

Systems replaced or incorporated into Landgate included Landlinks WA, which is an earlier version of the Landgate map viewer, and although decommissioned, is still available as a legacy application for a small number of customers. Geodetic Online

Access (GOLA) is an application that allows surveyors remote access to survey mark information and is also now available within the Landgate Mapviewer.

Easiforms

Easiforms is a new service being offered to the conveyancing community. It is the pre-population of the information in the Discharge of Mortgage, Transfer of Land and Mortgage forms, where information is retrieved from DLI's digital title and EAS2 systems. Easiforms was released as a pilot in June 2004 and full release is targeted for late 2004.

Land Enquiries

Being able to make an enquiry on the status, ownership or location details of any parcel of land in WA is fundamental to the Government and business sectors of this State. In January 2004, DLI commenced the redevelopment of existing online enquiry services to deliver a simpler and more intuitive service. The new service will be available through Landgate and is due for release in autumn 2005.

Working Across Government

Electronic Advice Of Sale 2(EAS2)

Electronic Advice of Sale 2 is a joint initiative between the Office of State Revenue, the Water Corporation of WA, local government and DLI. With the movement of EAS2 onto Landgate, EAS2 access is now available 24 hours, seven days a week, and allows the conveyancing industry to submit a single online request to obtain information for a settlement of land.

The rollout of EAS2 continues, with over 90% of EAS requests being placed through EAS2. To date, 113 local government agencies are now part of this initiative. In late 2004, EAS2 will be enhanced to allow customers to request Clause 42 and Clause 47 Certificates from the Department for Planning and Infrastructure (DPI).

Planning Channel (Landgate)

A partnership between DPI and DLI, the Planning Channel provides an online view of the Metropolitan and Peel Region Schemes via a modified version of Landgate's map viewer.

FuelWatch

The Department of Consumer and Employment Protection website FuelWatch now has the capability for its users to access online maps to find cheaper petrol with the assistance of a DLI mapping application launched in late 2003.

Custom made for FuelWatch, DLI has created maps of the entire State to complement locations of petrol stations. The maps, which include a zoom-in and zoom-out feature, enable users to also plan their journeys through a built in Trip Planner.

Local Government Boundaries

Now accessible via Landgate is the State's local government ward boundaries by DLI, previously electronically captured in a partnership between DLI and the WA Electoral Commission.

Property Market Information (How much is it worth?)**Value Watch**

Customer demand on the Value Watch product has led to a spin-off product, which reports on the median sale price of Strata and House properties in each suburb.

Property Sales Evidence

DLI holds sales information for all properties in the State, and can extract data to match the customer's area of interest (street, suburb, local government, metropolitan or whole of State), and has continued to be a sought after product for homebuyers and investors.

Property Sales Maps

Sister products to the SmartPlan Cadastral Maps that depict a variation on the survey and tenure themes, these maps cover the State and display land parcel information, sale price and date of sale information.

Imagery (providing the big picture)**Panairama**

This low-resolution aerial photography browser on CD was redeveloped, offering a greater range of tools and now compatible with the new Windows operating systems. 16 new CDs were released, effectively updating 30% of the State's aerial photography coverage.

Skyview WA

Skyview, DLI's online window to aerial photography data, was updated and supplemented by the addition of 86 new mosaics (29,000 photo frames) covering all areas of the State at various scales.

AgImage

The sale of biomass maps for assessing the productivity of crops within the WA crop belt continued to expand. Better methods to improve the sensitivity of the maps at high biomass were introduced on a trial basis during the year.

Pastures from Space

Online delivery of weekly Pasture Growth rate maps to help set stocking rates was introduced. This year, the product was developed to download onto farmers' personal computers using software and services provided by Fairport Technologies Pty Ltd.

FireWatch

A new website was introduced to provide a range of FireWatch information products, including the new 'Lightning Strike location data'. The FireFax alert service was extended to include an email option that pre-emptively advises on a map where a new fire has been detected. 1,500 NOAA images and 3,000 MODIS images were accessed.

Vegetation Watch

Near real-time maps of vegetation greenness from individual overpasses of the MODIS satellite sensor were introduced. New colour tables were also applied to increase the sensitivity of maps at high levels of green biomass.

Ocean Watch

A new web site was introduced to provide a range of Ocean information products including Sea Surface Temperature. Landonline Fishing Hot Spots used 3,500 NOAA images during the past year.

Land Monitor

A new product using 2.5m Spot 5 imagery was introduced to improve the validation of changes in Perennial Vegetation detected from 25m Landsat data.

Customised Products

New pastoral station image maps based on Landsat data were introduced for the Department of Agriculture's Environmental Understanding project. 110 images were provided for this purpose, along with 60 other image maps for Agriculture.

Geospatial Data

In response to customer requirements DLI has embarked on a project to build a seamless topographic coverage of WA. This involves converting existing data into Geographic Information System (GIS) format which will allow the information to be more readily used by Government and industry. The project involves integrating the best available data from across Government to ensure the quality dataset.

Mapping Products

Titles and Survey Products

The E-Lodgement of Surveys Project provided the survey industry with the option of lodging deposited plans and fieldbooks electronically via e-mail, leading to improvements in access to survey information. Users are now able to view and print fieldbook images that are clearer and more legible than those obtained when copied from microfilm.

WA Government Map Products

The range was expanded this year with State Electoral Commission maps being available via a print-on-demand service.

DLI Maps and Publications

DLI retailed its latest digitally generated publications, together with a range of legacy maps from the pre-digital era. These included 450 topographic /cadastral series map sheets, 60 general reference maps, 40 StreetSmart publications and 200 unpublished regional supplement maps.

StreetSmart Street Directory

The 2004 edition was given a regional flavour by the inclusion of Albany, Bunbury, Geraldton & Kalgoorlie-Boulder city maps. WA Newspapers continued to publish and distribute the Street Directory under licence.

StreetSmart WA Travellers Atlas

An extra 10,000 copies of the seventh edition was printed to cater for customer's demands.

StreetSmart Touring Maps

The range was enhanced by the addition of a new Mandurah-Collie map and the revision of the Mid-West and Batavia Coast maps.

StreetSmart City and Town Maps

This series highlighted DLI's commitment to providing the State's regional centres with equitable access to land information. The maps of Albany, Bunbury, Geraldton and Kalgoorlie-Boulder were revised in a new format; while Carnarvon, Esperance, Karratha-Dampier, Margaret River-Augusta, and Port Hedland were added to the series. This data was also used in the Street Directory and Travellers Atlas.

StreetSmart StreetExpress

The popular digital Street Directory on CD was released in a new seamless map format with enhanced software.

Drinking Water Catchments

Produced for the Department of Environment.

School Catchment Boundaries and Districts

DLI converted these previously hardcopy products into a dataset that could be displayed in conjunction with DLI data. The Education Department plans to use GIS to provide web access to this information.

Concept Plans

These plans were produced for the Department for Planning and Infrastructure (DPI) in order to achieve the 2015 exclusion process deadline relating to Pastoral Leases within the State.

Native Title Reference Maps

Five State maps and seven regional maps were updated regularly throughout the year to reflect the latest Native Title Claim activity.

Native Title Customised Maps

DLI introduced maps encompassing Native Title themes assembled from State and Commonwealth datasets and other relevant reference data. A series of 20 maps, for example, were produced for the Department of Premier and Cabinet for use in the Federal Court decision on the Miriuwung Gajerrong claim.

Meeting the Needs of All Our Customers

DLI 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.

Community Focus

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

International Women's Day

DLI celebrated its seventh International Women's Day breakfast in March 2004. Partly sponsored by StateWest Credit Society, the breakfast presented the opportunity for DLI staff and Midland business people to socialise in an informal environment. Jaye Radisich MLA, Member for Swan Hills, appeared as the guest speaker.

Charity Support

DLI continued to avidly support the Summer Heroes Blood Rush campaign, run by the Red Cross. The agency reached sixth place in the campaign, with a total of 59 donations. A trophy was presented to DLI paying tribute to providing the most blood donations at the Midland Red Cross branch.

Sales and Marketing Branch has participated in 'Casual Dress Fridays' each week, where a gold coin donation is given to various charities such as the Midland Cancer Foundation, Christmas and Winter Appeals and Appealathon. Altogether, over \$1,700 was raised.

Kimberley Trek

DLI provided support and sponsorship to a group of Spatial Sciences students from Curtin University who recreated an epic Kimberley trek that occurred 50 years ago. John Morgan, who led the original expedition in 1954 as an employee of DLI's predecessor the Department of Lands and Surveys, succeeded in mapping and surveying a part of the Kimberley to evaluate it for the potential pastoral development. The group of Curtin students undertook the adventure to give them an insight and appreciation of the history of surveying and field work.

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 2003/2004.
- Occupational Safety and Health Committee (OS and H) representatives now audit each physical area of DLI at least three times 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 and H Committee to address.
- The contents of our web pages and online services have been assessed against W3C Web Content Accessibility Guidelines and changed to meet those 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.

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

- DLI staff who are Auslan interpreters are now included on the DLI 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.

DLI's Outcome/Output Framework

