



STRATEGIC PLAN 2008/09-2012/13

VISION

A future where the use of land information knows no bounds

MISSION

Our Purpose

Providing access to land information anywhere, anytime to promote a strong and sustainable Western Australia.

Our Identity

A leading information provider in the knowledge economy, known for:

- **Integrity**
of our information, infrastructure, relationships and people
- **Ingenuity**
in unlocking the accessibility, useability and application of land information
- **Excellence**
in our own performance and our contribution to the outcomes of others

STRATEGIC GOALS

- **Land information will be accessible online**
- **Our people, systems and services will be a critical link in networked government**
- **We will be self-sustaining and positioned to deliver a financial return to the State**
- **Throughout the journey we will excel for our customers and contribute to the community in which we live and work**

CRITICAL SUCCESS FACTORS

• **Excelling for our customers**

Being valued and relied upon for what we do and how we do it. Building sound and lasting relationships with customers by anticipating and meeting their core business needs for land information

• **Having the right workforce and work environment**

Being an employer of choice and a learning organisation which harnesses the knowledge of its people, develops the potential and talent of its workforce, and has the right number and mix of people who are aligned to business needs

• **Making the right land information available**

Ensuring that our data is appropriate, readily available and digitally enabled and providing access to other key government datasets

• **Having the right infrastructure**

Ensuring that our computer systems, software and technical capacity are stable and secure and meet current and future business needs

• **Being financially viable and sustainable**

Operating as a going concern in a manner that supports long term business prosperity. Delivering on revenue, efficiency and profit outcomes required for capital re-investment while keeping costs down and being positioned to deliver a financial return to government as a statutory authority

• **Having the confidence of stakeholders and the community**

Ensuring a high standard of corporate and individual conduct that meets statutory requirements, honours our unique leadership role and responsibilities within the land information industry and government, and delivers a sound corporate reputation

• **Having strong leadership and sound governance**

Ensuring that the business is overseen in a manner that maximises operational performance, makes the right choices for the future, establishes clear focus and accountabilities, manages risks effectively, and is aligned with government policy

OUR VALUES

Our People - *Great People with Great Values*

We are an organisation of people who act with honesty, integrity, respect, and openness. We work together as one team that reflects the diversity of the Western Australian community

We value

- growth & learning
- excellence
- creativity
- celebration and recognition and
- sustainability and a sustaining work environment

OUR CONDUCT

Our Business Conduct - *Integrity with Ingenuity*

In conducting our business we will

- use our ingenuity and passion to imagine what is possible
- work with customers and technology to know what is needed
- act with integrity to promise what is achievable and
- deliver what is promised

Our business decisions will specifically consider the

- integrity of the land Titles Register and Valuation Rolls
- needs of government users of land information and
- development of the State's spatial information industry

In support of this we will act in a business-like manner, work with others for mutual benefit and be a fair and responsible provider of information





LANDGATE



STRATEGIC PLAN BUSINESS OBJECTIVES

2008/09 - 2012/13 OBJECTIVES

FINANCIAL OUTCOMES	BUSINESS INNOVATION	PEOPLE AND LEADERSHIP	CUSTOMERS & STAKEHOLDERS
<p>Landgate will be self-sustaining and positioned to deliver a financial return to the State</p> <p>We will achieve:</p> <ul style="list-style-type: none"> • An average profit on turnover of at least 8% pa (av EBIT/total customer revenue.)¹ • An average return on fixed assets of at least 20% pa (EBIT/av total fixed assets.) • A return on investment of between 5%-20% for new initiatives • Payment of dividends to government by 2012/13 	<p>Key land information will be available online and innovative capability enhanced</p> <p>We will achieve:</p> <ul style="list-style-type: none"> • 15% growth in online account customers • 70% growth in online general public customers • Delivery of online access to 20 key government rights and interests in land • Investment in innovation of at least 4% of annual expenditure 	<p>Our people, systems and services will be a critical link in networked government and aligned to business needs</p> <p>We will achieve:</p> <ul style="list-style-type: none"> • Employee engagement that meets or exceeds industry benchmarks • Investment in training and development that exceeds public sector benchmarks 	<p>We will excel for our customers and contribute to the community in which we live and work</p> <p>We will achieve:</p> <ul style="list-style-type: none"> • 100% of government performance targets • 90-95% customer satisfaction • 18 new strategic alliances / partnerships



STRATEGIES



Sustain public confidence in delivery of government services	Build on best business practices	Increase investment in innovation and research and development	Actively pursue strategic alliances	Align product development and service delivery to market needs
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TACTICS

<ul style="list-style-type: none"> • Enhance the quality of our core datasets and enable integration in an online environment • Deliver registration and valuation services that meet statutory and user requirements and model best practice 	<ul style="list-style-type: none"> • Increase revenue and better manage costs • Build an engaged, capable, and enterprising workforce • Revolutionise core systems • Expand web-based service delivery • Implement governance arrangements to better manage risk, provide external oversight and strengthen commercial and strategic expertise • Seek and support corporate and individual opportunities to contribute to the community 	<ul style="list-style-type: none"> • Systematically invest in innovation to capture and fund new ideas and build research and development capability • Foster a culture of innovation and learning 	<ul style="list-style-type: none"> • Form alliances with industry and research institutions to develop new uses for land information • Develop partnerships with key companies to maximise commercial opportunities 	<ul style="list-style-type: none"> • Build relationships and systems to share land information, expertise and infrastructure within and across government • Work with our customers and stakeholders to know their business and improve their outcomes • Retain and grow client groups • Exploit intellectual property and consultancy opportunities
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2008/09 MEASURES



FINANCIAL OUTCOMES	BUSINESS INNOVATION	PEOPLE AND LEADERSHIP	CUSTOMERS & STAKEHOLDERS
<p>1. Increase profitability: Target: Generate profit on turnover of at least 4.8%</p> <p>2. Maximise return on fixed assets (EBIT/total fixed assets): Target: Achieve a return of 11.6%</p> <p>3. Deliver \$11m Capital Investment Program: Target: New initiatives to achieve return on investment of between 5% and 20% (dependent on investment category)</p>	<p>4. Invest in innovation: Target: 4.3% of total expenditure targeted to innovation and/or R&D</p> <p>5. Increase uptake of web-based products and services: Target: a) 10% growth for online account customers Target: b) 50% growth for online general public customers</p>	<p>6. Build workforce engagement: Target: Employee engagement meets or exceeds industry benchmarks ²</p> <p>7. Invest in workforce capability: Target: Investment in training and development exceeds 1.9% of payroll</p>	<p>8. Excel for customers: Target: 90-95% of customers 'satisfied' (2008 survey)</p> <p>9. Meet statutory and government requirements for registration, valuation and geographic services: Target: 100% of outcome & output performance targets met as per Budget Statements and CE Performance Agreement ³</p> <p>10. Actively pursue strategic alliances: Target: 5 new strategic alliances/partnerships</p>

¹ EBIT = earnings before interest and tax (gross profit).
² Target for 2007/08 is to develop survey, achieve 60% response rate and develop % benchmarks for 2008/09 on.
³ Targets are for quality, quantity, timeliness, effectiveness and cost (efficiency).