



Landgate Annual Report 2017 | 18



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1
STATEMENT OF
COMPLIANCE

Statement of Compliance

for the year ended 30 June 2018

To Hon Rita Saffioti MLA

Minister for Transport; Planning; Lands

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament, the Annual Report of the Western Australian Land Information Authority, trading as Landgate, for the year ended 30 June 2018.

The aim of this report is to inform our customers, our people and our community about our organisation, its strategic priorities, performance and governance for the 2017/18 financial year.



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

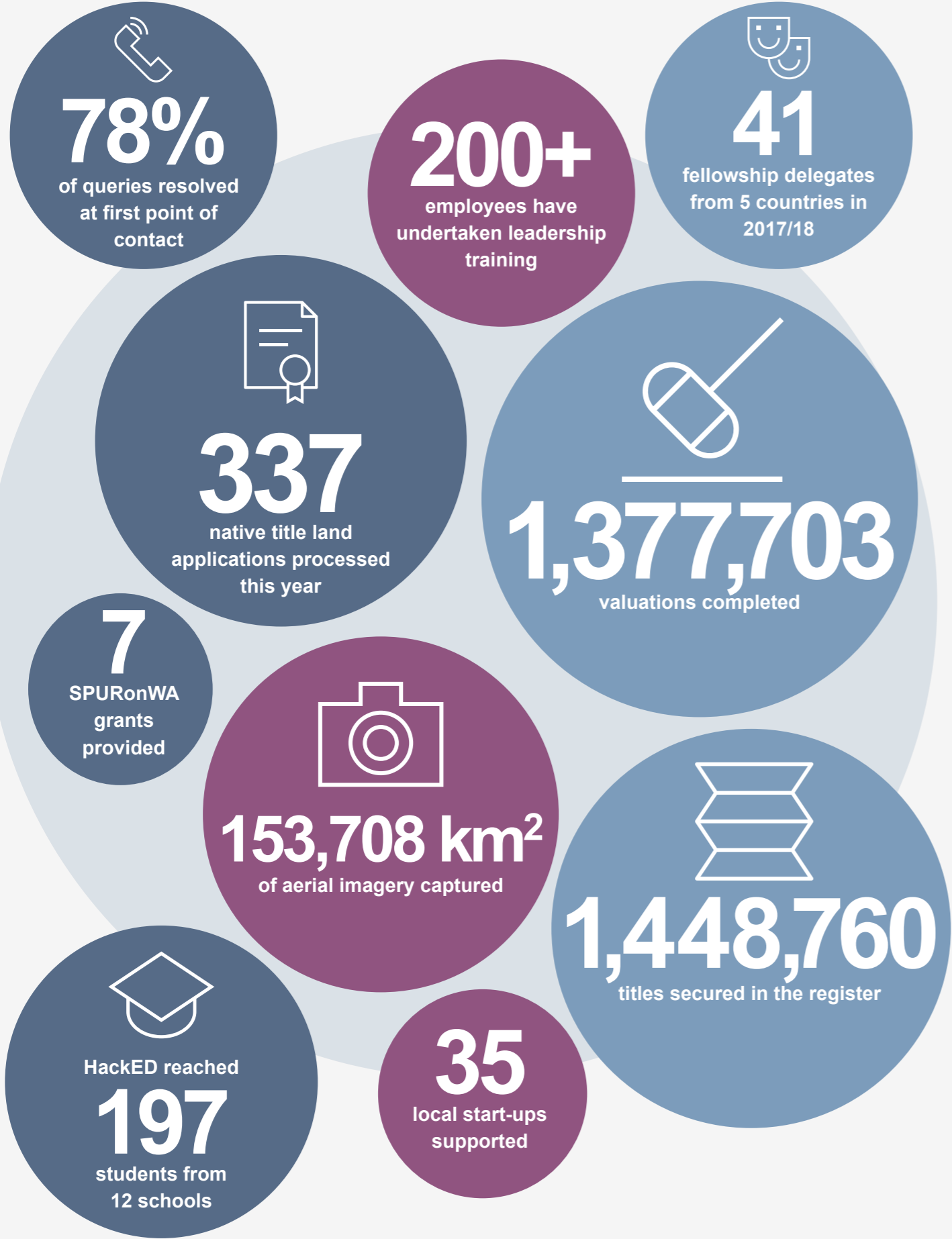
Anne Arnold

Deputy Board Chair
25 September 2018

Bruce Roberts

A/Chief Executive
25 September 2018

Achievements in 2017/18





2
OVERVIEW

Executive Summary

Chair's Message

Landgate's organisational values put 'our customers, our people and our community at the heart of everything we do'. This annual report celebrates those values and highlights the way in which Landgate makes a real contribution to Western Australia (WA).

With the property market remaining subdued in 2017/18, Landgate continued its reform program to drive down costs and increase efficiencies. Our people have worked hard to deliver impressive results, achieving a healthy \$10 million profit to the State of WA. We are pleased to have been able to deliver a solid return to the State, even in such challenging circumstances.

This year, the Board and executive team defined our next five-year strategic direction for the business - be the best at what we do; support business and Government to prosper; and deliver a return to the State. Our aim is to deliver land titling functions, property valuations and location information better than ever – and increasingly do this online in a timely manner that meets the needs of our customers. Our pursuit of operating more securely, faster, smarter and more accessibly will continue.

In the final days of the financial year, after completing a detailed scoping study into the future of Landgate, the State Government confirmed that the business would remain a strong, innovative statutory authority within the public sector, while automated land titling functions would be commercialised. This decision vindicates Landgate's strategy over recent years to invest in technology and innovative practices that put us at the forefront in the land registry space. It is a testament to the vision of Landgate Boards and management teams over the past decade.

I would like to thank the Minister for Lands, the Hon Rita Saffioti MLA for her ongoing support of Landgate and for her advocacy within Government. I also thank my fellow Board members for their commitment and passion for our business.



Caroline de Mori
Chair

Chief Executive's Message

Innovation is part of our DNA and integral to everything we do. In 2017/18 I'm delighted to say we've delivered on this goal – and then some. After several years of transformative change, our business has emerged leaner, smarter, more agile and more sharply focussed than ever before, which is fitting as we celebrated the tenth anniversary of our Innovation Program.

This year, our success in delivering value to the State was highlighted through the review of our enabling legislation, the Western Australia Land Information Authority Act 2006 (WALIA). The review process, which included extensive stakeholder consultation, found Landgate to be an effective and efficient business that delivers value to the State. It also made recommendations which we are already embracing and working to improve the way we operate.

Our Valuations and Property Analytics (VPA) team continued its reform program in 2017/18, working to refine systems and processes to enhance its operations with an increasing emphasis placed on data analytics and technology. Through this period of significant change, the team continued to deliver on its substantial work program and meeting the needs of its customers.

Our commitment to leading the transition to the digital economy was strengthened this financial year, when regulations requiring certain documents to be lodged electronically were gazetted. From 1 December 2018 electronic conveyancing will become the norm for most property transactions undertaken within the community. For mums and dads buying their homes, electronic conveyancing means more efficiency and transparency around a settlement process that is faster and simpler and helps to relieve the stress around buying or selling a property.

Perhaps our stand-out achievement for the year came in the last days of June when our comprehensive package of reform to strata title legislation was introduced to Parliament. Landgate has spent a significant amount of time and energy consulting widely with industry and the community to develop reform that will see benefits for strata owners, residents, investors and developers. The reform will produce a more modern, transparent and accountable framework

for strata in WA, helping to build more vibrant and liveable communities. My sincere thanks and congratulations go to the Landgate team who have steered this important change for the benefit of our State.

In SPUR, we have successfully united our two customer and stakeholder-facing teams to maximise efficiencies and effectiveness. Our future is about collaborating with the public and private sectors to derive value out of the data we have at our finger tips – SPUR will continue to lead that charge.

Finally, the announcement by Government to retain Landgate as a bold, innovative statutory authority, while commercialising automated land titling functions, is a decision that will ensure the people of WA will get the most value out of Landgate. That our innovation in the land registry space will see a considerable return to Government, while maintaining all the core functions of the Landgate business within the public sector is a great outcome for our customers, our people and our community.

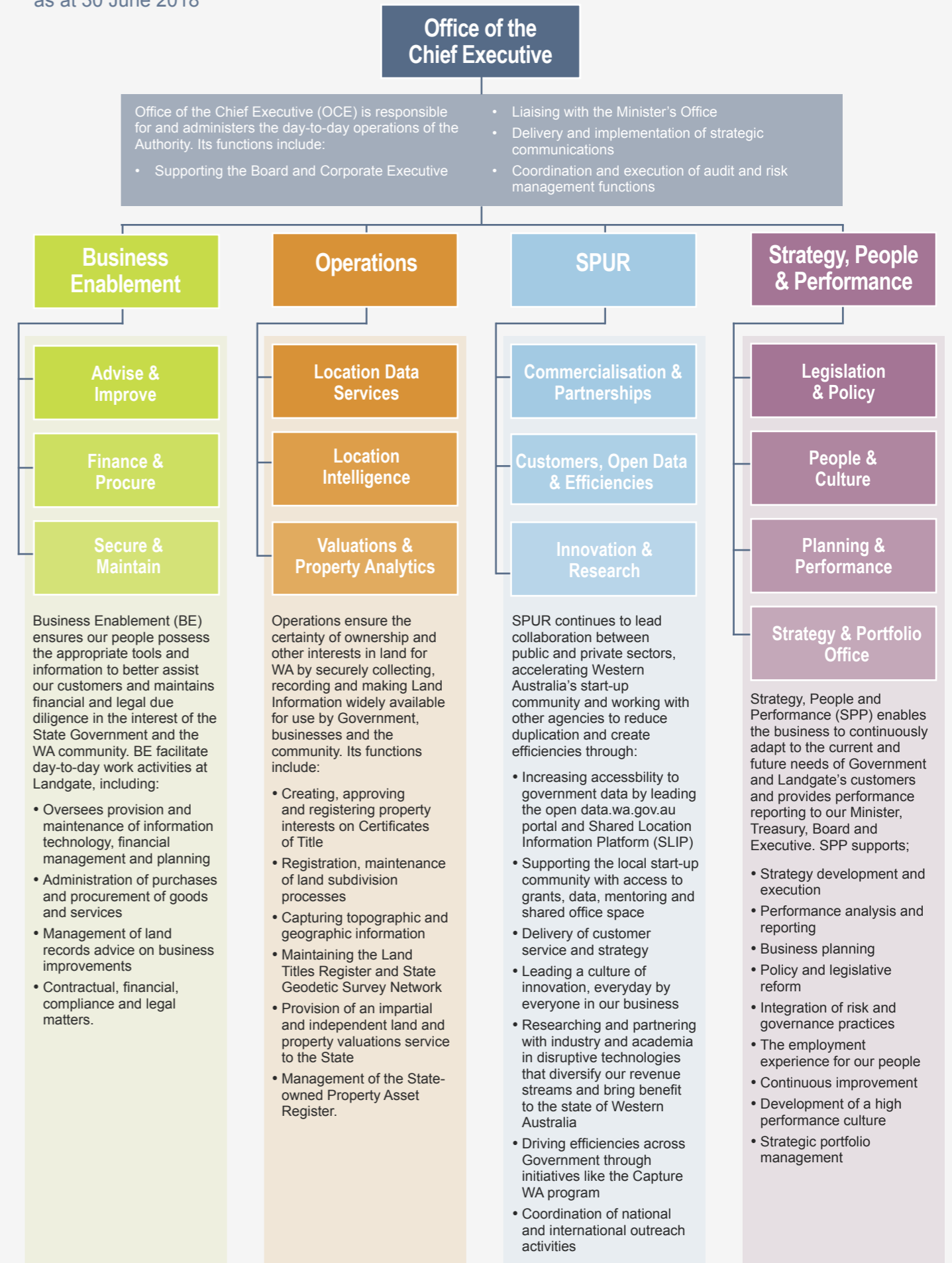


Jodi Cant

Jodi Cant
Chief Executive

Organisational Structure

as at 30 June 2018



Board Members



Caroline de Mori

Chair

Graduate Australian Institute of Company Directors

Caroline brings considerable and varied experience to the Board. Caroline is the founder and Chair of the EON Foundation working in remote Aboriginal communities across Western Australia and Northern Territory. She has over 20 years' experience as an executive and non-executive Director and business owner working mostly in the resources and mining sector. A former journalist, Caroline was Deputy Chairperson and Director of LandCorp from 2009 to 2015, Chair of its Planning, Development and Communications Committee and Member of the Governance and Remuneration Committee.

In 2013 Caroline received the Australian of the Year WA Local Hero Award for her work as an Indigenous Health Advocate.

Term: 1 August 2015 – 31 July 2018



Anne Arnold

Board Deputy Chair

Bachelor of Economics

Member Australian Institute of Company Directors

Anne contributes extensive experience to the Board. She is currently the Chair of the Heritage Council of Western Australia on which she has served for 10 years. Anne chairs Landgate's Audit and Risk Committee.

She previously held senior positions in several private and Government organisations involved in the property sector, most recently as the Chief Executive of the Real Estate Institute of WA.

Anne has a long term interest in affordable housing policy and delivered the first comprehensive housing strategy for the State in 2002. She continued to be involved in its implementation over the following decade.

Term: 1 January 2013 – 31 December 2018



Claire Poll

Board Member

Bachelor of Laws

Bachelor of Jurisprudence

Diploma of Applied Finance

Member Australian Institute of Company Directors

Claire is a legal and corporate executive who brings over 25 years of experience at board and senior management level to Landgate. Claire has led strategy and corporate development for both small start-ups focussed on growth and financing, and for large mature organisations focussed on corporate transformation and investing in next generation assets and technology.

In 2017, Claire "rang the bell" on NASDAQ after listing a biotechnology company raising \$120 million.

Term: 22 February 2012 – 31 December 2019



Monish Paul

Board Member

Masters in Business Administration

Bachelor of Business

Monish provides extensive experience in strategy development and technology execution to the Board. Monish currently leads a top-tier Digital Strategy Practice across Australia and New Zealand, advising clients on the intersection of business re-invention and emerging technologies. He is also a member of Landgate's Audit and Risk Committee.

He has held senior Partner roles over a 15-year career at Deloitte, and executive roles at Arthur Andersen and Australian Federal and State Government agencies previously.

In 2014, Monish was appointed by the World Economic Forum (Geneva) as Founder of the "Global Shapers Hub" in WA and has served on various not-for-profit boards in Perth.

Term: 31 November 2017 – 31 December 2019

Board Members Cont.



Jodi Cant

Chief Executive

Bachelor of Economics

Graduate Australian Institute of Company Directors

Fellow Leadership WA

Jodi is the Chief Executive of Landgate and a Board member of PSMA Australia. She is a transformative leader who embraces disruption with a positive and creative outlook. Jodi is an innovator, a collaborator and a connector with excellent communication skills. She has strong business acumen built from a range of experiences across the Government, start-up, private and not-for profit sectors. Since joining Landgate Jodi has served in many roles including creating Landgate's innovation program and its hub, SPUR, which resulted in Landgate being recognised by the Australian Financial Review as the 22nd Most Innovative Company in Australia.

Jodi is passionate about making a difference for community good and commercial gain.

Term: 17 October 2016 – 24 August 2018.*

Corporate Executive



Liz Burke

General Manager, Strategy, People and Performance

Graduate Australian Institute of Company Directors

Bachelor of Business (Human Resource Management)

Liz joined Landgate in 2014 and has worked as General Manager, Strategy People and Performance since October 2016. Liz has extensive experience in leadership and organisational development, cultural and transformational change. Liz and her team add value to the organisation, our people, customers, community and shareholder through; supporting strategy development and execution, performance analysis and reporting, business planning, strategic portfolio management, policy and legislative improvements and the very important job of people and cultural development.

Having worked across a range of industries Liz's past employers include state governments in Victoria and Western Australia, large corporations and a renowned West Australian start-up.



Bruce Roberts

General Manager Operations

Bachelor of Laws

Bachelor of Jurisprudence

Bruce was appointed General Manager Operations in December 2011. Having commenced at Landgate in 1993, Bruce has worked on major legislative reforms, such as changes to the *Transfer of Land Act 1893* which enabled WA's digital land title register, and the creation of the *Land Administration Act 1997* which created the single title registration system for private and Crown-owned land in WA. Bruce contributed to the drafting of the *Land Information Authority Act 2006* which saw the creation of the Statutory Authority which operates as Landgate.

Bruce has also worked on international projects establishing land title systems in Asia and was the inaugural Chair of the Australian Registrars National Electronic Conveyancing Council of Australia.

Leadership Changes

The past financial year has seen a change to the Landgate Board with the departure of Paul White, who served his third appointment from 23 March 2015 - 31 December 2017, Ian Macliver 14 March 2016 – 16 February 2018 and Roger Hussey 1 August 2015 until his death on 12 July 2017.

*Bruce Roberts assumed the role of Chief Executive.

Corporate Executive Cont.



Eugene Suares

General Manager Business Enablement

*Certificate of Strategy & Planning
Certificate of Cyber for Directors
Finance & Business Management
Member Australian Institute of Company Directors*

Eugene is Landgate's General Manager Business Enablement. Eugene joined the agency in June 2013 as Director Customer Service. He has since worked across multiple streams of our business optimising value chains, enhancing service delivery and contributing toward strategy. Eugene brings extensive experience from a diverse background of dynamic organisations built on a track record of connecting people and technology to strategy to achieve strong sustainable returns.

This year Eugene and his team have been focussed on the evolution of our traditional Corporate Services function to a more empowered value chain-oriented directorate of Business Enablement. This year also saw the transition of our ICT Services to our subsidiary Advara Ltd and expansion of our technology roadmap to enable our business strategy to increase information asset efficiency and support greater access to our services.

Peter Markham

General Manager SPUR

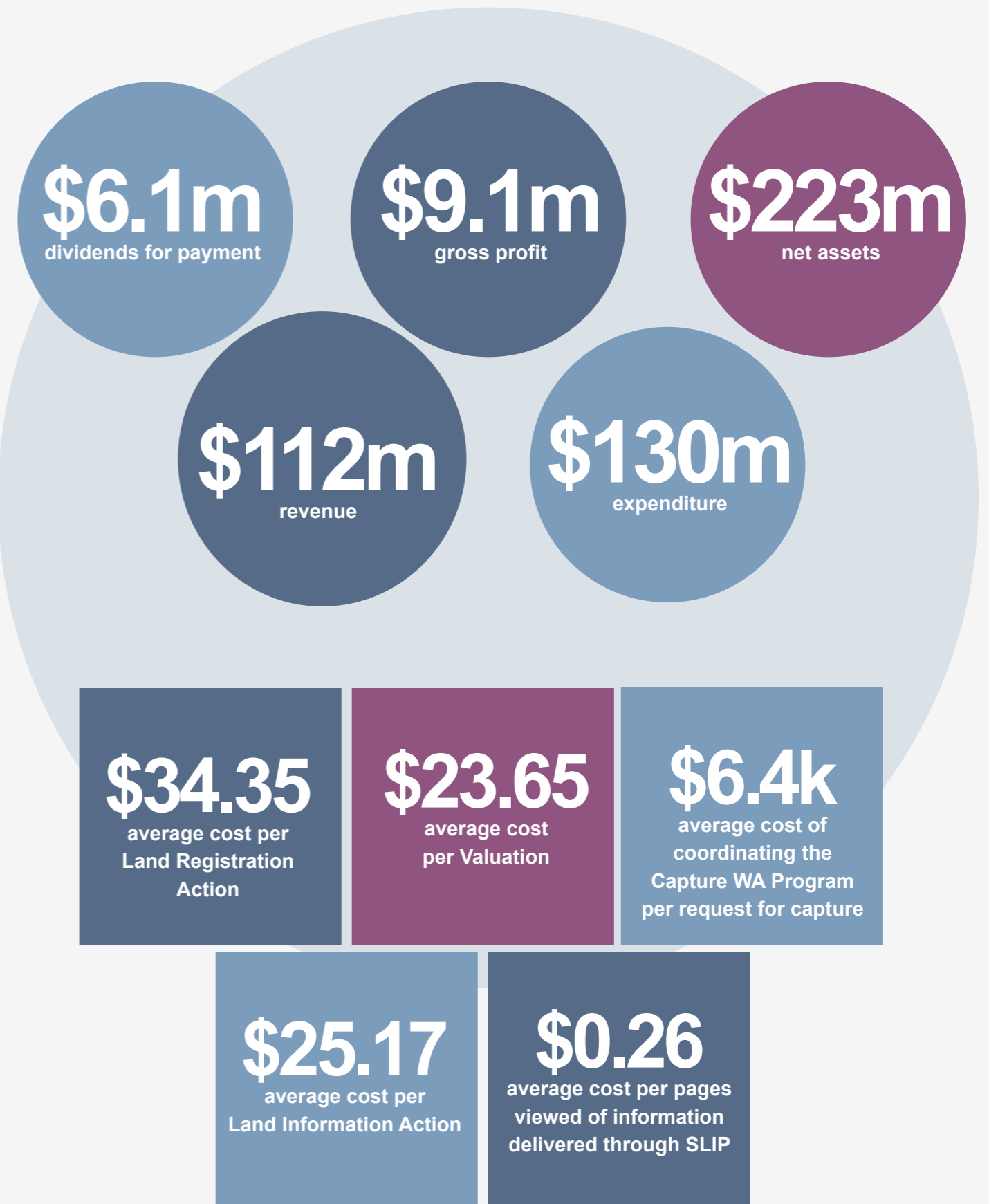
Peter became the General Manager SPUR in January 2017. Peter has a proven track record in creating partnerships between the private and public sectors and working with the start-up industry. Having established earthmine Australia in 2012, Peter was appointed as its Chief Executive Officer where he developed the organisation from a small start-up to a profitable business within its first two years. Before joining Landgate in 2009, Peter worked in the land and property development sector where he managed major projects, including the award winning \$140 million South Hedland Urban Renewal Project.

Peter is also a recipient of the Business News' prestigious 40under40 awards. .

Leadership Changes

Last year we farewelled the following executives, Mr Mike Bradford (resigned 2 July 2017) Chief Executive, Mr John Wreford (resigned 10 July 2017) General Manager Finance, Information and Legal Services, and Mr Andrew Fernandez (resigned 20 October 2017), General Manager Sales, Marketing and Customer Services.

Performance Highlights



About Us

Landgate is WA's trusted and respected source of location information, helping to inform important decision-making in Government, business and the community. Our role underpins the economic security and prosperity of the State and citizens of WA.

We provide a range of accessible information including land titling that secures property rights, property valuations that support rating, taxing and the management of Government property assets, and location data that supports land titling, valuations and the management and development of WA.

We pride ourselves on acting in a cost-effective manner and in accordance with prudent commercial principles. We perform our functions under our enabling Act (*Land Information Authority Act 2006*) in a way that supports the sustainable economic, social and environmental management and development of the State.

While we focus on delivering our core business, Landgate has also become recognised in the public and private sectors for its leadership in innovation and customer service. We are constantly looking at ways to improve, to give our customers and the community an even better experience and offering.

Our Values

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



Commit and act

We do what we say we will do
We take personal responsibility



Innovate and achieve

We think about tomorrow in what we do today
We celebrate success



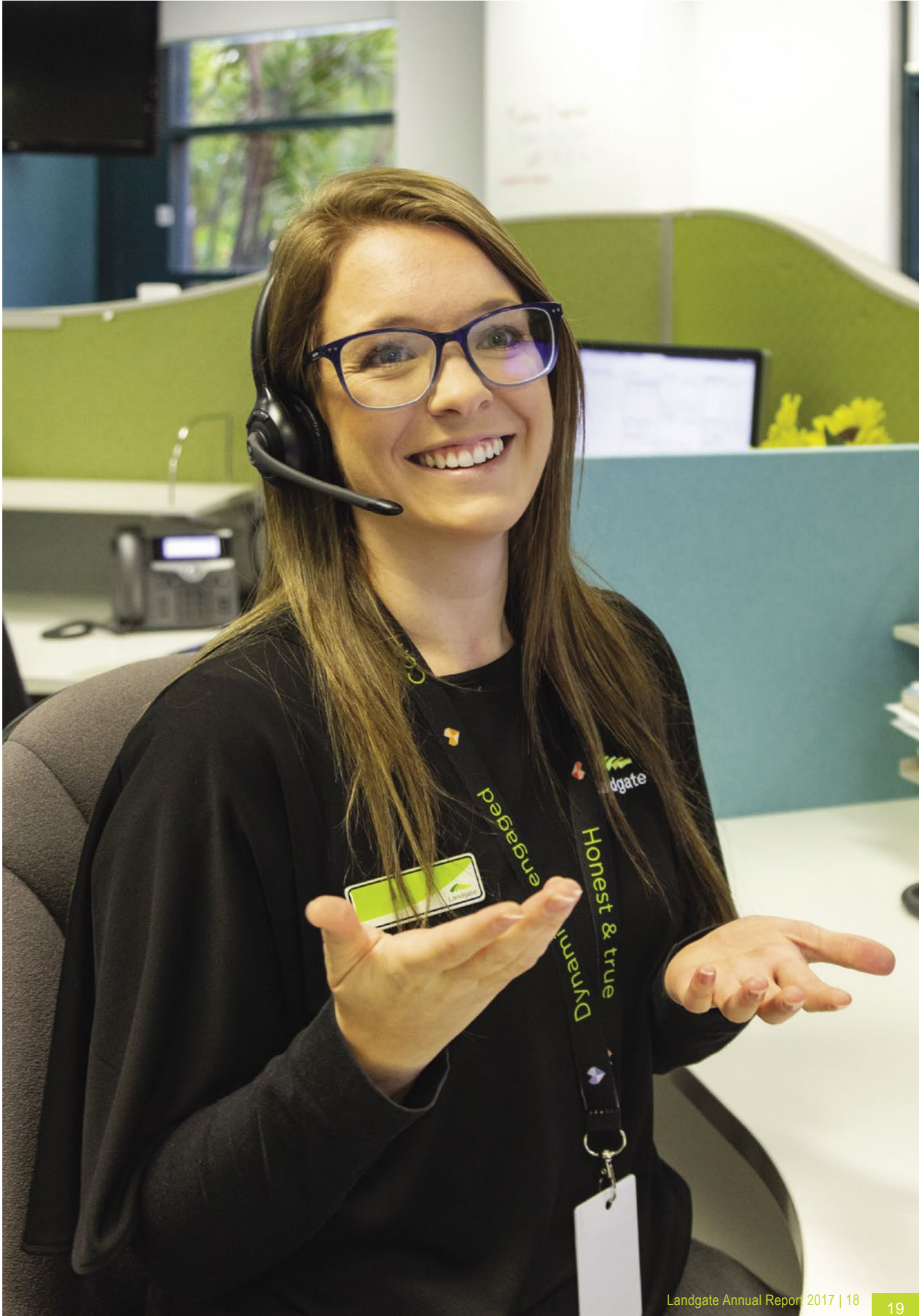
Dynamic and engaged

We are passionate, proud and enthusiastic
We make it easy to do business with us



Honest and true

We are supportive and respectful
We communicate openly



Performance Management Framework

Government Goals

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

- underpinning the effective and efficient operation of the land and property market
- supporting the State's rating and taxing base

- providing access to Government location information to support sound decision making by Government, industry and the community.

These contributions and how they relate to State Government goals and authority outcomes are outlined below. Further details are outlined in the Significant Achievements and the Disclosures and Legal Compliance sections of this annual report.

GOVERNMENT GOALS

SUSTAINABLE FINANCES:

Responsible financial management and better service delivery.

FUTURE JOBS AND SKILLS:

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

LANDGATE OUTCOMES

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

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

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

LANDGATE SERVICES

LAND INFORMATION

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

VALUATIONS

An impartial valuation and property consultancy service.

ACCESS TO GOVERNMENT LOCATION INFORMATION

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

LANDGATE OBJECTIVES

1. Secure property rights and land titles register which underpin the WA property market
2. Detail extent of interest and restrictions affecting use and enjoyment of private and Crown land
3. Provision and integration of location information (maps, surveys, aerial and satellite imagery and property sales information) to support decision making

1. Deliver fair, impartial valuations for state and local government and utilities that underpin the rating and taxing system
2. Manage and value property assets on behalf of state and local government

1. Location Information Strategy
2. Shared Location Information Platform
3. Coordinated and expanded Capture WA Program
4. Increase government agencies' collaboration in location information to achieve greater efficiencies and improve decision making

Shared Responsibilities

Landgate works with other agencies to deliver cross-government outcomes and provide benefits to Government, industry and the community. For example, SPUR leads implementation of WA's Open Data Policy, SLIP and Capture WA initiatives.

By collaborating across Government to improve the access to, use and management of location information, Landgate:

- leads implementation of WA's Open Data Policy, SLIP and Capture WA initiatives
- supports the economic growth of the State by improving the access, use and integration of location information on projects such as METRONET, Westport and Target120
- provides location information to support sound planning and decision making for Government, industry and the community

- minimises the duplication of resources by collecting location data once and using it many times
- reduces infrastructure cost and maintenance for location information, resulting in more efficient use of funding across Government
- develops the location information industry through partnerships between industry and Government, rather than direct competition, to provide new planning and decision-making support services, geographic information system (GIS) capabilities, data collection and maintenance services, and industry development opportunities.
- provides market valuations for residential and pastoral property and crown leases on behalf of Government agencies to assist with setting rents, asset management and analysis, lease performance and to ascertain potential revenue streams.



Minister for Transport; Planning; Lands, Hon Rita Saffioti MLA, pictured with Susan Dukes - Commissioner of Titles, Dione Billick - Surveyor General, Jodi Cant - Chief Executive, Caroline de Mori - Chair and Liz Burke - General Manager, Strategy, People & Performance

Significant Issues and Trends

Property market and economy

Property market conditions have remained stagnant across 2017/18, leading to a further decline in land titles management activity, with document registration similar to levels achieved in the early 1990's. This is considerably lower than the 2017/18 published budget expectations, despite the level of population growth and the increase in the number of land titles in the titles register during this period.



Public sector reform

Findings from State Government reform initiatives including the Service Priority Review, Special Inquiry into Government Programs and Projects, and the Sustainable Health Review, highlighted the potential to deliver better, smarter and cheaper services to the WA community for all Government agencies, including Landgate. As an active contributor to the Service Priority Review, Landgate is sharing knowledge and learning from our own significant internal five-year reform journey, completed in December 2017.

Landgate has been proactive in instigating changes aimed at improving business efficiency including people, process and technology reforms, resulting in a new business operating model. This internal reform program has enabled Landgate to be better prepared to deal with future economic and cost pressures and to realise savings through business efficiencies to improve public policy benefits for WA and provide a greater return to Government. Landgate will maintain our program of continuous improvement through efficiencies in systems, processes and structural reforms and will continue to seek alternative revenue streams and possible investment opportunities on behalf of the State of WA.

3

AGENCY
PERFORMANCE



Scoping study into the future of Landgate

Following the completion of a detailed scoping study, which carefully investigated options to realise value for the WA community from Landgate's operations, it was announced that Landgate would be retained, while seeking to commercialise the automated land titling function. The Government also announced it would divest shares in Advara, a product of Landgate's innovation program.

Commercialisation of land registries in other jurisdictions

In July 2017, New South Wales became the first State in Australia to commercialise its land titles office, realising \$2.6 billion. In August, South Australia announced that it achieved \$1.6 billion from the sale of its land titling services. Throughout 2017/18, the State of Victoria conducted a scoping study to determine the future of its land titles office, confirming in March 2018 that it too would seek to commercialise certain operations.

Landgate had foreseen this trend and positioned ourselves to be an active participant in this space through its subsidiary, Advara. Since the appointment of Australian Registry Investments (ARI) to run the NSW land titles functions, Advara has acted as a specialist technology consultant to the new operator.

Government priorities

Landgate is committed to supporting Government priorities such as METRONET, Westport and Target120 that are focussed on improving WA's economy through building infrastructure, promoting jobs, and building more liveable communities.

Landgate supports Government priorities through our work on the Strata Titles Act Reform, which will deliver new development options to help drive economic growth. Community title, leasehold strata and the improved strata schemes can all be used to fully develop activity centres where people work, live and play close to public transport and above train stations, supporting the development of METRONET and station precincts. The positive impact of leasehold strata providing affordable housing, having more development options and streamlining the development process leading to rapid economic growth, has been seen in other countries and States and can do so here in WA.

Landgate is also leading implementation of the WA Whole of Government Open Data Policy and collaborative work to promote data sharing across agencies, continuing WA's proud history of being internationally competitive by leveraging its resources to achieve a strong economy.

Data security

Information and data security has been and continues to be a priority internationally, nationally and at a State level. There has been an increased focus on data security and ensuring that data is appropriately managed on behalf of individuals. In response to this, Landgate has developed our IT Strategy and Technology Roadmap and will be focusing on a cyber security strategy to address emerging policies.

Digital transformation

Landgate further progressed digitisation of our records, data and information that simultaneously ensures the integrity of information assets as well as ensuring that we meet community and governmental expectations of data access. We are also experiencing changing industry and channels to market and a continued prevalence of digital and automation growth in the industry (e-conveyancing).

E-conveyancing continues to revolutionise the way property is transacted and provide support for further real property market reform. Landgate is supporting industry to make the transition to an electronic marketplace for property transactions. Landgate continues to listen to our customer's requests for increased digital functionality and automation surrounding e-conveyancing. This has been a long journey from 2008, when the Commonwealth and States agreed on a national conveyancing scheme. The Registrar of Titles has introduced regulations (effective from 1 December 2018) requiring all eligible land registry documents to be lodged electronically through an electronic lodgement network such as the one operated by PEXA, in a phased implementation to be completed. WA becomes one of three Australian States that have announced timelines to transition to 100% digital conveyancing and remains at the forefront of industry change.



Significant Achievements

Strata reform

With nearly one third of all Western Australians living in a strata property, a growing trend for community living and up to half of all new land subdivisions being for strata developments, strata is of great importance to the WA economy. In addition, many offices, commercial, retail and industrial operators use strata properties for their businesses. Contemporary strata laws are key to WA's economic future.

Comprising the *Strata Titles Amendment Bill 2018*, the *Community Titles Bill 2018* and the associated *Community Titles Amendment (Consistency of Charging) Bill 2018*, two new types of strata are to be introduced – community titles and leasehold strata – plus a range of reforms to make living in strata properties better. This legislation will also support the Government's METRONET vision of vibrant, liveable and sustainable communities with good public transport links.

After five years of consultation and research, Landgate completed drafting of the strata reform Bills and saw them introduced to Parliament in June 2018, with strong support for the reforms from all sections of the property industry, Government and from the community services sector.

Smart Density with Amenity

Community title, leasehold strata and the improved strata schemes can all be used to fully develop activity centres where people work, live and play close to public transport and above train stations supporting the development of Metronet and Metrohubs.

Economic Growth

Having more development options (community title and leasehold) and streamlining the development process (improved staged development) has led to rapid economic growth in other states

Affordable Housing

Leasehold strata provides affordable housing in other parts of the world and can do so here in WA.



Electronic conveyancing

Electronic conveyancing (e-conveyancing) provides a faster, more secure property transfer process by enabling the exchange of property to occur online through an electronic conveyancing system and was successfully introduced in WA in 2014 for a range of common transactions.

Since then, Landgate has been working with industry to achieve full digital lodgement of all land registration documents. Regulations, that were passed in December 2017, require all eligible mortgages, discharges of mortgages, refinances, transfers, caveats and withdrawal of caveats to be lodged electronically. This will be fully implemented by December 2018.

This has been a collaborative process, working with industry to increase the use of electronic conveyancing, identifying and resolving problems, conducting information sessions and supporting training conducted by the conveyancing industry and PEXA, the first electronic lodgement network operator. Work is continuing to remove barriers to e-conveyancing and to extend the types of transactions able to be conducted electronically in the journey to full digital lodgement.

E-conveyancing has and will continue to deliver benefits to our customers. Consumers using e-conveyancing are benefiting from fewer failed or delayed settlements, streamlined financial arrangements allowing early access to proceeds.

Conveyancers are benefiting from reduced administrative costs, not having to attend physical settlements, transparent reporting on the status of transactions, and reduction in errors in documents. The land registry is benefiting by improving the accuracy and integrity of the titles register, automation of back-end processing leading to greater efficiency and reduced turn-around times to register transactions.

Additional work to move to complete digital lodgement and near real-time processing of land titles transactions will continue for the next five years with the emphasis on expanding the types of transactions that can be completed electronically, increasing automation, and supporting the entry of new electronic lodgement network operators. Legislation that will be required to update the *Transfer of Land Act 1893* to facilitate the use of electronic conveyancing is currently being drafted for implementation in 2018/19.

New Land Registry – Plans

The New Land Registry – Plans (NLR-P) system allows plans to be prepared, lodged and managed electronically. It is a fundamental part of WA's modern land registry.

Over the past 12 months, with support of industry the NLR-P has continued to evolve, delivering further economic benefits for the State and industry.

New tools in the Surveyor Portal combines a drafting package with GIS to deliver a tailored land surveying plan that integrates with internal Landgate systems for real-time quality assurance resulting in fast plan examination timeframes and reduction in rework. This tool was developed using significant feedback and testing from representative surveying firms.

As surveying firms increase their use of the full functionality of the NLR-P, it is anticipated that plan approval times for deposited plans and survey-strata plans will decrease significantly, resulting in a reduction in holding costs for land developers, potentially improving housing affordability if savings are passed on to buyers.

These activities directly support Landgate's strategic objectives to deliver core services better than ever by enhancing the processing of survey plans and new titles to support quality and timely land development in WA.

Optimising Landgate's information

Landgate maintains significant data and information on behalf of the community of WA, from historical hardcopy records to near real-time property transactions and location information. The challenge is how to ensure appropriate control, security, access and availability of this information and related services whilst driving efficiency and value for money. Landgate's technology projects have realised the following benefits:

Enterprise Services Reform delivered:

- Cloud-based solutions have replaced legacy systems
- Enhanced information provision and decreased duplication in efforts
- Further self-service for customers.

This work has created a foundation to deliver further innovation and ecommerce solutions in line with customer expectations.

New Land Registry continues to deliver opportunities for electronic lodgement, automation and management of information and transactions that contribute to the overall modernisation of Landgate's information. Landgate continues to pursue cloud migration realising additional security, adaptability and scalability that can respond to changes in demand.

Ongoing optimisation has also been pursued and will be continued through digitisation of Landgate hardcopy records including the movement of physical records to a secure facility and building digitisation into existing records management practices. Whilst we have pursued modernisation, we have maintained system availability, critical business functions and realised IT service provision cost reductions.

Capture WA

The Capture WA program was established in 1990 to reduce duplication of effort and cost in purchasing aerial imagery across Government.

In 2017/18, we expanded the range of services available to State and Local Government for the capture of location data. This has increased the economic benefits to the State by reducing acquisition, service and contractual costs across Government.

Capture WA enables WA public sector agencies to save money by combining buying power across government to secure best value services and reduce duplication of cost and effort.

The overall satisfaction rating for Capture WA has increased from 72% in 2017 to **82%** in 2018

There are **32** government agencies collaborating through the program

Savings achieved for government through Capture WA in 2017/18 exceeded **\$2m**



Focus on our core business

Following internal reforms at Landgate, our statutory Key Performance Indicators (KPIs) were redesigned to showcase what we do, refocussing on our core business of land titling, valuation and location data. These renewed KPIs set the course for how we will meet the changing needs of Government, our customers and our community and how we will deliver services that support Government goals.

These KPIs are more transparent, simple and outcomes-focussed by design and are more relevant for our customers. Additionally, they focus on our core business and enables our people to monitor and manage performance. The measures are compliant with Treasury's Outcome-Based Management framework and offers the business the right information for decision making and will continue to be reviewed on a regular basis to ensure they are both relevant and appropriate.



Review of our enabling legislation

A review of Landgate's enabling legislation was undertaken during the financial year. Among its key findings, the 2017 review of the *Land Information Authority Act 2006* noted Landgate has been effective in its operations, delivering value to the State through the provision of services relating to land information in WA.

Led by Lockwood Advisory, the review involved consultation with a range of stakeholders from across the public and private sectors, as well as extensive analysis of Landgate's operations and performance over the last five years.

During this time significant changes have been experienced, both within Landgate and the external environment, with the review noting Landgate's ability to deliver value to the State and its customers in the face of change in the property market, technological landscape, and the expectations of customers.

The review also sought to highlight some of the opportunities Landgate presents for the State, having developed significant skill and experience in linking resources across Government, delivering whole of Government services, progressing policy projects of State significance, as well as effecting changes that have seen a culture of efficiency and innovation instilled at Landgate.

The review report was tabled in Parliament by the Minister for Lands in November 2017 and includes recommendations to enable the continued effectiveness of Landgate, further improve service delivery and realise opportunities for Landgate to deliver further value on behalf of the State.



SPURonWA

SPUR supports the acceleration of WA start-ups in the location technology space by providing mentoring, access to data, expertise, grant funding, co-working opportunities and vital connections to public and private sector networks.

This year, SPUR delivered the second round of its SPURonWA grants, supplying valuable funding to start-ups to assist their acceleration to market.

Grants between \$7,000 and \$24,000 were provided to local start-ups in diverse industries, including building and construction, agriculture, property and geographic information services. These grants provide economic and social benefit to the State by increasing employment and allowing start-ups to introduce new, innovative services to the community. Some of our Round 2 winners are shown below.

Laconik

Laconik used the SPURonWA grant to develop the user interface for Play'N To Win, a dynamic, spatial and real time product that maximises nitrogen fertiliser efficiency, profitability and environmental stewardship.

It secured its first commercial sale as a direct result of the SPURonWA grant

Farmers in WA and SA are using the technology in 2018 and this will bring new economic activity and jobs into WA.



SpacetoCo

SpacetoCo is a website for the listing and short-term rental of Spaces, making it possible for individuals and businesses to easily list their space to an online marketplace.

SpacetoCo used the SPURonWA grant for further development of their website. Their client base expanded significantly in 2018, partly due to a successful negotiation with Local Government authorities in WA and SA. SpacetoCo have continued to significantly improve efficiencies in the management and utilisation of space.

Ovass

The Ovass Geotaskr platform is an easy way to make high value business decisions using satellite and aerial data.

The SPURonWA grant has enabled Ovass to expand their product and service offering by developing ship and road identifying algorithms. This has subsequently resulted in a number of discussions with prospective clients to trial the technology.



Landgate proudly celebrated ten years of innovation in 2018. The Innovation program was developed in 2008, as a means to inspire our people to suggest ideas to generate additional revenue streams and improve operational efficiencies. By embracing an innovative culture, Landgate has positioned itself at the forefront of Government nationally, and internationally.



10th anniversary of the Innovation Program

2017/18

24
innovation projects funded

2017/18

186
individuals contributing over 188 innovative ideas

2017/18

2,626
votes on ideas with 1,002 comments and contributions



In 2017/18, over 100 Landgate employees took part in Design Thinking training which provides a human-centred approach to innovation. The training provided an opportunity to upskill our people to create a more agile and innovative workforce that is better equipped to meet our future business requirements.

Feedback from attendees indicated that the training provided them with a set of readily applicable tools to apply in the work environment. We will continue to reinforce and establish an environment of Design Thinking learning by providing opportunities and empowerment for our people to innovate.



Collaborating to innovate

Western Power requires ongoing analysis of where to focus its asset renewal efforts to ensure it addresses locations with the greatest public safety outcomes.

This challenge provided a unique opportunity for collaboration across Government. Landgate, in partnership with the Department of Fire and Emergency Services (DFES), assisted Western Power by developing a bushfire risk analysis product for the entire power network in the south west of WA. The project leveraged the State's bushfire spread simulator system 'Aurora', to understand, and rank, potential impacts of ignitions during significant fire conditions.

A Dwellings Dataset was created to allow an assessment of the relative magnitude of potential bushfire consequences. The dataset indicates where life and assets are most likely to be endangered during a bushfire, right down to the number of buildings that could be impacted. By assessing the potential impact to life and assets, the simulation provided Western Power with valuable information to prioritise their maintenance decisions.

The methodology and software developed has wider applications and could be used to model bushfire consequence from ignitions originating from a variety of State-wide or National assets or critical infrastructure.

Supporting Aboriginal and Torres Strait Islander communities

Landgate is proud to continue enabling and supporting native title determinations through its work:

- research, digital capture and supply of current and historical land tenure extents;
- create and maintain native title boundary layers within SmartPlan; and
- provide native title specific datasets, analysis and customised mapping services to progress and support the native title process related to the *Commonwealth Native Title Act 1993 (NTA)*.

Planning has commenced to apply the Aboriginal Procurement Policy launched in 2017/18 which sets progressive targets for contracting with Aboriginal businesses and aims to achieve three percent of contracts awarded to these businesses by 2021. This activity is part of Aspire, Landgate's Aboriginal Economic Participation Strategy.

Landgate continues to build on the cultural competence of staff through providing cultural awareness training opportunities that centre on Aboriginal and Torres Strait Islander cultures. A focus in this area resulted in 91% of employees having completed cultural awareness training. Additionally, Landgate encourages staff to engage in events through hosting and supporting NAIDOC Week, National Sorry Day and National Reconciliation Week.



Driving high performance and cultural change

Landgate completed its Workforce Planning Strategy for 2018-2023, which provides a roadmap detailing the focus areas and strategies required to meet the changing needs of our Government, customers and community over the coming five years. It directly links to our corporate strategy and will allow Landgate to identify the workforce capabilities and resourcing requirements to meet our operational and strategic objectives, both now and into the future. As part of our revised approach to the workforce strategy, we will also be incorporating workforce planning into our business and financial planning processes to realise its full value and produce strategically aligned results across the organisation.

In 2017/18 we identified another step in building a high-performance culture, which was to help our people to further develop their personal accountability. We implemented a program of development based on the 7 Habits of Highly Effective People. This was very well subscribed by our employees with more than 180 people participating in the program and a further 230 places are available for the 2018/19 year. Our cultural transformation efforts have also continued to focus on leadership development. In 2017/18 we developed the Landgate Leadership Framework (based on the Landgate Leader Expectations) which includes employee development at all levels and focuses on building influence, people management, leadership development and business acumen.



Perth Business Office

In February 2018 Landgate opened a new Perth Business Office that supports a broader engagement with the public. Our new premises is designed as an agile and flexible working environment, embracing the State Government initiative to operate through collaborative hubs.

Our customers are greeted with a contemporary, friendly and efficient environment that allows us to prioritise each customer's needs. Services can be easily re-configured as the business evolves. The new design accommodates the needs of our industry and start-up customers and partners, with work spaces and facilities to help them grow their businesses.



4

DISCLOSURES & LEGAL COMPLIANCE

Independent Audit Opinions



Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Parliament of Western Australia

WESTERN AUSTRALIAN LAND INFORMATION AUTHORITY

Report on the Financial Statements

Opinion

I have audited the financial statements of the Western Australian Land Information Authority (the Authority) and its controlled entity (collectively the Group) which comprise the Statements of Financial Position as at 30 June 2018, the Statements of Comprehensive Income, Statements of Changes in Equity, Statements of Cash Flows of the Authority and the Group for the year then ended, and Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Authority and the Group for the year ended 30 June 2018 and the financial position at the end of that period. They are in accordance with Australian Accounting Standards, the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for Opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the *Auditor General Act 2006* and the relevant ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial statements. I have also fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibility of the Board for the Financial Statements

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

In preparing the financial statements, the Board is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Group.

Auditor's Responsibility for the Audit of the Financial Statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. I am responsible for the direction, supervision and performance of the Group audit. I remain solely responsible for my audit opinion.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on Controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Western Australian Land Information Authority. The controls exercised by the Authority are those policies and procedures established by the Board to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with legislative provisions (the overall control objectives).

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

In my opinion, in all material respects, the controls exercised by the Western Australian Land Information Authority are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with legislative provisions during the year ended 30 June 2018.

The Board's Responsibilities

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

Auditor General's Responsibilities

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

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

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

Limitations of Controls

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

Report on the Key Performance Indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Western Australian Land Information Authority for the year ended 30 June 2018. The key performance indicators are the key effectiveness indicators and the key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of the Western Australian Land Information Authority are relevant and appropriate to assist users to assess the Authority's performance and fairly represent indicated performance for the year ended 30 June 2018.

The Board's Responsibility for the Key Performance Indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal control as the Board determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

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

Auditor General's Responsibility

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the Authority's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

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

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

My Independence and Quality Control Relating to the Reports on Controls and Key Performance Indicators

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

Matters Relating to the Electronic Publication of the Audited Financial Statements and Key Performance Indicators

This auditor's report relates to the financial statements of the Authority and the Group and key performance indicators of the Western Australian Land Information Authority for the year ended 30 June 2018 included on the Authority's website. The Authority's management is responsible for the integrity of the Authority's website. This audit does not provide assurance on the integrity of the Authority's website. The auditor's report refers only to the financial statements and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements or key performance indicators. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial statements and key performance indicators to confirm the information contained in this website version of the financial statements and key performance indicators.



CAROLINE SPENCER
AUDITOR GENERAL
FOR WESTERN AUSTRALIA
Perth, Western Australia
28 September 2018

Certification of Financial Statements

The accompanying financial statements of the Western Australian Land Information Authority and the accompanying consolidated financial statements have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2018 and the financial position as at 30 June 2018.

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



Anne Arnold

Deputy Chair
Board
Western Australian Land Information Authority
25 September 2018



Bruce Roberts

A/Chief Executive
Member, Board
Western Australian Land Information Authority
25 September 2018



Graeme Dewar

Chief Finance Officer
Western Australian Land Information Authority
25 September 2018

Financial Statements

Financial report for the year ended 30 June 2018

The Group is pleased to present its audited general purpose consolidated financial statements for the financial reporting period ended 30 June 2018 which provides users with the information about the Group's stewardship of resources entrusted to it. The financial information is presented in the following structure.

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Western Australian Land Information Authority (Landgate) and Subsidiary Consolidated Statement of Comprehensive Income

For the year ended 30 June 2018

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
INCOME					
Revenue					
Provision of services	3.1	97,155	111,391	97,155	111,391
Sale of land information, data and imagery	3.3	8,080	9,943	8,080	9,943
Interest revenue	3.4	1,927	1,694	1,861	1,670
Other revenue	3.4	3,339	1,733	911	1,073
Gains					
Gain on equity accounted investments	3.5	1,243	7,190	1,243	7,190
Other gains	3.5	17	0	17	0
TOTAL INCOME		111,761	131,951	109,267	131,267
EXPENSES					
Employee benefits	4.1	67,421	69,705	65,209	69,419
Supplies and services	4.2	30,886	30,872	33,729	31,689
Other expenses	4.2	7,805	9,173	6,732	8,456
Depreciation and amortisation	5.1, 5.2	13,927	12,524	13,916	12,523
Finance costs	7.2	1,264	1,567	1,264	1,567
Accommodation	4.2	4,558	4,137	4,555	4,137
Loss on impairment	5.2	22	118	22	118
Loss on equity accounted investments	3.5	4,148	9,898	4,148	9,898
Loss on disposal of property, plant and equipment	3.5	36	73	36	73
TOTAL EXPENSES		130,067	138,067	129,611	137,880
Profit/(loss) before grants and subsidies from State Government		(18,306)	(6,116)	(20,344)	(6,613)
GRANTS AND SUBSIDIES FROM STATE GOVERNMENT					
Service appropriation	3.2	31,640	31,591	31,640	31,591
Services received free of charge	3.2	476	532	476	202
TOTAL GRANTS AND SUBSIDIES FROM STATE GOVERNMENT		32,116	32,123	32,116	31,793
Profit/(loss) before income tax equivalent		13,810	26,007	11,772	25,180
Income tax equivalent (expense)/benefit	6.8	(4,679)	(8,110)	(4,014)	(7,864)
PROFIT/(LOSS) FOR THE PERIOD		9,131	17,897	7,758	17,316
OTHER COMPREHENSIVE INCOME					
Items not reclassified subsequently to profit or loss					
Changes in asset revaluation surplus	3.5	8	2,242	8	2,242
TOTAL OTHER COMPREHENSIVE INCOME		8	2,242	8	2,242
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		9,139	20,139	7,766	19,558
Profit/(loss) for the period is attributable to:					
Equity holder of Landgate		8,827	17,768		
Non-controlling interest	9.10	304	129		
		9,131	17,897		
Total comprehensive income for the period is attributable to:					
Equity holder of Landgate		8,835	20,010		
Non-controlling interest	9.10	304	129		
		9,139	20,139		

See also Note 2.2 'Schedule of Income and Expenses by Service'.
The Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Western Australian Land Information Authority (Landgate) and Subsidiary Consolidated Statement of Financial Position

As at 30 June 2018

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
ASSETS					
Current Assets					
Cash and cash equivalents	7.3	18,184	16,767	9,547	10,323
Restricted cash and cash equivalents	7.3	7	7	7	7
Receivables	6.1	12,333	24,274	12,701	23,742
Financial investments	6.5	42,642	26,708	42,642	26,708
Amounts receivable for services	6.6	830	4,666	830	4,666
Prepayments	6.7	2,465	1,985	2,410	1,949
Accrued interest	6.7	554	377	554	377
Total Current Assets		77,015	74,784	68,691	67,772
Non-Current Assets					
Restricted cash and cash equivalents	7.3	453	243	453	243
Receivables	6.1	1,427	1,486	1,427	1,486
Equity accounted investments	6.2	33,026	36,051	33,026	36,051
Financial investments	6.5	20,089	26,141	20,089	26,141
Amounts receivable for services	6.6	28,294	23,737	28,294	23,737
Property, plant and equipment	5.1	51,847	54,089	51,826	54,057
Intangible assets	5.2	46,552	44,550	46,552	44,550
Deferred tax assets	6.8(c)	4,706	4,940	4,706	4,940
Total Non-Current Assets		186,394	191,237	186,373	191,205
TOTAL ASSETS		263,409	266,021	255,064	258,977
LIABILITIES					
Current Liabilities					
Payables	6.9	9,759	7,568	6,215	3,345
Current tax liabilities		1,153	2,341	488	2,094
Finance lease liabilities	7.1	4,142	3,813	4,142	3,813
Employee related provisions	4.1(b)	10,392	12,132	10,337	12,132
Other current liabilities	6.10	3,948	4,667	3,814	4,667
Total Current Liabilities		29,394	30,521	24,996	26,051
Non-Current Liabilities					
Finance lease liabilities	7.1	7,909	12,051	7,909	12,051
Employee related provisions	4.1(b)	2,629	3,051	2,629	3,051
Total Non-Current Liabilities		10,538	15,102	10,538	15,102
TOTAL LIABILITIES		39,932	45,623	35,534	41,153
NET ASSETS		223,477	220,398	219,530	217,824
EQUITY					
Contributed equity	9.9	91,935	91,935	90,379	90,379
Reserves		18,926	18,918	18,926	18,918
Retained earnings		111,739	108,972	110,225	108,527
Equity attributable to equity holder of Landgate		222,600	219,825	219,530	217,824
Equity attributable to non-controlling interest	9.10	877	573		
TOTAL EQUITY		223,477	220,398	219,530	217,824

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

Western Australian Land Information Authority (Landgate) and Subsidiary Consolidated Statement of Changes in Equity

For the year ended 30 June 2018

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
BALANCE OF EQUITY AT START OF PERIOD					
Contributed equity		220,398	200,677	217,824	200,684
Balance at start of period	9.9	91,935	91,488	90,379	91,488
Transactions with owners in their capacity as owners:					
Capital attributable to subsidiary		0	1,556	0	0
Other contributions by owners		0	6	0	6
Distributions to owner		0	(1,115)	0	(1,115)
Balance at end of period		91,935	91,935	90,379	90,379
Reserves					
Balance at start of period	9.9	18,918	16,676	18,918	16,676
Changes in asset revaluation surplus		8	2,242	8	2,242
Balance at end of period		18,926	18,918	18,926	18,918
Retained earnings					
Balance at start of period	9.9	108,972	92,513	108,527	92,520
Movement in equity attributable to consolidated entity:					
Profit/(loss) for period		8,827	17,768	7,758	17,316
Distributions to owner		(6,060)	(1,309)	(6,060)	(1,309)
Balance at end of period		111,739	108,972	110,225	108,527
Equity attributable to equity holder of Landgate		222,600	219,825	219,530	217,824
Equity attributable to non-controlling interest	9.10	877	573		
BALANCE OF EQUITY AT END OF PERIOD		223,477	220,398	219,530	217,824

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

Western Australian Land Information Authority (Landgate) and Subsidiary Consolidated Statement of Cash Flows

For the year ended 30 June 2018

Notes	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts				
Provision of services	108,303	106,231	108,303	106,178
Sale of land information, data and imagery	7,984	8,124	7,984	8,124
Interest received	1,866	1,908	1,798	1,884
GST receipts on sales	4,848	3,525	1,128	1,318
GST receipts from taxation authority	4,245	4,818	4,245	4,757
Other receipts	4,687	789	1,245	789
Payments				
Employee benefits	(69,820)	(70,426)	(67,662)	(70,426)
Supplies and services	(30,587)	(28,726)	(31,601)	(32,714)
Other expenses	(6,578)	(7,883)	(6,578)	(7,883)
Accommodation	(4,366)	(4,137)	(4,366)	(4,137)
Finance costs	(1,370)	(1,650)	(1,370)	(1,650)
GST payments on purchases	(9,018)	(8,274)	(5,695)	(6,418)
GST payments to taxation authority	(570)	0	0	0
Net cash flows from operating activities	7.3 9,624	4,299	7,431	(178)
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Sale of -				
Property, plant and equipment	0	30	0	30
Financial investments	33,707	26,708	33,707	26,708
Cash distribution received from discontinued joint venture	120	0	120	0
Payments				
Purchase of -				
Property, plant and equipment and intangible assets	(13,790)	(17,500)	(13,790)	(17,467)
Financial investments	(43,703)	(28,708)	(43,703)	(28,708)
Net cash flows from investing activities	(23,666)	(19,470)	(23,666)	(19,437)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Proceeds from share issue	0	2,000	0	0
Payments				
Finance lease payments	(3,721)	(3,424)	(3,721)	(3,424)
Net cash flows from financing activities	(3,721)	(1,424)	(3,721)	(3,424)
CASH FLOWS FROM STATE GOVERNMENT				
Receipts				
Service appropriation	26,253	25,653	26,253	25,653
Royalties for Regions Fund	0	5	0	5
Drawdowns from Amounts receivable for services (Holding Account)	4,666	5,774	4,666	5,774
Payments				
Income tax equivalents - payments	(5,553)	(5,836)	(5,553)	(5,836)
refund	84	471	84	471
Dividends paid to Consolidated Account	(6,060)	(1,309)	(6,060)	(1,309)
Net cash flows from State Government	19,390	24,758	19,390	24,758
Net change in cash and cash equivalents	1,627	8,163	(566)	1,719
Cash and cash equivalents at start of period	17,017	8,854	10,573	8,854
CASH AND CASH EQUIVALENTS AT END OF PERIOD	7.3 18,644	17,017	10,007	10,573

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

Western Australian Land Information Authority (Landgate) and Subsidiary Notes to the Consolidated Financial Statements

For the year ended 30 June 2018

1 Basis of preparation

The consolidated financial statements of the Group, comprise of the Western Australian Land Information Authority (Landgate) and its controlled entity (subsidiary), for the year ended 30 June 2018.

Although Landgate is required to operate on prudent commercial principles, Treasurer's Instruction 1101 *Application of Australian Accounting Standards and Other Pronouncements* deems it to be a not-for-profit entity for reporting under Australian Accounting Standards. The subsidiary is deemed to be a for-profit entity for reporting under Australian Accounting Standards. As Landgate is the controlling entity, the Group is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Group is a not-for-profit entity (as profit is not its principal objective).

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

These annual financial statements were authorised for issue by the Accountable Authority of the agency on 25 September 2018.

Statement of compliance

These general purpose financial statements are prepared in accordance with:

- (1) The *Financial Management Act 2006 (FMA)*;
- (2) The Treasurer's Instructions (**the Instructions or TI**);
- (3) Australian Accounting Standards (**AAS**) including applicable interpretations; and
- (4) Where appropriate, those **AAS** paragraphs applicable for not-for-profit entities have been applied.

The *Financial Management Act 2006* and the Treasurer's Instructions take precedence over AAS. Several AAS are modified by the Instructions to vary application, disclosure format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

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

Basis of consolidation – subsidiaries

Subsidiaries are entities controlled by Landgate. Control exists where Landgate has:

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

Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Landgate's financial statements account for the investment in the subsidiary at cost and the investment in the associate and joint venture using the equity method of accounting. Landgate recognises dividends from the subsidiary, associate, and joint venture when its right to receive the dividend is established.

Consolidated financial statements are prepared in accordance with AASB 10 *Consolidated Financial Statements* as modified by Treasurer's Instruction 1105.

1 Basis of preparation Cont.

In preparing consolidated financial statements, the financial statements of Landgate and the subsidiary have been combined line by line by adding together like items of assets, liabilities, income, and expenses. To enable the consolidated financial statements to present financial information about the Group as that of a single economic entity, the:

- carrying amount of Landgate's investment in each subsidiary and Landgate's portion of equity of each subsidiary are eliminated;
- non-controlling interests in the profit or loss of consolidated subsidiaries for the reporting period are identified; and
- non-controlling interests in the net assets of consolidated subsidiaries are separately identified from the equity that Landgate's shareholder holds in them. Non-controlling interests in the net assets consist of:
 - the amount of those non-controlling interests at the date of the original business combination calculated in accordance with AASB 3 *Business Combinations*; and
 - the non-controlling interest's share of changes in equity since the date of the combination.

Details appear in Note 6.2 'Equity accounted investments' and in Note 6.3 'Subsidiary'.

Judgements and estimates

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

Contributed equity

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

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

2 Agency outputs

How the Agency operates

This section includes information regarding how funds are utilised in providing the Parent's (Landgate) services.

	Notes
Landgate Services	2.1
Schedule of Income and Expenses by Service - Landgate	2.2

2.1 Landgate Services

Landgate Services

The three services of the Parent and its objectives as at 30 June 2018 were:

Service 1: Land Information

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

Service 2: Valuations

An impartial valuation and property consultancy service.

Service 3: Access to Government Location Information

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

2.2 Schedule of Income and Expenses by Service

Service	Land Information		Valuations		Access to Government Location Information		Landgate Total	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
INCOME								
Revenue								
Provision of services	85,857	89,918	11,298	21,473	0	0	97,155	111,391
Sale of land information, data and imagery	8,033	9,878	47	65	0	0	8,080	9,943
Interest revenue	1,255	1,177	467	398	139	95	1,861	1,670
Other revenue	790	959	0	0	121	114	911	1,073
Gains								
Gain on equity accounted investments	1,243	7,190	0	0	0	0	1,243	7,190
Other gains	17	0	0	0	0	0	17	0
TOTAL INCOME	97,195	109,122	11,812	21,936	260	209	109,267	131,267
EXPENSES								
Employee benefits	39,111	44,124	22,845	22,589	3,253	2,706	65,209	69,419
Supplies and services	25,118	22,606	5,016	5,513	3,595	3,570	33,729	31,689
Other expenses	4,307	6,119	2,138	2,127	287	210	6,732	8,456
Depreciation and amortisation	10,480	10,189	1,033	1,091	2,403	1,243	13,916	12,523
Finance costs	892	1,127	336	405	36	35	1,264	1,567
Accommodation	3,266	2,971	1,185	1,092	104	74	4,555	4,137
Impairment loss	22	97	0	13	0	8	22	118
Loss on equity accounted investments	4,148	9,898	0	0	0	0	4,148	9,898
Loss on disposal of property, plant and equipment	36	73	0	0	0	0	36	73
TOTAL EXPENSES	87,380	97,204	32,553	32,830	9,678	7,846	129,611	137,880
Profit/(loss) before grants and subsidies from State Government	9,815	11,918	(20,741)	(10,894)	(9,418)	(7,637)	(20,344)	(6,613)
GRANTS AND SUBSIDIES FROM STATE GOVERNMENT								
Service appropriation	3,110	12,700	19,123	11,259	9,407	7,632	31,640	31,591
Services received free of charge	424	122	41	75	11	5	476	202
TOTAL GRANTS AND SUBSIDIES FROM STATE GOVERNMENT	3,534	12,822	19,164	11,334	9,418	7,637	32,116	31,793
Profit/(loss) before income tax equivalent (expense)/benefit	13,349	24,740	(1,577)	440	0	0	11,772	25,180
Income tax equivalent (expense)/benefit							(4,014)	(7,864)
PROFIT/(LOSS) FOR THE PERIOD							7,758	17,316

The Schedule of Income and Expenses by Service should be read in conjunction with the accompanying notes.

3 Our funding sources

How we obtain our funding

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

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Provision of services	3.1	97,155	111,391	97,155	111,391
Income from State Government	3.2	32,116	32,123	32,116	31,793
Sale of land information, data and imagery	3.3	8,080	9,943	8,080	9,943
Interest and other revenue	3.4	5,266	3,427	2,772	2,743
Gains and losses	3.5				

3.1 Provision of services

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Land title management fees (i)				
Search	30,300	31,809	30,300	31,809
Transfer	17,253	17,507	17,253	17,507
Mortgage	11,962	13,049	11,962	13,049
Discharge	12,274	13,550	12,274	13,550
Other (plan lodgements, caveats, applications, etc.)	12,613	12,498	12,613	12,498
	84,402	88,413	84,402	88,413
Other services				
Valuation services fees (ii)	11,297	21,473	11,297	21,473
Electronic Advice of Sale fees	1,174	1,180	1,174	1,180
Property Interest Report	282	325	282	325
	12,753	22,978	12,753	22,978
Total provision of services	97,155	111,391	97,155	111,391

(i) Includes revenue from government-related entities of \$0.531m (2017: \$0.832m).

(ii) Includes revenue from government-related entities of \$4.600m (2017: \$4.849m).

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

3.2 Income from State Government

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Service appropriation^(a)	2.2, 6.6				
Appropriation revenue received during the reporting period		31,640	31,591	31,640	31,591
Services received free of charge^(b)					
Services were received free of charge from:					
State government-related entities:					
Department of Justice (i)		425	0	425	0
Department of Primary Industries and Regional Development (i)		2	0	2	0
Department of Finance		49	58	49	58
Department of Attorney General (ii)		0	128	0	128
Department of Agriculture and Food (ii)		0	16	0	16
		476	202	476	202
Non-controlling interest in Advara:					
Adecco Holdings Pty Ltd		0	330	0	0
Total services received free of charge		476	532	476	202
Total income from State Government		32,116	32,123	32,116	31,793

(i) On 1 July 2017 these new departments were created as part of the machinery of government changes (MOG). As a result there are no comparative figures for the 2016/17 period.

(ii) As part of MOG, these departments were amalgamated into new departments. As a result figures listed are only for the 2016/17 period.

(a) **Service appropriations** are recognised as revenues at fair values in the period in which the Group gains control of the appropriated funds. The Group gains control of appropriated funds that are deposited in the bank account or credited to the (holding account) held at Treasury. Service appropriations fund services delivered.

Appropriation revenue comprises of a cash component and a receivable. The funds are restricted in that they can only be used for asset replacement based on the budgeted depreciation expense for the year.

(b) **Assets or services received free of charge** or for nominal cost that the Group would have purchased if not donated, are recognised as income at the fair value of the assets or services where they can be reliably measured. A corresponding expense is recognised for services received. Receipts of assets are recognised in the Consolidated Statement of Financial Position.

3.3 Sale of land information, data and imagery

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Property information and services (i)	2,675	2,665	2,675	2,665
Land information and services (i)	2,362	2,601	2,362	2,601
Consultancy services	1,548	2,351	1,548	2,351
Imagery	1,495	2,326	1,495	2,326
Total sale of land information, data and imagery	8,080	9,943	8,080	9,943

(i) Includes revenue from government-related entities of \$1.504m (2017: \$1.934m).

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

3.4 Interest and other revenue

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Interest revenue				
Financial investments	1,566	1,453	1,566	1,453
Operating bank account	361	241	295	217
	1,927	1,694	1,861	1,670
Other revenue				
Other services	2,455	766	24	70
Recovery of costs (i)	496	484	496	620
Project revenue (i)	328	419	331	319
Government Vehicle Scheme	60	64	60	64
	3,339	1,733	911	1,073
Total interest and other revenue	5,266	3,427	2,772	2,743

(i) Includes revenue from government-related entities of \$0.289m (2017: \$0.304m).

Interest on the operating bank account and financial investments is recognised as the interest accrues. For all financial instruments measured at amortised cost, interest income is recorded using the effective interest rate. The effective interest rate is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument, or a shorter period where appropriate, to the net carrying amount of the financial asset. The amortisation of the premium (discount) on buying bonds or floating rate notes is deducted (added) to interest on financial investments.

Other revenue is recognised from the sale of goods and services when the significant risks and rewards of ownership transfer to the purchaser and can be measured reliably. Where rendering of services cannot be estimated reliably, revenue is recognised only to the extent of costs incurred that are expected to be recoverable.

3.5 Gains and losses

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
(a) Gain on equity accounted investments	6.2				
Gain on dilution following share issue by PEXA Ltd		1,157	7,190	1,157	7,190
Adjustment of share of PEXA Ltd loss from prior year		86	0	86	0
		1,243	7,190	1,243	7,190
(b) Loss on equity accounted investments	6.2				
Share of PEXA Ltd loss		4,112	9,719	4,112	9,719
Share of earthmine Australia Pty Ltd loss		36	179	36	179
		4,148	9,898	4,148	9,898
(c) Loss on disposal of property, plant and equipment					
Proceeds from sale		0	30	0	30
Cost		1,002	1,752	1,002	1,752
Less: accumulated depreciation		(966)	(1,649)	(966)	(1,649)
Carrying amount		36	103	36	103
Net loss on disposal of property, plant and equipment		(36)	(73)	(36)	(73)

3.5 Gains and losses Cont.

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

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

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
(d) Other gains					
Asset revaluation surplus					
Net revaluation increments/(decrements)	5.1, 9.9				
- Building under finance lease		0	2,335	0	2,335
- Land reserves		8	(93)	8	(93)
		8	2,242	8	2,242
Gain on foreign exchange		17	0	17	0
Total other gains		25	2,242	25	2,242

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

4 Use of our funding

Expenses incurred in the delivery of services

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

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Employee benefits	4.1 (a)	67,421	69,705	65,209	69,419
Employee related provisions	4.1 (b)	13,021	15,183	12,966	15,183
Other expenditures	4.2	43,249	44,182	45,016	44,282

4.1(a) Employee benefits

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Salaries (i), (ii)	52,509	54,697	50,383	54,411
Termination benefits	9,701	9,402	9,701	9,402
Superannuation - defined contribution plans (iii)	5,211	5,606	5,125	5,606
Total employee benefits	67,421	69,705	65,209	69,419

(i) Includes recoup of costs of \$0.096m (2017: \$0.212m) from government-related entities.

(ii) This includes a superannuation contribution component. Employment on-costs such as workers compensation insurance and payroll tax are included at Note 4.2 'Other expenses'. The employment on-costs liability is included at Note 4.1(b) 'Employee related provisions'.

(iii) Defined contribution plans include West State Superannuation Scheme (WSS), Gold State Superannuation Scheme (GSS), Government Employees Superannuation Board Scheme (GESBs) and other eligible funds.

4.1(a) Employee benefits Cont.

Salaries

Employee expenses include all costs related to employment wages and salaries, fringe benefits tax and leave entitlements.

Termination benefits

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

Superannuation

The amount recognised in the profit or loss of the Consolidated Statement of Comprehensive Income comprises employer contributions paid to the GSS (concurrent contributions), the WSS, the GESBs, or other superannuation funds. The Landgate employer contributions paid to the Government Employees Superannuation Board (GESB) in respect of GSS is paid back into the Consolidated Account.

The Subsidiary makes superannuation contributions to relevant superannuation plans in accordance with staff contracts of employment to the maximum contribution level.

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

The Group does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. The Liabilities for the unfunded Pension Scheme and the unfunded GSS transfer benefits attributable to members who transferred from the Pension Scheme, are assumed by the Treasurer. All other GSS obligations are funded by concurrent contributions made by the Group to the GESB.

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

4.1(b) Employee related provisions

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

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Current				
Employee related provisions				
Annual leave ^(a)	3,964	4,269	3,909	4,269
Long service leave ^(b)	5,825	7,193	5,825	7,193
Deferred salary scheme ^(c)	36	15	36	15
	9,825	11,477	9,770	11,477
Other provisions				
Employment on-costs provisions ^(d)	567	655	567	655
Total current employee related provisions	10,392	12,132	10,337	12,132
Non-current				
Employee related provisions				
Long service leave ^(b)	2,484	2,886	2,484	2,886
Other provisions				
Employment on-costs provisions ^(d)	145	165	145	165
Total non-current employee related provisions	2,629	3,051	2,629	3,051
Total employee related provisions	13,021	15,183	12,966	15,183

4.1(b) Employee related provisions Cont.

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

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Within 12 months of the end of the reporting period	2,900	3,195	2,845	3,195
More than 12 months after the end of the reporting period	1,064	1,074	1,064	1,074
	3,964	4,269	3,909	4,269

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

(b) Long service leave liabilities: have been classified as current where there is no unconditional right to defer settlement for at least 12 months after the reporting period.

Pre-conditional and conditional long service leave provisions are classified as **non-current** liabilities because the Group has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service. Assessments indicate that actual liability settlement is expected to occur as follows:

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Within 12 months of the end of the reporting period	1,763	2,344	1,763	2,344
More than 12 months after the end of the reporting period	6,546	7,735	6,546	7,735
	8,309	10,079	8,309	10,079

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

(c) Deferred salary scheme liabilities: classified as current where there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. The provision for deferred leave relates to Group employees who have entered into an agreement to self-fund an additional 12 months leave in the fifth year of the agreement. This liability is measured on the same basis as annual leave. Deferred leave is reported as a current provision as employees can leave this scheme at their discretion at any time. Actual settlement of the liabilities is expected to occur as follows:

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Within 12 months of the end of the reporting period	36	15	36	15
More than 12 months after the end of the reporting period	0	0	0	0
	36	15	36	15

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

Employment on-costs, including workers' compensation insurance, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of Note 4.2 'Other expenditures' and are not included as part of the Group's Note 4.1(a) 'Employee benefits expense'. The related liability is included in Note 4.1(b) 'Employee related provisions'.

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Carrying amount at start of the reporting period	820	925	820	925
Additional provisions recognised	354	389	354	389
Reductions as employees take leave	(462)	(494)	(462)	(494)
Carrying amount at end of the reporting period	712	820	712	820

4.1(b) Employee related provisions Cont.

Key sources of estimation uncertainty - long service leave

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

Several estimations and assumptions are used in calculating the Group's long service leave provision. These include:

- Expected future salary rates;
- Discount rates;
- Employee retention rates; and
- Expected future payments.

Changes in these estimations and assumptions may affect the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

4.2 Other expenditures

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Supplies and services				
Services and contracts - Information Technology	21,160	19,824	23,296	21,063
Services and contracts - other (i)	7,668	9,022	8,528	8,662
Communications	681	807	706	807
Consultancy (including legal)	833	630	690	630
Travel	373	415	338	353
Consumables, other supplies and services	171	174	171	174
Total supplies and services expenses	30,886	30,872	33,729	31,689
(i) Includes payments to government-related entities of \$0.214m (2017: \$0.323m) for motor vehicle leasing costs.				
Accommodation expenses				
Utility and statutory charges	84	1,276	84	1,276
Other outgoings	241	1,085	238	1,085
Building maintenance and operation (i)	3,049	718	3,049	718
Lease rentals (i)	649	510	649	510
Contingent rent - building and land (i)	424	305	424	305
Minor works and alterations (i)	111	243	111	243
Total accommodation expenses	4,558	4,137	4,555	4,137
(i) Includes payments of \$3.740m (2017: \$1.433m) to a government-related entity.				
Other expenses				
Employment on-costs (including payroll tax and workers' compensation insurance)	3,269	3,366	3,166	3,366
Staff recruitment	904	2,073	788	1,841
Other staffing costs	890	756	646	756
Legal costs	318	419	45	0
Insurance	322	348	256	318
Compensation (Transfer of Land Act 1893 and Act of Grace payments)	33	241	33	241
Minor purchases	137	214	137	214
Grants and subsidies	139	208	139	208
Fringe benefits tax	213	208	106	208
Board and committee fees	211	198	161	198
Advertising	142	157	142	157
Hire charges (equipment, venues, etc.)	71	133	71	133
Bank charges	168	121	167	121
Customer support costs (training, travel, etc.)	371	114	371	114
Books, magazines, Acts, and subscriptions	83	105	83	105
Postage	121	100	121	88
Printing costs	24	98	24	98
Membership fees	68	89	68	89
Sponsorship	60	64	60	64
Repairs and maintenance	73	52	72	52
Hospitality	3	22	3	22
Other minor expenses	185	87	73	63
Total other expenses	7,805	9,173	6,732	8,456
Total other expenditures	43,249	44,182	45,016	44,282

4.2 Other expenditures Cont.

Supplies and services:

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

Accommodation expenses:

Operating lease payments are recognised on a straight line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. [AASB 117.33]

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

Other expenses:

Other operating expenses generally represent the day-to-day running costs incurred in normal operations. A significant component is employment on-costs. Employment on-costs includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at Note 4.1(b) 'Employee related provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

5 Key assets

Assets the Group utilises for economic benefit or service potential

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

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Property, plant and equipment	5.1	51,847	54,089	51,826	54,057
Intangible assets	5.2	46,552	44,550	46,552	44,550

5.1 Property, plant and equipment

Year ended 30 June 2017	Consolidated									Total (\$'000)
	Building (i) (\$'000)	Land (i) (\$'000)	Furniture (\$'000)	Plant (\$'000)	Work in Progress Plant (\$'000)	Equipment (\$'000)	Computer Equipment (\$'000)	Leasehold Improvements (\$'000)	Work in Progress Leasehold Improvements (\$'000)	
1 July 2016										
Gross carrying amount	34,400	12,225	116	1,569	0	2,791	10,013	14,879	819	76,812
Accumulated depreciation/amortisation	(1,218)		(90)	(393)		(1,809)	(7,985)	(10,241)		(21,736)
Carrying amount at start of period	33,182	12,225	26	1,176	0	982	2,028	4,638	819	55,076
Additions (ii)	0	0	0	0	0	20	292	956	190	1,458
Transfers (iii)	0	1	0	0	0	0	0	0	(819)	(818)
Disposals	0	0	0	0	0	(102)	(1)	0	0	(103)
Revaluation increments/(decrements)	2,335	(93)	0	0	0	0	0	0	0	2,242
Depreciation/amortisation	(1,218)		(8)	(78)		(150)	(894)	(1,240)		(3,588)
Impairment loss	0	0	0	0	0	0	(20)	0	0	(20)
Adjustments	1	0	0	0	0	0	(159)	0	0	(158)
Carrying amount at 30 June 2017	34,300	12,133	18	1,098	0	750	1,246	4,354	190	54,089
Gross carrying amount	34,300	12,133	116	1,569	0	2,306	8,114	15,835	190	74,563
Accumulated depreciation	0		(98)	(471)		(1,556)	(6,868)	(11,481)		(20,474)

(i) This includes the Midland building and land (both under finance leases). Land also includes reserves that were administered by the Department of Planning, Lands and Heritage (DPLH) but were transferred to Landgate from 1 July 2008.

(ii) In 2016/17, assets worth \$0.072m were transferred from Works in Progress Intangible Assets to Computer Equipment, Additions.

(iii) Transfers include land reserves transferred to, or from, the DPLH as they are the only agency with the power to sell Crown land. The transfer is accounted for as a distribution to, or from the owner.

Year ended 30 June 2018	Consolidated									Total (\$'000)
	Building (i) (\$'000)	Land (i) (\$'000)	Furniture (\$'000)	Plant (\$'000)	Work in Progress Plant (\$'000)	Equipment (\$'000)	Computer Equipment (\$'000)	Leasehold Improvements (\$'000)	Work in Progress Leasehold Improvements (\$'000)	
1 July 2017										
Gross carrying amount	34,300	12,133	116	1,569	0	2,306	8,114	15,835	190	74,563
Accumulated depreciation/amortisation	0		(98)	(471)		(1,556)	(6,868)	(11,481)		(20,474)
Carrying amount at start of period	34,300	12,133	18	1,098	0	750	1,246	4,354	190	54,089
Additions	0	0	81	0	18	185	643	190	282	1,399
Transfers	0	0	0	0	0	0	0	0	(190)	(190)
Disposals	0	0	0	0	0	(2)	(9)	0	0	(11)
Revaluation increments/(decrements)	0	8	0	0	0	0	0	0	0	8
Depreciation/amortisation	(1,307)		(8)	(78)		(154)	(674)	(1,227)		(3,448)
Impairment loss	0	0	0	0	0	0	0	0	0	0
Adjustments	0	0	0	0	0	0	0	0	0	0
Carrying amount at 30 June 2018	32,993	12,141	91	1,020	18	779	1,206	3,317	282	51,847
Gross carrying amount	34,300	12,141	197	1,569	18	2,398	7,909	16,025	282	74,839
Accumulated depreciation	(1,307)		(106)	(549)		(1,619)	(6,703)	(12,708)		(22,992)

(i) This includes the Midland building and land (both under finance leases). Land also includes reserves that were administered by the Department of Planning, Lands and Heritage but were transferred to Landgate from 1 July 2008.

5.1 Property, plant and equipment Cont.

Landgate										
	Building (i) (\$'000)	Land (i) (\$'000)	Furniture (\$'000)	Plant (\$'000)	Work in Progress Plant (\$'000)	Equipment (\$'000)	Computer Equipment (\$'000)	Leasehold Improvements (\$'000)	Work in Progress Leasehold Improvements (\$'000)	Total (\$'000)
Year ended 30 June 2017										
1 July 2016										
Gross carrying amount	34,400	12,225	116	1,569	0	2,791	10,013	14,879	819	76,812
Accumulated depreciation/amortisation	(1,218)		(90)	(393)		(1,809)	(7,985)	(10,241)		(21,736)
Carrying amount at start of period	33,182	12,225	26	1,176	0	982	2,028	4,638	819	55,076
Additions (ii)	0	0	0	0	0	20	259	956	190	1,425
Transfers (iii)	0	1	0	0	0	0	0	0	(819)	(818)
Disposals	0	0	0	0	0	(102)	(1)	0	0	(103)
Revaluation increments/ (decrements)	2,335	(93)	0	0	0	0	0	0	0	2,242
Depreciation/amortisation	(1,218)		(8)	(78)		(150)	(893)	(1,240)		(3,587)
Impairment loss	0	0	0	0	0	0	(20)	0	0	(20)
Adjustments	1	0	0	0	0	0	(159)	0	0	(158)
Carrying amount at 30 June 2017	34,300	12,133	18	1,098	0	750	1,214	4,354	190	54,057
Gross carrying amount	34,300	12,133	116	1,569	0	2,306	8,081	15,835	190	74,530
Accumulated depreciation	0		(98)	(471)		(1,556)	(6,867)	(11,481)		(20,473)

(i) This includes the Midland building and land (both under finance leases). Land also includes reserves that were administered by the Department of Planning, Lands and Heritage (DPLH) but were transferred to Landgate from 1 July 2008.

(ii) In 2016/17, assets worth \$0.072m were transferred from Works in Progress Intangible Assets to Computer Equipment, Additions.

(iii) Transfers include land reserves transferred to, or from, the DPLH as they are the only agency with the power to sell Crown land. The transfer is accounted for as a distribution to, or from the owner.

Landgate										
	Building (i) (\$'000)	Land (i) (\$'000)	Furniture (\$'000)	Plant (\$'000)	Work in Progress Plant (\$'000)	Equipment (\$'000)	Computer Equipment (\$'000)	Leasehold Improvements (\$'000)	Work in Progress Leasehold Improvements (\$'000)	Total (\$'000)
Year ended 30 June 2018										
1 July 2017										
Gross carrying amount	34,300	12,133	116	1,569	0	2,306	8,081	15,835	190	74,530
Accumulated depreciation/amortisation	0		(98)	(471)		(1,556)	(6,867)	(11,481)		(20,473)
Carrying amount at start of period	34,300	12,133	18	1,098	0	750	1,214	4,354	190	54,057
Additions	0	0	81	0	18	185	643	190	282	1,399
Transfers	0	0	0	0	0	0	0	0	(190)	(190)
Disposals	0	0	0	0	0	(2)	(9)	0	0	(11)
Revaluation increments/ (decrements)	0	8	0	0	0	0	0	0	0	8
Depreciation/amortisation	(1,307)		(8)	(78)		(154)	(663)	(1,227)		(3,437)
Impairment loss	0	0	0	0	0	0	0	0	0	0
Adjustments	0	0	0	0	0	0	0	0	0	0
Carrying amount at 30 June 2018	32,993	12,141	91	1,020	18	779	1,185	3,317	282	51,826
Gross carrying amount	34,300	12,141	197	1,569	18	2,398	7,876	16,025	282	74,806
Accumulated depreciation	(1,307)		(106)	(549)		(1,619)	(6,691)	(12,708)		(22,980)

(i) This includes the Midland building and land (both under finance leases). Land also includes reserves that were administered by the Department of Planning, Lands and Heritage but were transferred to Landgate from 1 July 2008.

5.1 Property, plant and equipment Cont.

Initial recognition

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

The initial cost for a non-financial physical asset under a finance lease is measured at amounts equal to their fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease.

Subsequent measurement

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

- land; and
- buildings.

Land is carried at fair value less accumulated impairment losses.

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

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

The Midland building and land are valued annually by the Valuer General (Valuations and Property Analytics, Landgate) and will be assessed by the Group each year. Where the Midland building valuation differs materially (more than 5%) from its carrying amount, the valuation of the Midland building will be brought to account. Otherwise Midland building and land is revalued at least every 5 years.

The land reserves are valued annually by the Valuer General (Valuations and Property Analytics, Landgate) and recognised annually to ensure that the carrying amount does not differ materially from the asset's fair value at the end of the reporting period.

The Midland building and land was revalued at 1 July 2017 by the Valuer General. The valuations were performed during the year ended 30 June 2018. As the valuations were not materially different to the carrying amounts the valuations have not been adopted.

In undertaking the revaluation, fair value was determined by reference to market values for land.

The land reserves were revalued as at 1 July 2017 by the Valuer General. The valuations were performed during the year and recognised at 30 June 2018. The fair values of the land reserves have been determined by reference to recent market transactions.

Derecognition

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

Revaluation model

1. Fair value where market-based evidence is available:

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

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

2. Fair value in the absence of market-based evidence:

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

Asset revaluation surplus

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

5.1 Property, plant and equipment Cont.

Depreciation, amortisation and impairment

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Depreciation				
Property, plant and equipment	914	1,130	903	1,129
Buildings	1,307	1,218	1,307	1,218
	2,221	2,348	2,210	2,347
Amortisation				
Leasehold Improvements	1,227	1,240	1,227	1,240
Total depreciation and amortisation for the period	3,448	3,588	3,437	3,587
Impairment				
Property, plant and equipment	0	20	0	20
Buildings	0	0	0	0
Leasehold Improvements	0	0	0	0
Total impairment for the period	0	20	0	20

Finite useful lives

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

Depreciation or amortisation is calculated using the straight line method, using rates that are reviewed annually. Estimated useful lives for each class of depreciable asset are:

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

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

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

Impairment

Property, plant and equipment are tested for indications of impairment at the end of each reporting period. Where there is an indication of impairment, the recoverable amount is estimated. If this recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

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

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

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

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

5.2 Intangible assets

	Consolidated		
	Intangible Assets (\$'000)	Work in Progress Intangible Assets (\$'000)	Total (\$'000)
Year ended 30 June 2017			
1 July 2016			
Gross carrying amount	115,035	12,076	127,111
Accumulated amortisation	(89,322)		(89,322)
Carrying amount at start of period	25,713	12,076	37,789
Additions (i)	16,945	16,982	33,927
Transfers (i)	0	(18,132)	(18,132)
Disposals	0	0	0
Revaluation increments/(decrements)	0	0	0
Amortisation	(8,936)		(8,936)
Impairment loss	0	(98)	(98)
Adjustments	0	0	0
Carrying amount at 30 June 2017	33,722	10,828	44,550
Gross carrying amount	131,979	10,828	142,807
Accumulated amortisation	(98,257)		(98,257)

(i) In 2016/17, intangible assets worth \$18.132m were transferred from Works in Progress to Intangible assets, Additions (\$16.945m), Computer Equipment, Additions (\$0.072m) and to the Department of Transport (\$1.115m - see Note 9.9 'Equity').

	Consolidated		
	Intangible Assets (\$'000)	Work in Progress Intangible Assets (\$'000)	Total (\$'000)
Year ended 30 June 2018			
1 July 2017			
Gross carrying amount	131,979	10,828	142,807
Accumulated amortisation	(98,257)		(98,257)
Carrying amount at start of period	33,722	10,828	44,550
Additions	12,640	12,498	25,138
Transfers	0	(12,610)	(12,610)
Disposals	(25)	0	(25)
Revaluation increments/(decrements)	0	0	0
Amortisation	(10,479)		(10,479)
Impairment loss	0	(22)	(22)
Adjustments	0	0	0
Carrying amount at 30 June 2018	35,858	10,694	46,552
Gross carrying amount	144,558	10,694	155,252
Accumulated amortisation	(108,700)		(108,700)

	Landgate		
	Intangible Assets (\$'000)	Work in Progress Intangible Assets (\$'000)	Total (\$'000)
Year ended 30 June 2017			
1 July 2016			
Gross carrying amount	115,035	12,076	127,111
Accumulated amortisation	(89,322)		(89,322)
Carrying amount at start of period	25,713	12,076	37,789
Additions (i)	16,945	16,982	33,927
Transfers (i)	0	(18,132)	(18,132)
Disposals	0	0	0
Revaluation increments/(decrements)	0	0	0
Amortisation	(8,936)		(8,936)
Impairment loss	0	(98)	(98)
Adjustments	0	0	0
Carrying amount at 30 June 2017	33,722	10,828	44,550
Gross carrying amount	131,979	10,828	142,807
Accumulated amortisation	(98,257)		(98,257)

(i) In 2016/17, intangible assets worth \$18.132m were transferred from Works in Progress to Intangible assets, Additions (\$16.945m), Computer Equipment, Additions (\$0.072m) and to the Department of Transport (\$1.115m - see Note 9.9 'Equity').

5.2 Intangible assets Cont.

Landgate			
	Intangible Assets (\$'000)	Work in Progress Intangible Assets (\$'000)	Total (\$'000)
Year ended 30 June 2018			
1 July 2017			
Gross carrying amount	131,979	10,828	142,807
Accumulated amortisation	(98,257)		(98,257)
Carrying amount at start of period	33,722	10,828	44,550
Additions	12,640	12,498	25,138
Transfers	0	(12,610)	(12,610)
Disposals	(25)	0	(25)
Revaluation increments/(decrements)	0	0	0
Amortisation	(10,479)		(10,479)
Impairment loss	0	(22)	(22)
Adjustments	0	0	0
Carrying amount at 30 June 2018	35,858	10,694	46,552
Gross carrying amount	144,558	10,694	155,252
Accumulated amortisation	(108,700)		(108,700)

Initial recognition

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

Intangible assets are initially recognised at cost. For assets acquired at no cost or for nominal cost, the cost is their fair value at the date of acquisition.

The value of intangible assets includes:

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

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

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

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

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

Subsequent measurement

The cost model is applied for subsequent measurement requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Research and development costs

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

See 'Impairment on intangible assets' for the outcome of impairment reviews and testing.

5.2 Intangible assets Cont.

Amortisation and impairment

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Amortisation				
Service delivery software	10,479	8,936	10,479	8,936
Total amortisation for the period	10,479	8,936	10,479	8,936
Impairment				
Service delivery software	0	0	0	0
Service delivery software under development	22	98	22	98
Total impairment for the period	22	98	22	98

Amortisation of finite life intangible assets is calculated on a straight line basis at rates that allocate the asset's value over its estimated useful life.

All Group intangible assets have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The expected useful lives for intangible assets are:

Service delivery software and related project costs 2 - 12 years

Impairment of intangible assets

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

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

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

The policy in connection with testing for impairment is outlined in Note 5.1.

6 Other assets and liabilities

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

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Receivables	6.1	13,760	25,760	14,128	25,228
Equity accounted investments	6.2	33,026	36,051	33,026	36,051
Subsidiary	6.3				
Other investments	6.4	97	0	97	0
Financial investments	6.5	62,731	52,849	62,731	52,849
Amounts receivable for services	6.6	29,124	28,403	29,124	28,403
Other assets	6.7	3,019	2,362	2,964	2,326
Taxation equivalent including Deferred Tax Asset	6.8				
Payables	6.9	(9,759)	(7,568)	(6,215)	(3,345)
Other liabilities	6.10	(3,948)	(4,667)	(3,814)	(4,667)

6.1 Receivables

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Current				
Trade debtors (i)	9,441	20,394	9,204	20,531
Accrued revenue (ii)	2,361	3,189	2,361	2,371
Goods and services tax	557	707	1,162	856
	12,359	24,290	12,727	23,758
Less: Allowance for impairment of receivables	26	16	26	16
Total current	12,333	24,274	12,701	23,742
Non-current				
Accrued revenue (ii)	1,427	1,486	1,427	1,486
Total non-current	1,427	1,486	1,427	1,486
Total receivables	13,760	25,760	14,128	25,228

(i) Amounts owed by government-related entities of \$0.680m (2017: \$0.764m)

(ii) Amounts owed by government-related entities of \$2.303m (2017: \$3.811m)

Receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days. The Group does not hold any collateral or other credit enhancements as security for receivables.

The Accrued Revenue receivable relates primarily to work carried out by the Valuer General (Valuations and Property Analytics, Landgate) in valuing all Western Australian properties over a 3-year cycle (the 'triennium'). No allowance for impairment is made for accrued revenue as the amounts are owed by government customers.

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Movement of the allowance for impairment of receivables					
Reconciliation of changes in the allowance for impairment of receivables:					
Balance at start of period		16	84	16	84
Doubtful debts expense recognised in comprehensive income		14	0	14	0
Reduction in allowance (recognised as revenue)		0	(63)	0	(63)
Amounts written off during the year	9.8	(4)	(5)	(4)	(5)
Balance at end of period		26	16	26	16

See Note 8.1 'Financial Risk Management'.

The collectability of receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off against the allowance account.

The allowance for uncollectible amounts (doubtful debts) is raised when there is objective evidence that the Group will not be able to collect the debts.

6.2 Equity accounted investments

Under the equity method the investment is recorded initially at cost, including the value of any goodwill on acquisition. In subsequent periods, the carrying amount of the investment is adjusted to reflect the Group's share of its post-acquisition profit or loss and other comprehensive income. Dividends received from the investee reduce the carrying amount of the investment.

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

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

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
(a) Interest in associate	33,026	35,895	33,026	35,895
(b) Interest in joint ventures	0	156	0	156
	33,026	36,051	33,026	36,051

6.2 Equity accounted investments Cont.

(a) Interest in associate

Associates are entities over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the entity but is not control or joint control.

The investment in the associate is accounted for in the consolidated financial statements using the equity method of accounting.

If the Group holds 20 percent or more of the voting power of an entity, it is presumed to have significant influence, unless it can clearly demonstrate that this is not the case. Significant influence can also arise if the Group holds less than 20 percent of the voting power but it can demonstrate that it has the power to participate in the financial and policy decisions of the associate.

Investments in the associate are tested for any indication of impairment at the end of the reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the investment is considered impaired and is written down to the recoverable amount with an impairment loss being recognised.

Name	Principal Place of Business	Nature of Interest	Ownership Interest (%) 2018	Ownership Interest (%) 2017
Property Exchange Australia Ltd	Melbourne	Associate	11.83	12.15

The objective of Property Exchange Australia Ltd (PEXA Ltd) is to create and operate an efficient, competitive system to settle real property transactions, lodge instruments with Land Registries, and pay associated duty and tax obligations electronically.

Landgate accounts for this investment as an Associate using the equity method of accounting because it has significant influence over PEXA Ltd.

Judgements made by management in applying accounting policies - investment in associate

The Group holds less than 20% of the equity interest in Property Exchange Australia Ltd (PEXA Ltd) at 30 June 2018. Under the amended Shareholder Deed, the Group exercised its right to appoint a director to the board. Management has determined that this, in combination with a 11.83% equity interest, has led to significant influence over PEXA Ltd. Accordingly, the Group's interest in PEXA Ltd is disclosed as an associate in accordance with AASB 128 *Investments in Associates and Joint Ventures*.

Summary financial information of the associate

The summarised financial information below is 100% of the amounts from the associate's financial statements prepared in accordance with Australian Accounting Standards under Group accounting policies. Notes to the table reconcile the carrying amount of the associate and Landgate's share of the associate's net assets.

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Current assets	77,719	129,064	77,719	129,064
Non-current assets	69,584	46,840	69,584	46,840
Current liabilities	(24,540)	(41,569)	(24,540)	(41,569)
Non-current liabilities	(406)	(495)	(406)	(495)
Net assets	122,357	133,840	122,357	133,840
Group share of net assets	14,478	16,262	14,478	16,262
Goodwill (i)	18,548	19,633	18,548	19,633
Carrying amount of interest in associate	33,026	35,895	33,026	35,895
Revenue	66,828	13,624	66,828	13,624
Expenses	(101,584)	(93,618)	(101,584)	(93,618)
Total profit/(loss) and other comprehensive income	(34,756)	(79,994)	(34,756)	(79,994)
Group share of profit/(loss) and other comprehensive income	(4,112)	(9,719)	(4,112)	(9,719)
Dividends received by the Group	0	0	0	0

(i) In 2014/15, Landgate recognised goodwill, which is included in the carrying amount of the investment. Goodwill is the difference between the carrying amount of the PEXA investment on Landgate's Statement of Financial Position, and Landgate's portion of the net fair value of PEXA's identifiable assets and liabilities, calculated when PEXA became an associate.

6.2 Equity accounted investments Cont.

The table below reconciles the carrying value of PEXA Ltd as reported in the Group's financial statements and the Group's share of net assets in PEXA Ltd:

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Investment held at start of period	35,895	38,424	35,895	38,424
Gain on dilution following share issue (i)	1,157	7,190	1,157	7,190
Adjustment to share of loss from prior year (ii)	86	0	86	0
Share of operating profit/(loss) of PEXA Ltd	(4,112)	(9,719)	(4,112)	(9,719)
Dividends received from equity accounted investment	0	0	0	0
Investment held at end of period	33,026	35,895	33,026	35,895

(i) PEXA Ltd issued \$17.7m worth of shares in August 2017. The Group did not participate in the share issue, which resulted in its shareholding being diluted from 12.15% to 11.83%. The share dilution resulted in a gain of \$1.157m.

PEXA Ltd issued \$97.899m worth of shares in June 2017. The Group did not participate in the share issue, which resulted in its shareholding being diluted from 14.31% to 12.15%. The share dilution resulted in a gain of \$7.190m.

(ii) In 2016/17, Landgate recognised its share of the PEXA Ltd loss in its financial statements being \$9.719m. In 2017/18, Landgate amended its share of the loss downwards by \$0.086m to \$9.633m following receipt of PEXA Ltd's audited financial statements. This was recognised in Note 3.5(a) 'Gain on equity accounted investments'.

(b) Interest in joint ventures

A joint venture is a joint arrangement in which the parties with joint control have rights to the net assets of the arrangement. The Group accounts for joint ventures using the equity method.

Investments in joint ventures are tested for any indication of impairment at the end of the reporting period. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the investment is considered impaired and is written down to the recoverable amount with an impairment loss being recognised.

Name	Principal Place of Business	Nature of Interest	Ownership Interest (%) 2018	Ownership Interest (%) 2017
earthmine Australia Pty Ltd	Perth	Joint Venture	0	45

The objective of earthmine Australia Pty Ltd (earthmine) is to provide high-resolution 3D street level imagery within Australia and New Zealand. The Group had a 45% interest in earthmine, with Geomatic Technologies and earthmine Incorporated owning interests of 45% and 10% respectively.

The directors of earthmine were Anthony Mark Judd, Paul Andrew White, Jodi Louise Cant, and Andrew Margetts.

earthmine wound-up in the current reporting period.

Summary financial information of the Joint Venture

The summarised financial information below is 100% of the amounts from the joint venture's financial statements prepared in accordance with Australian Accounting Standards under Group accounting policies. A further table reconciles Landgate's carrying amount of the joint venture and Landgate's share of the joint venture's net assets.

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Current assets	0	461	0	461
Non-current assets	0	0	0	0
Current liabilities	0	(117)	0	(117)
Non-current liabilities	0	0	0	0
Net assets	0	344	0	344
Group share of net assets	0	156	0	156
Carrying amount of interest in joint venture	0	156	0	156
Revenue	4	90	4	90
Expenses	(83)	(491)	(83)	(491)
Total profit/(loss) and other comprehensive income	(79)	(401)	(79)	(401)
Group share of profit/(loss) and other comprehensive income	(36)	(179)	(36)	(179)
Dividends received by the Group	0	0	0	0

6.2 Equity accounted investments Cont.

The table below reconciles the carrying value of earthmine Australia Pty Ltd as reported in the Group's financial statements and the Group's share of net assets in earthmine Australia Pty Ltd.

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Investment held at start of period	156	335	156	335
Share of operating profit/(loss) of earthmine Australia Pty Ltd	(36)	(179)	(36)	(179)
Return of Capital - distribution received after discontinuing operations	(120)	0	(120)	0
Investment held at end of period	0	156	0	156

The Group also holds interest in two other joint ventures however these are not reported in the financial statements as they are immaterial.

Name of Joint Venture	Principal Place of Business	Principal Activity	Ownership Interest (%) 2018	Ownership Interest (%) 2017
Western Australian Satellite Technology and Applications Consortium – X Band Facility (i)	Perth	The joint venture's purpose includes acquiring and processing data for weather forecasting, monitoring environmental conditions, and technical research.	42.9	42.9
Western Australian Satellite Technology and Applications Consortium – L Band Facility (i)	Perth	The joint venture's purpose includes facilitating the reception of earth observation data and maintaining an archive of remotely sensed data received from various satellites.	25	25

(i) Each Facility is managed by a Board in accordance with the Agreement that set up the Facility. In 2017, the Group paid annual contributions towards operations and maintenance of \$20,000 for X Band and of \$10,000 for L Band. No annual contributions were made in 2018 as work has commenced to wind up both X Band and L Band effective 31 December 2018.

6.3 Subsidiary

Name	Principal Place of Business	Nature of Interest	Ownership Interest (%) 2018	Ownership Interest (%) 2017
Advara Ltd	Perth	Subsidiary	Landgate 77.78 Adecco 22.22	Landgate 77.78 Adecco 22.22

Landgate incorporated its subsidiary, Advara Ltd (Advara), on 23 December 2015 in Western Australia as a public company limited by shares. Landgate initially owned 100% of the shares in Advara. During 2016/17, Advara issued 2 million \$1 ordinary shares to Adecco Holdings Pty Ltd (a non-controlling interest) for \$2m, which reduced Landgate's share to 77.78%. Landgate retains effective control over Advara because of its majority shareholding.

Advara's Board of Directors is comprised of four directors. At 30 June 2018, the directors were:

Director	Role
Stephen Porges	Independent Chairperson
Paul Andrew White	Landgate (and the State of Western Australia)
Michael Gerard Doyle	Adecco Holdings Pty Ltd
Michael Wayne Bradford	Chief Executive (Advara Ltd)

Advara operates in Australia and was established to:

- enable Landgate and other land registries to provide land registry services; and
- provide Landgate with a broad range of information technology and other services to enable Landgate to achieve its objectives.

Advara is providing services to Australian Registry Investments Pty Ltd, enabling it to operate the New South Wales land title registration system, land and property information services, under the direction of the NSW Registrar General.

The policy in connection with the preparation of consolidated financial statements is outlined in Note 1 'Basis of consolidation - subsidiaries'.

6.3 Subsidiary Cont.

Summary financial information of the subsidiary

The summarised financial information is 100% of the amounts from the subsidiary's financial statements prepared in accordance with Australian Accounting Standards under Group accounting policies.

	Advara Ltd	
	2018 (\$'000)	2017 (\$'000)
	Note	
Current assets	11,448	7,635
Non-current assets	21	32
Current liabilities	(7,526)	(5,093)
Non-current liabilities	0	0
Net assets	3,943	2,574
Net assets attributable to:		
Equity holder of Landgate	3,067	2,001
Non-controlling interest	9.10 876	573
	3,943	2,574
Revenue	38,638	23,151
Expenses	(37,270)	(22,569)
Total profit/(loss) and other comprehensive income	1,368	582
Comprehensive income attributable to:		
Equity holder of Landgate	1,064	453
Non-controlling interest	304	129
	1,368	582
Net cash flow of the subsidiary	2,193	6,444
Dividends paid to non-controlling interests	0	0

6.4 Other investments

Name of Financial Instrument	Principal Place of Business	Principal Activity	Ownership Interest (%) 2018	Ownership Interest (%) 2017
PSMA Australia Limited	Australia	Building national data sets and licensing use of the data from those sets.	11	11

The Group has a financial instrument of one ordinary share in PSMA Australia Limited (PSMA), an unlisted public company limited by shares, incorporated under the *Corporations Act 2001*. PSMA has 9 shareholders: the Commonwealth of Australia and each Australian State and Territory Government, each of whom holds one fully paid \$1 share. The Group represents the Government of Western Australia on the Board of PSMA. As the Group owns only one-ninth of the issued capital it does not have control or significant influence over the financial and operating policy decisions of PSMA.

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

This investment is measured at cost, as PSMA is an unlisted company with no active market within which these shares can be traded, the fair value of the investment cannot be reliably measured.

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
The Group received distributions (royalties) over the last two financial years of:				
Received in 2016/17 in respect of the 2015/16 financial year (i)		0		0
Received in 2017/18 in respect of the 2016/17 financial year	97		97	
	97	0	97	0

(i) PSMA Australia Limited did not pay a royalty in respect of the 2015/16 financial year.

This revenue is reported in the Consolidated Statement of Comprehensive Income under Note 3.3 'Sale of land information, data and imagery'.

6.5 Financial investments

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Held-to-maturity financial assets are:				
<u>Current</u>				
Term deposits	31,657	26,708	31,657	26,708
Bonds	7,085	0	7,085	0
Floating rate notes	3,900	0	3,900	0
	42,642	26,708	42,642	26,708
<u>Non-current</u>				
Bonds	5,091	7,245	5,091	7,245
Floating rate notes	14,998	18,896	14,998	18,896
	20,089	26,141	20,089	26,141
Total financial investments	62,731	52,849	62,731	52,849

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

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

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

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

The Group assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired.

6.6 Amounts receivable for services

	Note	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Current	3.2	830	4,666	830	4,666
Non-current		28,294	23,737	28,294	23,737
Total amounts receivable for services		29,124	28,403	29,124	28,403

Amounts receivable for services represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

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

6.7 Other assets

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Prepayments				
Information and technology services	2,384	1,924	2,329	1,924
Other	81	61	81	25
	2,465	1,985	2,410	1,949
Accrued interest				
Interest on financial investments	469	307	469	307
Interest on operating bank account	85	70	85	70
	554	377	554	377
Total other assets	3,019	2,362	2,964	2,326

Other non-financial assets include prepayments and accrued interest.

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

6.8 Taxation equivalent

The Group pays company income tax as follows:

Landgate operates within the National Tax Equivalent Regime (NTER) whereby an amount equivalent to company income tax, calculated as if Landgate were a private sector business, is paid to the Western Australian Department of Treasury. The calculation of the income tax liability is governed by NTER guidelines and directions approved by the State Government.

The subsidiary is subject to company income tax as a private-sector company, paying its tax to the Australian Taxation Office.

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

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

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Major components of income tax expense as at 30 June 2018 and 30 June 2017 are:				
(a) Income tax expense				
Current income tax				
Current income tax charge	4,365	7,546	3,700	7,299
Adjustments in respect of current income tax of previous year	80	(471)	80	(471)
Deferred income tax				
Relating to origination and reversal of temporary differences	248	564	248	565
Benefit from previously unrecognised tax loss used to reduce deferred tax expense	(14)	471	(14)	471
Total income tax expense	4,679	8,110	4,014	7,864
(b) Numerical reconciliation of income tax expense to prima facie tax payable				
Reconciliations of income tax expense/(benefit) applicable to accounting profit before income tax equivalents (at the statutory income tax rate) to income tax expense at the effective income tax rate for the periods ended 30 June 2018 and 30 June 2017 are as follows:				
Profit/(loss) before income tax equivalents	13,810	26,007	11,772	25,180
Tax at the statutory income tax rate of 30%	4,141	7,736	3,531	7,488
Non-deductible expenses	454	376	399	376
Temporary differences not recognised	18	(2)	18	0
Adjustments in respect of previous current income tax	80	(471)	80	(471)
Adjustments in respect of previous deferred income tax	(14)	471	(14)	471
Temporary investment allowance	0	0	0	0
Income tax expense/(benefit)	4,679	8,110	4,014	7,864

6.8 Taxation equivalent Cont.

(c) Deferred income tax

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

	Consolidated					
	ASSETS		LIABILITIES		NET	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Receivables	(8)	(5)	26	21	18	16
Financial investments	(75)	(40)	1	1	(74)	(39)
Equity accounted investments	(1,754)	(901)	0	0	(1,754)	(901)
Subsidiary set up costs	(115)	(145)	0	0	(115)	(145)
Property, plant and equipment	(2,056)	(2,197)	2,981	2,668	925	471
Payables	(16)	(23)	0	0	(16)	(23)
Provisions	(4,578)	(5,150)	888	831	(3,690)	(4,319)
Tax (assets) liabilities	(8,602)	(8,461)	3,896	3,521	(4,706)	(4,940)
Tax set off	3,896	3,521	(3,896)	(3,521)	0	0
Net tax (assets) liabilities	(4,706)	(4,940)	0	0	(4,706)	(4,940)

	Consolidated						
	Balance 30 June 2016 (\$'000)	Recognised in income (\$'000)	Recognised in equity (\$'000)	Balance 30 June 2017 (\$'000)	Recognised in income (\$'000)	Recognised in equity (\$'000)	Balance 30 June 2018 (\$'000)
Movement In temporary difference during the year							
Receivables	(4)	20	0	16	2	0	18
Financial investments	(10)	(29)	0	(39)	(35)	0	(74)
Equity accounted investments	(88)	(813)	0	(901)	(853)	0	(1,754)
Subsidiary set up costs	(174)	29	0	(145)	30	0	(115)
Property, plant and equipment	(784)	1,255	0	471	454	0	925
Payables	(20)	(3)	0	(23)	7	0	(16)
Provisions	(4,895)	576	0	(4,319)	629	0	(3,690)
Tax (assets) liabilities	(5,975)	1,035	0	(4,940)	234	0	(4,706)

There are no unrecognised deferred tax assets.

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

	Landgate					
	ASSETS		LIABILITIES		NET	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Receivables	(8)	(5)	26	21	18	16
Financial investments	(75)	(40)	1	1	(74)	(39)
Equity accounted investments	(1,754)	(901)	0	0	(1,754)	(901)
Subsidiary set up costs	(115)	(145)	0	0	(115)	(145)
Property, plant and equipment	(2,056)	(2,197)	2,981	2,668	925	471
Payables	(16)	(23)	0	0	(16)	(23)
Provisions	(4,578)	(5,150)	888	831	(3,690)	(4,319)
Tax (assets) liabilities	(8,602)	(8,461)	3,896	3,521	(4,706)	(4,940)
Tax set off	3,896	3,521	(3,896)	(3,521)	0	0
Net tax (assets) liabilities	(4,706)	(4,940)	0	0	(4,706)	(4,940)

	Landgate						
	Balance 30 June 2016 (\$'000)	Recognised in income (\$'000)	Recognised in equity (\$'000)	Balance 30 June 2017 (\$'000)	Recognised in income (\$'000)	Recognised in equity (\$'000)	Balance 30 June 2018 (\$'000)
Movement In temporary difference during the year							
Receivables	(4)	20	0	16	2	0	18
Financial investments	(10)	(29)	0	(39)	(35)	0	(74)
Equity accounted investments	(88)	(813)	0	(901)	(853)	0	(1,754)
Subsidiary set up costs	(174)	29	0	(145)	30	0	(115)
Property, plant and equipment	(784)	1,255	0	471	454	0	925
Payables	(20)	(3)	0	(23)	7	0	(16)
Provisions	(4,895)	576	0	(4,319)	629	0	(3,690)
Tax (assets) liabilities	(5,975)	1,035	0	(4,940)	234	0	(4,706)

There are no unrecognised deferred tax assets.

6.8 Taxation equivalent Cont.

Deferred tax assets and liabilities are recognised for temporary differences at the tax rate expected to apply when the assets are recovered or liabilities settled, based on those tax rates which are enacted or substantively enacted. The relevant tax rates are applied to the cumulative amounts of deductible and taxable temporary differences to measure the deferred tax asset or liability. An exception is made for certain temporary differences arising from the initial recognition of an asset or liability. No deferred tax asset or liability is recognised in relation to these temporary differences if they arose in a transaction, other than a business combination, that at the time of the transaction did not affect either accounting profit or taxable profit or loss.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to use those temporary differences and losses.

Current and deferred income tax equivalents are recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current and deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities, and when the tax balances relate to the same taxation authority.

6.9 Payables

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Accrued expenses (i)	7,922	6,137	3,093	2,558
Trade payables	1,654	1,217	2,939	573
Accrued salaries	183	214	183	214
Total payables	9,759	7,568	6,215	3,345

(i) Includes balances relating to government-related entities of \$1.843m (2017: \$1.761m).

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

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

6.10 Other liabilities

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Current				
Unearned project revenue (i)	2,149	2,870	2,149	2,870
Electronic Advice of Sale - fees payable to other parties (ii)	859	996	859	996
Payroll tax	311	380	224	380
Service revenue received in advance	303	217	303	217
Other liabilities	326	204	279	204
Total current	3,948	4,667	3,814	4,667
Non-current				
Other liabilities	0	0	0	0
Total non-current	0	0	0	0
Total other liabilities	3,948	4,667	3,814	4,667

(i) Includes balances of \$0.132m (2017: \$0.203m) from government-related entities.

(ii) During the 2018 year, government-related entities were paid \$2.938m (2017: \$2.941m) through this account. At 30 June 2018, \$0.160m (2017: \$0.180m) was owed to a government-related entity.

7 Financing

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

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Finance leases	7.1	12,051	15,864	12,051	15,864
Finance costs	7.2	1,264	1,567	1,264	1,567
Cash and cash equivalents	7.3	18,644	17,017	10,007	10,573
Commitments	7.4	52,579	47,192	73,382	85,908

7.1 Finance leases

Notes	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Finance lease commitments	4.2			
Minimum lease payment commitments in relation to finance leases are payable as follows:				
Within 1 year	5,076	5,076	5,076	5,076
Later than 1 year and not later than 5 years	8,672	13,749	8,672	13,749
Later than 5 years	0	0	0	0
Minimum finance lease payments	13,748	18,825	13,748	18,825
Less: future finance charges (interest)	(1,697)	(2,961)	(1,697)	(2,961)
Present value of finance lease liabilities	12,051	15,864	12,051	15,864
The present value of finance leases payable is as follows:				
Within 1 year	4,771	4,771	4,771	4,771
Later than 1 year and not later than 5 years	7,280	11,093	7,280	11,093
Later than 5 years	0	0	0	0
Present value of finance lease liabilities	12,051	15,864	12,051	15,864
Financial lease liabilities are included in the financial statements as:				
Current				
Building	3,970	3,654	3,970	3,654
Land	172	159	172	159
Total current	4,142	3,813	4,142	3,813
Non-current				
Building	7,579	11,549	7,579	11,549
Land	330	502	330	502
Total non-current	7,909	12,051	7,909	12,051
Balance at end of period	12,051	15,864	12,051	15,864

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

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

The lease contains an escalation clause under which the minimum lease payments are increased by the movement in the Consumer Price Index (CPI) every six months. Any excess of lease payments above the minimum lease payments set at lease inception on 15 September 1993 is deemed contingent rent and is expensed each year.

In September 2013, the lease payments (minimum lease payments plus contingent rent) were reset to an equivalent market rent. Any excess of the lease payments above the minimum lease payments set at the lease inception will continue to be accounted for as contingent rent. The new lease payments will then increase by the movement in the CPI every 6 months until the lease expires.

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

Finance lease rights and obligations are initially recognised, at the start of the lease term, as assets and liabilities equal in amount to the fair value of the leased item or, if lower, the present value of the minimum lease payments, determined at the inception of the lease.

The leased assets are disclosed as land and building under finance lease in Note 5.1 'Property, plant and equipment'. The building asset is depreciated over the period during which the Group is expected to benefit from its use.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability, according to the interest rate implicit in the lease.

7.2 Finance costs

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Finance lease charges		1,211	1,502	1,211	1,502
		53	65	53	65
Finance costs expensed		1,264	1,567	1,264	1,567

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

7.3 Cash and cash equivalents

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
7.3.1 Reconciliation of cash					
Cash and cash equivalents	8.1				
Operating bank account		18,166	16,749	9,529	10,305
Cash on hand		18	18	18	18
Total cash and cash equivalents		18,184	16,767	9,547	10,323
Restricted cash and cash equivalents	8.1				
Current					
Rental bond (i)		7	7	7	7
Non-current					
Accrued salaries suspense (ii)		453	243	453	243
Total restricted cash and cash equivalents		460	250	460	250
Balance at end of period		18,644	17,017	10,007	10,573

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

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

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

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
7.3.2 Reconciliation of profit/(loss) after income tax equivalents and income tax to net cash flows provided by/(used in) operating activities					
Profit/(loss) after income tax and income tax equivalents		9,131	17,897	7,758	17,316
Grants and subsidies from State Government (non-operating activity)		(32,116)	(32,123)	(32,116)	(31,793)
Non-cash items:					
Income					
Gain on equity accounted investments	3.5	(1,243)	(7,190)	(1,243)	(7,190)
Gain on foreign exchange	3.5	(17)	0	(17)	0
Amounts written off during the year	6.1	(4)	(5)	(4)	(5)
Reduction in allowance (recognised as revenue)	6.1	0	(63)	0	(63)
Expenses					
Depreciation and amortisation expense	5.1, 5.2	13,927	12,524	13,916	12,523
Income tax expense	6.8	4,679	8,110	4,014	7,864
Loss on equity accounted investments	3.5	4,148	9,898	4,148	9,898
Services received free of charge	3.2	476	532	476	202
Impairment loss	5.2	22	118	22	118
Amortisation of premium (discount) on bonds and floating rate notes	3.4	114	98	114	98
Loss on disposal of property, plant and equipment	3.5	36	73	36	73
(Increase)/decrease in assets:					
Receivables (i)		10,896	(6,669)	12,455	(5,926)
Prepayments		(481)	(142)	(461)	(106)
Accrued interest		(177)	116	(177)	116
Increase/(decrease) in liabilities:					
Accounts payable (i)		3,975	4,393	2,133	379
Provisions		(2,217)	(2,028)	(2,217)	(2,028)
Revenue received in advance		(952)	(1,187)	(952)	(1,187)
Other liabilities		(78)	(168)	(132)	(168)
Net GST receipts/(payments) (ii)		(495)	71	(322)	(343)
Change in GST in receivables/payables (iii)		0	44	0	44
Net cash provided by/(used in) operating activities		9,624	4,299	7,431	(178)

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

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

(iii) This reverses out the GST in receivables and payables.

7.4 Commitments

7.4.1 Non-cancellable operating lease commitments

Commitments relating to non-cancellable operating leases, contracted for at the end of the reporting period date but not recognised as liabilities, include leases for office accommodation, office equipment, and motor vehicles, and are payable as follows:

Within 1 year
Later than 1 year and not later than 5 years
Later than 5 years

7.4.2 Capital expenditure commitments

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

Within 1 year
Later than 1 year and not later than 5 years
Later than 5 years

7.4.3 Other expenditure commitments

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

Within 1 year (i)
Later than 1 year and not later than 5 years (i)
Later than 5 years

Total commitments

(i) Landgate has IT commitments to Advava. In the consolidated view, Landgate's commitments are replaced by Advava's commitments to its suppliers. Advava has significantly less contract commitments to its suppliers than Landgate has to Advava.

The commitments above are GST inclusive.

Judgements made by management in applying accounting policies - Operating lease commitments

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

8 Risks and contingencies

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

	Notes
Financial risk management	8.1
Contingent assets	8.2.1
Contingent liabilities	8.2.2
Fair value measurements	8.3

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
7.4.1 Non-cancellable operating lease commitments				
Within 1 year	617	601	617	601
Later than 1 year and not later than 5 years	1,827	1,816	1,827	1,816
Later than 5 years	2,099	2,377	2,099	2,377
Total	4,543	4,794	4,543	4,794
7.4.2 Capital expenditure commitments				
Within 1 year	0	49	0	49
Later than 1 year and not later than 5 years	0	0	0	0
Later than 5 years	0	0	0	0
Total	0	49	0	49
7.4.3 Other expenditure commitments				
Within 1 year (i)	19,906	17,141	25,005	23,896
Later than 1 year and not later than 5 years (i)	28,130	25,208	43,834	57,169
Later than 5 years	0	0	0	0
Total	48,036	42,349	68,839	81,065
Total commitments	52,579	47,192	73,382	85,908

8.1 Financial risk management

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

(a) Summary of risks and risk management

Credit risk

Credit risk arises when there is the chance that trade debtors, who make up the Group's receivables, may default on their contractual obligations resulting in financial loss to the Group. The maximum exposure to credit risk at the end of the reporting period for each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment, as shown in the table at Note 8.1(c) 'Ageing analysis of financial assets' and Note 6.1 'Receivables'.

The Group has policies in place to ensure that sales of products and services on credit are only made to customers with appropriate credit history. In addition, receivable balances are regularly monitored with the result that the Group's exposure to bad debts is minimal. There are no significant concentrations of credit risk. Overdue customer accounts are regularly reviewed and credit may be suspended until the account is brought up to date. When it is economic to do so, the Group refers large unpaid debts to debt collection agents for further action, including legal proceedings. Allowance for impairment of financial assets is calculated based on objective evidence such as observable data indicating changes in client credit ratings. For financial assets that are either past due or impaired, see Note 8.1(c) 'Ageing analysis of financial assets'.

Liquidity risk

Liquidity risk arises when the Group is unable to meet its financial obligations as they fall due. The Group is exposed to liquidity risk through its trading in the normal course of business. The Group has appropriate procedures to manage cash flows, including drawdowns of appropriations, and by monitoring forecast cash flows to ensure that sufficient funds are available when required to meet its commitments.

Market risk

Market risk arises when changes in market prices, such as foreign exchange rates and interest rates, will effect the Group's income or the value of its holdings of financial instruments.

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

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

Fair values

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

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
(b) Categories of financial instruments				
The carrying amounts of each of the categories of financial assets and financial liabilities at the end of the reporting period are:				
Financial assets				
Cash and cash equivalents	18,184	16,767	9,547	10,323
Restricted cash and cash equivalents	460	250	460	250
Financial investments	62,731	52,849	62,731	52,849
Amounts receivable for services	29,124	28,403	29,124	28,403
Receivables (i)	13,203	25,053	12,966	24,372
Total financial assets	123,702	123,322	114,828	116,197
Financial liabilities				
Payables	9,759	7,568	6,215	3,345
Finance lease liabilities				
- Building	11,549	15,203	11,549	15,203
- Land	502	661	502	661
Other current liabilities	3,948	4,667	3,814	4,667
Total financial liabilities	25,758	28,099	22,080	23,876

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

8.1 Financial risk management Cont.

(c) Ageing analysis of financial assets

The following table discloses the Group's maximum exposure to credit risk and the ageing analysis of financial assets. The Group's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below.

The table shows the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management.

The Group holds collateral (bank guarantees and cash deposits) from some customers to mitigate the risk of these customers being unable to pay their accounts when due. The total value of this collateral is \$2.142m (2017: \$2.141m).

	Carrying amount (\$'000)	Not past due and not impaired (\$'000)	Consolidated Past due but not impaired					Impaired financial assets (\$'000)
			Up to 1 month (\$'000)	1 – 3 months (\$'000)	3 months to 1 year (\$'000)	1 – 5 years (\$'000)	More than 5 years (\$'000)	
2018 Financial assets								
Cash and cash equivalents	18,184	18,184						
Restricted cash and cash equivalents	460	460						
Financial investments	62,731	62,731						
Receivables (i)	13,203	12,506	309	324	34	30	0	0
Amounts receivable for services	29,124	29,124						
	123,702	123,005	309	324	34	30	0	0
2017 Financial assets								
Cash and cash equivalents	16,767	16,767						
Restricted cash and cash equivalents	250	250						
Financial investments	52,849	52,849						
Receivables (i)	25,053	24,633	179	110	112	19	0	0
Amounts receivable for services	28,403	28,403						
	123,322	122,902	179	110	112	19	0	0

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

The following table discloses Landgate's maximum exposure to credit risk and the ageing analysis of financial assets. Landgate's maximum exposure to credit risk at the end of the reporting period is the carrying amount of financial assets as shown below.

The table shows the ageing of financial assets that are past due but not impaired and impaired financial assets. The table is based on information provided to senior management.

Landgate holds collateral (bank guarantees and cash deposits) from some customers to mitigate the risk of these customers being unable to pay their accounts when due. The total value of this collateral is \$2.142m (2017: \$2.141m).

	Carrying amount (\$'000)	Not past due and not impaired (\$'000)	Landgate Past due but not impaired					Impaired financial assets (\$'000)
			Up to 1 month (\$'000)	1 – 3 months (\$'000)	3 months to 1 year (\$'000)	1 – 5 years (\$'000)	More than 5 years (\$'000)	
2018 Financial assets								
Cash and cash equivalents	9,547	9,547						
Restricted cash and cash equivalents	460	460						
Financial investments	62,731	62,731						
Receivables (i)	12,966	12,269	309	324	34	30	0	0
Amounts receivable for services	29,124	29,124						
	114,828	114,131	309	324	34	30	0	0
2017 Financial assets								
Cash and cash equivalents	10,323	10,323						
Restricted cash and cash equivalents	250	250						
Financial investments	52,849	52,849						
Receivables (i)	24,372	23,952	179	110	112	19	0	0
Amounts receivable for services	28,403	28,403						
	116,197	115,777	179	110	112	19	0	0

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

8.1 Financial risk management Cont.

(d) Liquidity risk and interest rate exposure

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

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

	Weighted average effective interest rate %	Consolidated interest rate exposure			Nominal amount (\$'000)	Consolidated Maturity dates					
		Fixed interest rate (\$'000)	Interest rate exposure			Up to 1 month (\$'000)	1 – 3 months (\$'000)	3 months to 1 year (\$'000)	More than 5 years (\$'000)		
			Variable interest rate (\$'000)	Non-interest bearing (\$'000)							
2018 Financial assets											
Cash and cash equivalents	1.80	0	18,166	18	18,184	0	0	0	0	0	0
Restricted cash and cash equivalents	1.80	0	460	0	460	0	0	0	0	0	453
Financial investments	2.87	43,833	18,898	0	64,950	0	7,121	36,582	21,247	0	0
Receivables (i)		0	0	13,203	13,203	0	0	0	1,427	0	0
Amounts receivable for services		0	29,124	29,124	29,124	138	623	28,294	0	0	0
		43,833	37,524	42,345	125,921	30,036	7,259	37,205	50,968	453	0
Financial liabilities											
Payables		0	0	9,759	9,759	0	0	0	0	0	0
Finance lease liability	8.46	11,549	0	0	13,175	405	811	3,648	8,311	0	0
- Building											
- Land	8.46	502	0	0	573	18	35	159	361	0	0
Other liabilities		0	0	3,948	3,948	0	0	0	0	0	0
		12,051	0	13,707	27,455	14,130	846	3,807	8,672	0	0

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

	Weighted average effective interest rate %	Consolidated interest rate exposure			Nominal amount (\$'000)	Consolidated Maturity dates					
		Fixed interest rate (\$'000)	Interest rate exposure			Up to 1 month (\$'000)	1 – 3 months (\$'000)	3 months to 1 year (\$'000)	More than 5 years (\$'000)		
			Variable interest rate (\$'000)	Non-interest bearing (\$'000)							
2017 Financial assets											
Cash and cash equivalents	1.84	0	16,749	18	16,767	0	0	0	0	0	0
Restricted cash and cash equivalents	1.84	0	250	0	250	7	0	0	0	0	243
Financial investments	2.9	33,953	18,896	0	55,499	0	7,043	20,396	28,060	0	0
Receivables (i)		0	0	25,053	25,053	0	0	0	1,486	0	0
Amounts receivable for services		0	28,403	28,403	28,403	389	778	3,500	23,736	0	0
		33,953	35,895	53,474	125,972	40,730	7,821	23,896	53,282	243	0
Financial liabilities											
Payables		0	0	7,568	7,568	0	0	0	0	0	0
Finance lease liability	8.46	15,203	0	0	18,041	405	811	3,649	13,176	0	0
- Building											
- Land	8.46	661	0	0	784	18	35	158	573	0	0
Other liabilities		0	0	4,667	4,667	0	0	0	0	0	0
		15,864	0	12,235	31,060	12,658	846	3,807	13,749	0	0

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

8.1 Financial risk management Cont.

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

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

	Weighted average effective interest rate %	Landgate interest rate exposure			Nominal amount (\$'000)	Landgate Maturity dates					
		Fixed interest rate (\$'000)	Interest rate exposure			Up to 1 month (\$'000)	1 – 3 months (\$'000)	3 months to 1 year (\$'000)	More than 5 years (\$'000)		
			Variable interest rate (\$'000)	Non-interest bearing (\$'000)							
2018 Financial assets											
Cash and cash equivalents	1.97	0	9,529	18	9,547	0	0	0	0	0	0
Restricted cash and cash equivalents	1.97	0	460	0	460	7	0	0	0	0	453
Financial investments	2.87	43,833	18,898	0	64,950	0	7,121	36,582	21,247	0	0
Receivables (i)		0	0	12,966	12,966	0	0	0	1,427	0	0
Amounts receivable for services		0	29,124	29,124	29,124	69	138	623	28,294	0	0
		43,833	28,887	42,108	117,047	21,162	7,259	37,205	50,968	453	0
Financial liabilities											
Payables		0	0	6,215	6,215	0	0	0	0	0	0
Finance lease liability	8.46	11,549	0	0	13,175	405	811	3,648	8,311	0	0
- Building											
- Land	8.46	502	0	0	573	18	35	159	361	0	0
Other liabilities		0	0	3,814	3,814	0	0	0	0	0	0
		12,051	0	10,029	23,777	10,452	846	3,807	8,672	0	0

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

	Weighted average effective interest rate %	Landgate interest rate exposure			Nominal amount (\$'000)	Landgate Maturity dates					
		Fixed interest rate (\$'000)	Interest rate exposure			Up to 1 month (\$'000)	1 – 3 months (\$'000)	3 months to 1 year (\$'000)	More than 5 years (\$'000)		
			Variable interest rate (\$'000)	Non-interest bearing (\$'000)							
2017 Financial assets											
Cash and cash equivalents	2.05	0	10,305	18	10,323	0	0	0	0	0	0
Restricted cash and cash equivalents	2.05	0	250	0	250	7	0	0	0	0	243
Financial investments	2.90	33,953	18,896	0	55,499	0	7,043	20,396	28,060	0	0
Receivables (i)		0	0	24,372	24,372	0	0	0	1,486	0	0
Amounts receivable for services		0	28,403	28,403	28,403	389	778	3,500	23,736	0	0
		33,953	29,451	52,793	118,847	33,605	7,821	23,896	53,282	243	0
Financial liabilities											
Payables		0	0	3,345	3,345	0	0	0	0	0	0
Finance lease liability	8.46	15,203	0	0	18,041	405	811	3,649	13,176	0	0
- Building											
- Land	8.46	661	0	0	784	18	35	158	573	0	0
Other liabilities		0	0	4,667	4,667	0	0	0	0	0	0
		15,864	0	8,012	26,837	8,435	846	3,807	13,749	0	0

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

8.1 Financial risk management Cont.

(e) Interest rate sensitivity analysis

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

Consolidated					
2018	Carrying amount (\$'000)	-0.5% After tax		+0.5% After tax	
		Profit (\$'000)	Equity (\$'000)	Profit (\$'000)	Equity (\$'000)
<i>Financial Assets</i>					
Cash and cash equivalents	18,166	(64)	(64)	64	64
Restricted cash and cash equivalents	460	(2)	(2)	2	2
Financial investments	18,898	(66)	(66)	66	66
Total increase/(decrease)	37,524	(132)	(132)	132	132

Consolidated					
2017	Carrying amount (\$'000)	-0.5% After tax		+0.5% After tax	
		Profit (\$'000)	Equity (\$'000)	Profit (\$'000)	Equity (\$'000)
<i>Financial Assets</i>					
Cash and cash equivalents	16,749	(59)	(59)	59	59
Restricted cash and cash equivalents	250	(1)	(1)	1	1
Financial investments	18,896	(66)	(66)	66	66
Total increase/(decrease)	35,895	(126)	(126)	126	126

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

Landgate					
2018	Carrying amount (\$'000)	-0.5% After tax		+0.5% After tax	
		Profit (\$'000)	Equity (\$'000)	Profit (\$'000)	Equity (\$'000)
<i>Financial Assets</i>					
Cash and cash equivalents	9,529	(33)	(33)	33	33
Restricted cash and cash equivalents	460	(2)	(2)	2	2
Financial investments	18,898	(66)	(66)	66	66
Total increase/(decrease)	28,887	(101)	(101)	101	101

Landgate					
2017	Carrying amount (\$'000)	-0.5% After tax		+0.5% After tax	
		Profit (\$'000)	Equity (\$'000)	Profit (\$'000)	Equity (\$'000)
<i>Financial Assets</i>					
Cash and cash equivalents	10,305	(36)	(36)	36	36
Restricted cash and cash equivalents	250	(1)	(1)	1	1
Financial investments	18,896	(66)	(66)	66	66
Total increase/(decrease)	29,451	(103)	(103)	103	103

(f) Fair value hierarchy

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

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

8.1 Financial risk management Cont.

The following tables show the financial assets measured at fair value:

2018	Consolidated				Fair Value (\$'000)
	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Total (\$'000)	
Term deposits	0	31,657	0	31,657	31,983
Bonds	12,176	0	0	12,176	12,348
Floating rate notes	18,898	0	0	18,898	19,121
Total	31,074	31,657	0	62,731	63,452

2017	Consolidated				Fair Value (\$'000)
	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Total (\$'000)	
Term deposits	0	26,708	0	26,708	26,975
Bonds	7,245	0	0	7,245	7,412
Floating rate notes	18,896	0	0	18,896	19,151
Total	26,141	26,708	0	52,849	53,538

2018	Landgate				Fair Value (\$'000)
	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Total (\$'000)	
Term deposits	0	31,657	0	31,657	31,983
Bonds	12,176	0	0	12,176	12,348
Floating rate notes	18,898	0	0	18,898	19,121
Total	31,074	31,657	0	62,731	63,452

2017	Landgate				Fair Value (\$'000)
	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Total (\$'000)	
Term deposits	0	26,708	0	26,708	26,975
Bonds	7,245	0	0	7,245	7,412
Floating rate notes	18,896	0	0	18,896	19,151
Total	26,141	26,708	0	52,849	53,538

8.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position but are disclosed and, if quantifiable, are measured at nominal value.

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

8.2.1 Contingent assets

In addition to the assets reported in the financial statements, the Group has one contingent asset in relation to a counterclaim against a party who committed fraud. Landgate paid compensation to the affected party and has sought recompense from the perpetrator of the fraud. The amount claimed was \$1.625m but it is unlikely that any of this money will be recovered.

No contingent assets exist for the Group's Subsidiary or Joint Ventures.

8.2.2 Contingent liabilities

In addition to the liabilities reported in the financial statements, the Group has pending or potential litigation arising from the administration of the Western Australian Land Titles Register that may effect its financial position to the value of \$1.571m.

No contingent liabilities exist for the Group's Subsidiary or Joint Ventures.

8.3 Fair value measurements

Land reserves measured at fair value:

Consolidated				
2018	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Fair Value (\$'000)
Opening balance at 1 July 2017	0	217	3,416	3,633
Reserves transferred to the Group	0	0	0	0
Transfers from Level 2 to Level 3	0	0	0	0
Revaluation increments/(decrements) recognised in Other Comprehensive Income	0	6	2	8
Closing Balance at 30 June 2018	0	223	3,418	3,641

Consolidated				
2017	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Fair Value (\$'000)
Opening balance at 1 July 2016	0	242	3,483	3,725
Reserves transferred to the Group	0	0	1	1
Transfers from Level 2 to Level 3	0	(10)	10	0
Revaluation increments/(decrements) recognised in Other Comprehensive Income	0	(15)	(78)	(93)
Closing Balance at 30 June 2017	0	217	3,416	3,633

Landgate				
2018	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Fair Value (\$'000)
Opening balance at 1 July 2017	0	217	3,416	3,633
Reserves transferred to Landgate	0	0	0	0
Transfers from Level 2 to Level 3	0	0	0	0
Revaluation increments/(decrements) recognised in Other Comprehensive Income	0	6	2	8
Closing Balance at 30 June 2018	0	223	3,418	3,641

Landgate				
2017	Level 1 (\$'000)	Level 2 (\$'000)	Level 3 (\$'000)	Fair Value (\$'000)
Opening balance at 1 July 2016	0	242	3,483	3,725
Reserves transferred to Landgate	0	0	1	1
Transfers from Level 2 to Level 3	0	(10)	10	0
Revaluation increments/(decrements) recognised in Other Comprehensive Income	0	(15)	(78)	(93)
Closing Balance at 30 June 2017	0	217	3,416	3,633

8.3 Fair value measurements Cont.

Valuation process

There were no changes in valuation techniques during the period.

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

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

Level 2

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

Level 3

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

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

Location of Land Reserves	Fair Value 2018 (\$'000)	Fair Value 2017 (\$'000)
Perth and Surrounds	2,988	2,988
Rest of State	430	428
	3,418	3,416

Reconciliation of the opening and closing balances is provided in Note 5.1 'Property, plant and equipment'.

9 Other disclosures

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

	Notes
Intellectual property	9.1
Events occurring after the end of the reporting period	9.2
Future impact of Australian Accounting Standards not yet operative	9.3
Key management personnel	9.4
Related party transactions	9.5
Affiliated bodies	9.6
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Equity attributable to non-controlling interest	9.10
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9.1 Intellectual property

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

- 1) *Aerial Photography*
Images and mosaics of Western Australia collected from 1948.
- 2) *Spatial Cadastral Database*
Includes information about land parcel boundaries (including freehold and Crown lots), lodged cadastral boundaries, control marks, easements, surveyed mining tenements, and administrative boundaries.
- 3) *Geodetic Survey Marks Database*
Information and metadata about the State's geodetic survey marks including three dimensional coordinates that provide the common geographic reference framework for the State's spatial datasets.
- 4) *GEONOMA Database*
Place, feature and road name information for Western Australia, including position, origin, meaning and classification of names.
- 5) *Authority's Branding and Ownership*
Various registered trademarks, business names, internet domain names, and unregistered trademark rights.
- 6) *Mapping Products*
Copyright, design, artwork, and know-how related to mapping products and publications (digital and analogue, including internet design).
- 7) *Application and Web Services*
Copyright in the software code for various application and web services and the associated documents and process maps used for their specification and description (including for such key applications as SmartPlan and SmartRegister).
- 8) *Tenure*
 - Tenure systems - systems containing descriptions of how land is held, e.g. freehold or reserve.
 - Title and document images and hardcopy - digital and historical hard copies of titles, surveys, and documents that are held in a central location.
- 9) *Topographic Database/Geodatabase*
Repository of all geographic land information stored in terms of relief, cultural, transport, road centreline, hydrography, coastlines, and points of interest.
- 10) *Satellite Imagery*
Digital datasets of satellite value-added images maintained in a catalogue archive.
- 11) *Native Title Database*
Spatial data depicting external boundaries of Native Title Applications and Indigenous Land Use Agreements (ILUAs).
- 12) *Thematic Databases*
Data fundamentally used in the preparation of thematic mapping products.
- 13) *Land and Property Improvements Database*
A repository that contains a description of the physical characteristics of land and improvements to land.
- 14) *Land Valuations Database*
A database of current and previous values determined by the Valuer General.
- 15) *Property Sales and Rentals Database*
A repository of historical sales and rental information integrated with land and property descriptions.
- 16) *Computer Assisted Valuation Methodology*
A suite of integrated software that assists with the mass appraisal of values.
- 17) *Work Management System Database*
A suite of software that provides the recording and allocation of human resources across services.
- 18) *Property/Valuation GIS*
Integrated spatial and textual data displayed via a customised suite of software.
- 19) *Customer Information*
A collection of lists and databases that make up Landgate's information, location data, commercial activity, and interactions.
- 20) *TRIM Database*
A register of Landgate's hard copy records, and storage of digital copies of surveys and related documents.
- 21) *Property Street Address Database*
A database of current property street address details and geocodes of all property in Western Australia.
- 22) *Soil Grade Classification Sketches*
Analogue soil classification sketches for agricultural land throughout Western Australia used for rating valuations.
- 23) *Algorithms and Techniques*
Confidential customised and novel algorithms and techniques for work processes, assessments, and analysis to generate, depict, and manipulate land and auxiliary information, digital geographic information, valuation and property information (including such tools and methodology to automate the thematic presentation of data).

9.1 Intellectual property Cont.

- 24) *Innovation Forum Database*
The Innovation Forum database of material (text and drawings) around opportunities or issues related to the location information domain, and associated markets.
- 25) *Licences*
Copyright in the compilation and design or a suite of licences to disseminate the Group's products and services, including the license framework and 'Find a License' decision tree.
- 26) *Publications*
Copyright in the imagery, design, and compilation of the Group's key documentation, including its reports, policies, frameworks, guidelines, manuals, and application forms.
- 27) *Marketing material and collateral*
Includes the copyright in marketing created photography, imagery, newsletters, videos, presentations, and website (including all code, design and content).
- 28) *Training*
Copyright in developed modules and training presentations.
- 29) *State Capture and Advice Register (SCAR)*
An application to manage the Capture WA program.
- 30) *Shared Land Information Platform (SLIP)*
Software, applications (DUET and WFS Translator), custom scripts, data dictionaries, and custodian instruction manuals.
- 31) *Patent Application for a System and Method for Multi-Tenanted Land Tenure Registration*
Software, system design, and methodologies for a cloud based multi-tenanted land registration platform.
- 32) *Location Information Product Suite*
Copyright, design, artwork, and know-how related to the creation and dissemination of products or services that combine a number of Group and non-Group databases and location information together (including such products as the Property Interest Report).

9.2 Events occurring after the end of the reporting period

Non-adjusting events occurring after the end of the reporting period

The State has decided to commercialise Landgate's automated land titling functions. Under the new arrangement, existing privacy and security protections for property owners regarding land titles will be unchanged. Price of the services will be capped at CPI or CPI plus one percent.

Options for Landgate's shareholding in its subsidiary, Advara, are being investigated to develop an optimal strategy for the State Government.

The impact on Landgate's forward financials cannot be estimated at this point in time.

Landgate will continue as a statutory authority providing property valuation; location information; manual land titling functions and contractual and statutory oversight of the commercial operator.

9.3 Future impact of Australian Accounting Standards not yet operative

The Group cannot early adopt an Australian Accounting Standard unless specifically permitted by Treasurer's Instruction 1101 *Application of Australian Accounting Standards and Other Pronouncements* or by an exemption from TI 1101. Where applicable, the Group plans to apply these Australian Accounting Standards from their application date.

		Operative for reporting periods beginning on or after
AASB 9	<i>Financial Instruments</i> This Standard supersedes AASB 139 <i>Financial Instruments: Recognition and Measurement</i> , introducing a number of changes to accounting treatments. The mandatory application date of this Standard is currently 1 January 2018 after being amended by AASB 2012-6, AASB 2013-9 and AASB 2014-1 <i>Amendments to Australian Accounting Standards</i> . The Group has not yet determined the application or potential effect of the Standard.	1 Jan 2018
AASB 15	<i>Revenue from Contracts with Customers</i> This Standard establishes the principles that the Group shall apply to report useful information to users of financial statements about the nature, amount, timing, and uncertainty of revenue and cash flows arising from a contract with a customer. The mandatory application date of this Standard is currently 1 January 2019 after being amended by AASB 2016-7. The Group's appropriation will be measured under AASB 1058 <i>Income of Not-for-Profit Entities</i> and will be unaffected by this change. However, the Group has not yet determined the application or the potential effect of the Standard on its other revenue.	1 Jan 2019

9.3 Future impact of Australian Accounting Standards not yet operative Cont.

AASB	Description	Effective Date
AASB 16	Leases This Standard introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. The Group has not yet determined the application or the potential effect of the Standard. Whilst the impact of AASB 16 has not yet been quantified, the entity currently has commitments for \$4.543m worth of non-cancellable operating leases which will mostly be brought onto the Statement of Financial Position. Interest and amortisation expense will increase and rental expense will decrease.	1 Jan 2019
AASB 1058	Income of Not-for-Profit Entities This Standard clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, more closely reflecting the economic reality of NFP entity transactions that are not contracts with customers. Timing of income recognition is dependent on whether such a transaction gives rise to a liability, a performance obligation (a promise to transfer a good or service), or an obligation to acquire an asset. The Group has not yet determined the application or the potential effect of the Standard.	1 Jan 2019
AASB 1059	Service Concession Arrangements: Grantors This Standard addresses the accounting for a service concession arrangement (a type public private partnership) by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. Timing and measurement for the recognition of a specific asset class occurs on commencement of the arrangement and the accounting for associated liabilities is determined by whether the grantee is paid by the grantor or users of the public service provided. The Group has not identified any public private partnerships within the scope of the Standard.	1 Jan 2019
AASB 2010-7	Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 and 1038 and Interpretations 2, 5, 10, 12, 19 and 127] This Standard makes consequential amendments to other Australian Accounting Standards and Interpretations as a result of issuing AASB 9 in December 2010. The mandatory application date of this Standard has been amended by AASB 2012-6 and AASB 2014-1 to 1 January 2018. The Group has not yet determined the application or potential effect of the Standard.	1 Jan 2018
AASB 2014-1	Amendments to Australian Accounting Standards Part E of this Standard makes amendments to AASB 9 and consequential amendments to other Standards. It has not yet been assessed by the Group to determine the application or potential effect of the Standard.	1 Jan 2018
AASB 2014-5	Amendments to Australian Accounting Standards arising from AASB 15 This Standard gives effect to consequential amendments to Australian Accounting Standards (including Interpretations) arising from issuing AASB 15. The mandatory application date of this Standard has been amended by AASB 2015-8 to 1 January 2018. The Group has not yet determined the application or potential effect of the Standard.	1 Jan 2018
AASB 2014-7	Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) This Standard gives effect to the consequential amendments to Australian Accounting Standards (including Interpretations) arising from issuing AASB 9 (December 2014). The Group has not yet determined the application or potential effect of the Standard.	1 Jan 2018
AASB 2015-8	Amendments to Australian Accounting Standards – Effective Date of AASB 15 This Standard amends the mandatory effective date (application date) of AASB 15 <i>Revenue from Contracts with Customers</i> to 1 January 2018 instead of 1 January 2017. For not-for-profit entities, the mandatory effective date has subsequently been amended to 1 January 2019 by AASB 2016-7. The Group has not yet determined the application or the potential effect of AASB 15.	1 Jan 2018
AASB 2016-3	Amendments to Australian Accounting Standards – Clarifications to AASB 15 This Standard clarifies identifying performance obligations, principal versus agent considerations, timing of recognising revenue from granting a licence, and provides further transitional provisions to AASB 15. The Group has not yet determined the application or the potential effect of this Standard.	1 Jan 2018
AASB 2016-7	Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities This Standard defers, for not-for-profit entities, the mandatory application date of AASB 15 to 1 January 2019, and the consequential amendments that were originally set out in AASB 2014-5. There is no financial impact arising from this Standard.	1 Jan 2018
AASB 2016-8	Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities This Standard inserts Australian requirements and authoritative implementation guidance for not-for-profit entities into AASB 9 and AASB 15. This guidance assists not-for-profit entities in applying those Standards to particular transactions and other events. There is no financial impact from this Standard.	1 Jan 2019
AASB 2017-5	Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections This Standard defers the mandatory effective date (application date) of amendments to AASB 10 and AASB 128 that were originally made in AASB 2014-10 <i>Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i> so that the amendments are required to be applied for annual reporting periods beginning on or after 1 January 2022 instead of 1 January 2018. There is no financial impact arising from this Standard.	1 Jan 2022

9.4 Key Management Personnel

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

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

(a) For the accountable authority

Compensation Band (\$)	Landgate	
	2018	2017
320,001 - 330,000	0	1 (ii)
300,001 - 310,000	1 (i)	0
250,001 - 260,000	0	1 (ii)
50,001 - 60,000	1	1
40,001 - 50,000	0	1
30,001 - 40,000	2	4
10,001 - 20,000	3	0
0 - 10,000	2	0
	9	8

(i) Includes the acting Chief Executive who is both a member of the accountable authority and a member of executive management.

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

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

Compensation Band (\$)	Landgate	
	2018	2017
410,001 - 420,000	0	1
220,001 - 230,000	1	2
210,001 - 220,000	0	1
200,001 - 210,000	2	0
190,001 - 200,000	1	0
140,001 - 150,000	1	0
130,001 - 140,000	0	1
120,001 - 130,000	0	1
90,001 - 100,000	1	1
80,001 - 90,000	0	1
50,001 - 60,000	0	1
30,001 - 40,000	0	1
0 - 10,000	1	1
	7	11 (i)

(i) During 2016/17, Landgate executive management were involved in special projects, which required senior managers to act in executive management positions.

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

Compensation	Landgate	
	2018 (\$'000)	2017 (\$'000)
Short-term employee benefits	1,220	1,782
Post-employment benefits	122	176
Other long-term benefits	128	160
Termination benefits	71	205
Total compensation of senior officers	1,541	2,323

The total compensation includes superannuation expense incurred by Landgate in respect of senior officers.

No Key Management Personnel are members of the Pension Scheme.

9.7 Remuneration of auditor

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Auditing the accounts, financial statements, controls, and key performance indicators	198	175	178	166

9.8 Supplementary financial information

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
(a) Write-offs by the Accountable Authority				
Bad debts	4	5	4	5
Public property	0	6	0	6
	4	11	4	11
(b) Losses through theft, defaults and other causes				
Losses of public moneys and public and other property by theft or default	0	0	0	0
Amounts recovered	0	0	0	0
	0	0	0	0
(c) Gifts of public property by the Group	1	4	1	4

9.9 Equity

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

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Contributed equity					
Balance at start of period		91,935	91,488	90,379	91,488
Other contributions by owner					
Royalties for Regions Fund - Regional Infrastructure and Headwork Fund (i)		0	5	0	5
Land reserves transferred from the Department of Planning, Lands and Heritage to Landgate	5.1	0	1	0	1
Distributions to owner					
Software asset transferred to Department of Transport (ii)		0	(1,115)	0	(1,115)
Capital attributable to Subsidiary					
Landgate share of equity contributed by Non-Controlling Interest		0	1,556	0	0
Balance at end of period		91,935	91,935	90,379	90,379
(i) The amounts received represent funding towards the Location Information Strategy.					
(ii) Transfer of Marine Coastal Vulnerability software to Department of Transport.					
Reserves – asset revaluation surplus	3.5 (d)				
Balance at start of period		18,918	16,676	18,918	16,676
Net revaluation increments/(decrements)		0	2,335	0	2,335
- Building under finance lease		8		8	
- Land reserves			(93)		(93)
Balance at end of period		18,926	18,918	18,926	18,918
Retained earnings					
Balance at start of period		108,972	92,513	108,527	92,520
Profit/(Loss) for period		8,827	17,768	7,758	17,316
Distributions to owner – dividends (i)		(6,060)	(1,309)	(6,060)	(1,309)
Balance at end of period		111,739	108,972	110,225	108,527
Total equity attributable to equity holder of Landgate		222,600	219,825	219,530	217,824

(i) Dividends payable by the Group to the State are provided for in the reporting period in which the dividends recommended by the Landgate Board of Management are accepted by the Minister for Lands, with the concurrence of the Treasurer of Western Australia.

Dividends receivable are recognised when the Group's right to receive the payment is established, which is generally when the relevant board of directors recommends, and the shareholders approve, the dividend.

9.10 Equity attributable to non-controlling interest

	Notes	Consolidated		Landgate	
		2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
The movement in the equity attributable to the non-controlling interest in Advara Ltd is:					
Opening Equity for non-controlling interest		573	0		
Profit attributable to non-controlling interest		304	129		
Movement in equity attributable to non-controlling interest		0	444		
Balance at end of period in equity attributable to non-controlling interest	6.3	877	573		

9.11 Services provided free of charge

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

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
(a) More than \$10,000 per general government-related entity				
Department of Finance (Office of State Revenue)	11,606	11,540	11,606	11,540
Department of Mines, Industry Regulation and Safety (i)	4,778	0	4,778	0
Department of Planning, Lands and Heritage (i)	4,452	0	4,452	0
Department of Water and Environmental Regulations (i)	746	0	746	0
Department of Fire and Emergency Services	622	965	622	965
Western Australia Police Service	415	533	415	533
Department of Treasury	392	400	392	400
Main Roads Western Australia	333	618	333	618
Department of Justice (i)	319	0	319	0
Department of Education (i)	280	0	280	0
Department of Biodiversity, Conservation and Attractions (i)	269	0	269	0
Department of Transport	209	138	209	138
Department of Health	155	318	155	318
Office of the Director of Public Prosecutions	64	54	64	54
Department of Primary Industries and Regional Development (i)	27	0	27	0
Western Australian Electoral Commission	17	16	17	16
Department of Jobs, Tourism, Science and Innovation (i)	15	0	15	0
Department of the Premier and Cabinet	12	31	12	31
Department of Communities (i)	10	0	10	0
Department of Lands (ii)	0	4,240	0	4,240
Department of Aboriginal Affairs (ii)	0	802	0	802
Department of Mines and Petroleum (ii)	0	723	0	723
Department of Water (ii)	0	683	0	683
Department of Planning (ii)	0	545	0	545
Tourism Western Australia (ii)	0	499	0	499
Department of Agriculture and Food (ii)	0	281	0	281
Department of Parks and Wildlife (ii)	0	260	0	260
Department of Education (ii)	0	202	0	202
Department of the Attorney General (ii)	0	81	0	81
Department of Education Services (ii)	0	46	0	46
Department for Child Protection and Family Support (ii)	0	16	0	16
Department of Local Government and Communities (ii)	0	12	0	12
	24,721	23,003	24,721	23,003
(i) On 1 July 2017 these new departments were created as part of the machinery of government changes (MOG). As a result there are no comparative figures for the 2016/17 period.				
(ii) As part of MOG, these departments were amalgamated into new departments. As a result figures listed are only for the 2016/17 period.				
(b) More than \$10,000 per non-general government-related entity				
Horizon Power	484	963	484	963
Water Corporation	601	704	601	704
Western Power	928	652	928	652
Public Transport Authority	125	36	125	36
Metropolitan Cemeteries Board	0	29	0	29
Fremantle Ports	0	12	0	12
	2,138	2,396	2,138	2,396
(c) Less than \$10,000 per State Government agency	10	20	10	20
(d) Non-State government agencies	1,953	2,755	1,953	2,755
Total services provided free of charge	28,822	28,174	28,822	28,174

9.12 Special purpose accounts

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
Payroll deductions				
Special Purpose Accounts can be created under section 16(1)(c) of the <i>Financial Management Act 2006</i> . This account holds income tax instalments deducted from employee salaries pending payment to the Australian Taxation Office.				
Balance at start of period	0	0	0	0
Receipts	14,094	14,274	14,094	14,274
Payments	(14,094)	(14,274)	(14,094)	(14,274)
Balance at end of period	0	0	0	0

9.13 Indian Ocean Territories

	Consolidated		Landgate	
	2018 (\$'000)	2017 (\$'000)	2018 (\$'000)	2017 (\$'000)
The Group provides services to the Indian Ocean Territories and recovers the cost from the Commonwealth government. Transactions for the reporting period were:				
Balance at start of period	130	132	130	132
Receipts	250	18	250	18
Payments	(156)	(20)	(156)	(20)
Balance at end of period	224	130	224	130

9.14 Explanatory Statement

All variances between estimates (original budget) and actual results for 2018, and between the actual results for 2018 and 2017 are shown below. Narratives are provided for selected major variances, which are generally greater than:

- 5% and \$2.758m for the Statements of Comprehensive Income and Cash Flows; and
- 5% and \$5.180m for the Statement of Financial Position.

(a) Statement of Comprehensive Income Variances

	Variance note	Landgate				
		Estimate 2018 (\$'000)	Actual 2018 (\$'000)	Actual 2017 (\$'000)	Variance between Estimate and Actual 2018 (\$'000)	Variance between Actual 2017 and Actual 2018 (\$'000)
INCOME						
Revenue						
Provision of services	1,A	111,927	97,155	111,391	(14,772)	(14,236)
Sale of land information, data and imagery	2	11,470	8,080	9,943	(3,390)	(1,863)
Interest revenue		1,788	1,861	1,670	73	191
Other revenue		1,049	911	1,073	(138)	(162)
Gains						
Gain on equity accounted investments	B	0	1,243	7,190	1,243	(5,947)
Other gains		0	17	0	17	17
TOTAL INCOME		126,234	109,267	131,267	(16,967)	(22,000)
EXPENSES						
Employee benefits	3,C	70,174	65,209	69,419	(4,965)	(4,210)
Supplies and services	4	38,818	33,729	31,689	(5,089)	2,040
Other expenses		9,350	6,732	8,456	(2,618)	(1,724)
Depreciation and amortisation		14,578	13,916	12,523	(662)	1,393
Finance costs		1,264	1,264	1,567	0	(303)
Accommodation		5,175	4,555	4,137	(620)	418
Loss on impairment		0	22	118	22	(96)
Loss on equity accounted investments	D	5,358	4,148	9,898	(1,210)	(5,750)
Loss on disposal of property, plant and equipment		0	36	73	36	(37)
TOTAL EXPENSES		144,717	129,611	137,880	(15,106)	(8,269)
Profit/(loss) before grants and subsidies from State Government		(18,483)	(20,344)	(6,613)	(1,861)	(13,731)
GRANTS AND SUBSIDIES FROM STATE GOVERNMENT						
Service appropriation		31,773	31,640	31,591	(133)	49
Services received free of charge		420	476	202	56	274
TOTAL GRANTS AND SUBSIDIES FROM STATE GOVERNMENT		32,193	32,116	31,793	(77)	323
Profit/(loss) before income tax equivalent		13,710	11,772	25,180	(1,938)	(13,408)
Income tax equivalent (expense)/benefit	E	(4,113)	(4,014)	(7,864)	99	3,850
PROFIT/(LOSS) FOR THE PERIOD	F	9,597	7,758	17,316	(1,839)	(9,558)
OTHER COMPREHENSIVE INCOME						
Items not reclassified subsequently to profit or loss						
Changes in asset revaluation surplus		0	8	2,242	8	(2,234)
TOTAL OTHER COMPREHENSIVE INCOME		0	8	2,242	8	(2,234)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		9,597	7,766	19,558	(1,831)	(11,792)

9.14 Explanatory Statement Cont.

Major Estimate and Actual (2018) Variance Narratives

- Provision of services was lower than the estimate by \$14.8 million mainly as a result of the continuing subdued property market with actual document registration revenue down by \$10.6 million and activity levels well below expectations (by 12.7%). Planned valuations activity was also below target (by 4.2%) contributing to the lower revenue (by \$4.5 million) as a result of fewer subdivisions, building completions and requests from chargeable clients.
- Sale of land information, data and imagery was lower than the estimate as a result of some commercial products and services, which are property sales related, experiencing the impact of the subdued property market and the economy generally.
- Employee benefits expense was lower than the estimate as a result of the lower than planned number of full time equivalent employees following the payment of more severances than anticipated during 2018 and the implementation of expenditure containment strategies including recruitment of only priority positions in response to decreasing revenue expectations.
- Supplies and services was lower than the estimate by \$5.1 million as a consequence of technology improvements and process changes from the implementation of a new business operating model as part of the internal reform program and expenditure containment strategies in response to the lower than previously planned revenue forecasts. This includes lower than planned costs for services which are now cloud based and more cost effective.

Major Actual (2018) and Comparative (2017) Variance Narratives

- Provision of services was lower than 2017 by \$14.2 million as a result of the continuing subdued property market, which resulted in a further decline in the number of document registration actions with activity levels 7.3% below 2017 and revenue down by \$2.5 million. Valuations activity was also lower than 2017 and revenue was down by \$10.2 million as a result of the cyclical nature of the Metropolitan Revaluation Program and lower demand for valuation services in subdivisions, building completions and chargeable work. The 2018 year was the first year of the triennial program and hence attracted the lowest level of income and activity compared to the 2017 year, which was the final year of the previous triennial program.
- The gain on equity accounted investments in 2017 resulted from a capital raising by PEXA Ltd in which Landgate did not subscribe. Although Landgate's shareholding was diluted from 14.31% to 12.15%, as a result of the issuing of additional shares, the overall value of its PEXA Ltd shareholding increased as a consequence of the amount subscribed by other shareholders. As a result of a further share issue by PEXA Ltd during 2018, in which Landgate again did not subscribe, Landgate's shareholding fell from 12.15% to 11.83%. This resulted in a smaller gain on dilution of the equity accounted investment when compared to 2017.
- Employee benefits expense was lower than 2017 as a result of the lower number of full time equivalent employees due to further severances paid in 2018 as part of the internal reform program, and the implementation of expenditure containment strategies in response to the subdued property market. This included only filling priority vacancies with tightly controlled recruitment practices maintained throughout the year.
- Loss on equity accounted investments was lower than 2017 as a consequence of the smaller loss on the PEXA Ltd investment due to the increased take-up of electronic conveyancing within the property industry and Landgate maintaining a smaller shareholding in PEXA Ltd following the issuing of further shares during 2018.
- Income tax equivalent expense was lower than 2017 as a result of the lower taxable profit as a consequence of the continuing subdued property market with document registration activity levels 7.3% lower than those achieved in 2017 and lower revenue from valuations mainly as a result of the cyclical nature of the Metropolitan Revaluation Program.
- Profit for the period was \$9.6 million lower than 2017 as a result of the decrease in document registration activity levels and revenue by \$2.5 million and the subsequent flow on effect the subdued property market has had on other revenue sources. Valuations revenue was lower than 2017 by \$10.2 million as a result of the cyclical nature of the Metropolitan Revaluation Program, less subdivisions, building completions and requests from chargeable clients, and some commercial products and customers have been impacted by the property market and economy generally. Whilst cost containment strategies were implemented during 2018, these were not able to fully offset the fall in revenue.

9.14 Explanatory Statement Cont.

(b) Statement of Financial Position Variances

		Landgate				
	Variance note	Estimate 2018 (\$'000)	Actual 2018 (\$'000)	Actual 2017 (\$'000)	Variance between Estimate and Actual 2018 (\$'000)	Variance between Actual 2017 and Actual 2018 (\$'000)
ASSETS						
Current Assets						
		10,760	9,547	10,323	(1,213)	(776)
		7	7	7	0	0
	G	10,877	12,701	23,742	1,824	(11,041)
	5,H	15,000	42,642	26,708	27,642	15,934
		3,804	830	4,666	(2,974)	(3,836)
		1,889	2,410	1,949	521	461
		493	554	377	61	177
		42,830	68,691	67,772	25,861	919
Non-Current Assets						
		492	453	243	(39)	210
		2,901	1,427	1,486	(1,474)	(59)
		32,983	33,026	36,051	43	(3,025)
	5,H	46,939	20,089	26,141	(26,850)	(6,052)
		25,320	28,294	23,737	2,974	4,557
		53,292	51,826	54,057	(1,466)	(2,231)
		47,490	46,552	44,550	(938)	2,002
		7,708	4,706	4,940	(3,002)	(234)
		217,125	186,373	191,205	(30,752)	(4,832)
TOTAL ASSETS		259,955	255,064	258,977	(4,891)	(3,913)
LIABILITIES						
Current Liabilities						
		10,030	6,215	3,345	(3,815)	2,870
		477	488	2,094	11	(1,606)
		3,813	4,142	3,813	329	329
		11,750	10,337	12,132	(1,413)	(1,795)
		0	3,814	4,667	3,814	(853)
		26,070	24,996	26,051	(1,074)	(1,055)
Non-Current Liabilities						
		8,535	7,909	12,051	(626)	(4,142)
		3,607	2,629	3,051	(978)	(422)
		12,142	10,538	15,102	(1,604)	(4,564)
TOTAL LIABILITIES		38,212	35,534	41,153	(2,678)	(5,619)
NET ASSETS		221,743	219,530	217,824	(2,213)	1,706
EQUITY						
		90,378	90,379	90,379	1	0
		18,256	18,926	18,918	670	8
		113,109	110,225	108,527	(2,884)	1,698
		221,743	219,530	217,824	(2,213)	1,706

Major Estimate and Actual (2018) Variance Narratives

- Financial investments current were higher by \$27.6 million and non-current were lower than the estimate by \$26.9 million as a result of a higher value invested in shorter term facilities.

Major Actual (2018) and Comparative (2017) Variance Narratives

- The decrease in receivables in 2018 of \$11 million when compared to 2017 is due to the cyclical nature of the Metropolitan Revaluation Program. Revenue for each year of the triennium is accrued annually and then billed in the third and final year of the cycle, which was in 2017. This resulted in a high level of debtors where the respective revenue was collected during 2018. The first year of the current revenue cycle was 2018 resulting in lower debtor levels.

9.14 Explanatory Statement Cont.

H. Financial investments current were higher by \$15.9 million and non-current were lower than 2017 by \$6.1 million as a result of a higher value invested in shorter term facilities.

(c) Statement of Cash Flows

Landgate						
Variance note	Estimate 2018	Actual 2018	Actual 2017	Variance between Estimate and Actual 2018	Variance between Actual 2017 and Actual 2018	
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts						
Provision of services	6	122,662	108,303	106,178	(14,359)	2,125
Sale of land information, data and imagery		10,704	7,984	8,124	(2,720)	(140)
Interest received		1,788	1,798	1,884	10	(86)
GST receipts on sales		2,153	1,128	1,318	(1,025)	(190)
GST receipts from taxation authority		5,022	4,245	4,757	(777)	(512)
Other receipts		1,049	1,245	789	196	456
Payments						
Employee benefits		(71,163)	(67,662)	(70,426)	3,501	2,764
Supplies and services	7	(38,798)	(31,601)	(32,714)	7,197	1,113
Other expenses		(8,930)	(6,578)	(7,883)	2,352	1,305
Accommodation		(5,175)	(4,366)	(4,137)	809	(229)
Finance costs		(1,264)	(1,370)	(1,650)	(106)	280
GST payments on purchases		(7,175)	(5,695)	(6,418)	1,480	723
Net cash flows from operating activities		10,873	7,431	(178)	(3,442)	7,609
CASH FLOWS FROM INVESTING ACTIVITIES						
Receipts						
Sale of -		0	0	30	0	(30)
Property, plant and equipment						
Financial investments	8,I	0	33,707	26,708	33,707	6,999
Cash distribution received from discontinued joint venture		0	120	0	120	120
Payments						
Purchase of -	J	(15,644)	(13,790)	(17,467)	1,854	3,677
Property, plant and equipment and intangible assets						
Financial investments	8,I	(10,992)	(43,703)	(28,708)	(32,711)	(14,995)
Net cash flows from investing activities		(26,636)	(23,666)	(19,437)	2,970	(4,229)
CASH FLOWS FROM FINANCING ACTIVITIES						
Payments						
Finance lease payments		(3,509)	(3,721)	(3,424)	(212)	(297)
Net cash flows from financing activities		(3,509)	(3,721)	(3,424)	(212)	(297)
CASH FLOWS FROM STATE GOVERNMENT						
Receipts						
Service Appropriation		26,386	26,253	25,653	(133)	600
Royalties for Regions Fund		0	0	5	0	(5)
Drawdowns from Amounts receivable for services (Holding Account)		4,666	4,666	5,774	0	(1,108)
Payments						
Income tax equivalents - payments		(5,930)	(5,553)	(5,836)	377	283
refund		0	84	471	84	(387)
Dividends paid to Consolidated Account	K	(6,624)	(6,060)	(1,309)	564	(4,751)
Net cash flows from State Government		18,498	19,390	24,758	892	(5,368)
Net change in cash and cash equivalents		(774)	(566)	1,719	208	(2,285)
Cash and cash equivalents at start of period		12,033	10,573	8,854	(1,460)	1,719
CASH AND CASH EQUIVALENTS AT END OF PERIOD		11,259	10,007	10,573	(1,252)	(566)


9.14 Explanatory Statement Cont.

Major Estimate and Actual (2018) Variance Narratives

- Provision of services receipts were lower than the estimate by \$14.4 million as a consequence of the continuing subdued property market, which resulted in lower than planned document registration activity and income.
- Supplies and services payments were lower than the estimate by \$7.2 million as a consequence of technology improvements and process changes from the implementation of a new business operating model as part of the internal reform program and expenditure containment strategies in response to the lower than previously planned revenue forecasts. This includes lower than planned payments for services which are now cloud based and more cost effective.
- Financial investments receipts from the sale and payments for purchases were higher than the estimate as a result of a higher value of investments maturing and being reinvested during 2018 than planned.

Major Actual (2018) and Comparative (2017) Variance Narratives

- Financial investments receipts from the sale and payments for purchases were higher than 2017 as a result of a higher value of investments maturing and being reinvested during 2018 when compared to the prior year.
- Payments for the purchase of property, plant and equipment and intangible assets were lower than 2017 as a consequence of a smaller capital works program and as a result of a move to software as a service.
- Dividends paid to the Consolidated Account are approved, declared and paid in the following year based on the after tax profit in the previous year. Hence, the dividends paid to the Consolidated Account in 2018 were higher than 2017 by \$4.8 million, as a result of the higher after tax profit in 2017 when compared to 2016, and an increase in the dividend rate.



Landgate employees in Whiteman Park, planting more than **3,500** native rushes, reeds, Melaleuca (Paperbarks) and Eucalypts.

Certification of Key Performance Indicators

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

- Are based on proper records;
- Are relevant and appropriate for assisting users to assess the Authority's performance; and
- Fairly represent the performance of the Authority for the financial year ended 30 June 2018.



Anne Arnold

Deputy Chair
Board
Western Australian Land Information Authority
25 September 2018



Bruce Roberts

A/Chief Executive
Member, Board
Western Australian Land Information Authority
25 September 2018

Key Performance Indicators

Relationship to Government Goals

The following table illustrates the relationship between the Authority's services, the desired outcomes and the relevant Government Goal. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Refer to the Performance Management framework section of the Annual Report for further details.

Government Goal	Outcomes	Services
Sustainable Finances: Responsible financial management and better service delivery.	The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.	1. Land Information Information about land ownership, land boundaries and geographic features is collected, recorded and made available for use by government, business and the community.
	Independent valuations support government's collection of rates and taxes and management of property assets.	2. Valuations An impartial valuation and property consultancy service.
Future Jobs and Skills: Grow and diversify the economy, create jobs and support skills development.	Coordinated capture and access to the State's location information.	3. Access to Government Location Information Effective access to land and location information can be demonstrated by improved data capture, access and useability of location information.

Outcome:	The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.
Key Effectiveness Indicator (1 of 2):	The extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community.

Percentage of work program completed	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Extent to which the currency and relevance of the Land Information Databases meet the needs of the Western Australian community	99%	52%	100%	92%

Why is this a key indicator of our performance?

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

How was the indicator derived?

For 2017/18 the indicator is derived from those core land information databases that describe and record the location and physical attributes of the State's location infrastructure. Landgate's geographic information focus is on location products and services with ongoing process improvement. The core databases are:

- Aerial Photography
- Property Street Addressing
- Geographic Naming
- Spatial Cadastral Database
- Medium Scale Topographic Data

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

What does this indicator show?

In 2017/18 Landgate was on average 92% effective in meeting overall user expectations, an improvement on last year's results. The prolonged subdued property market continues to impact on the overall demand for land information, and this is demonstrated with the result achieved for the year, measured against a target of 100%.

Both Geographic Naming and Spatial Cadastral Database activities have exceeded the targeted volumes, reflecting an accurate forecast of actions in the early stages of property development. The following activities, however, have performed less than anticipated in 2017/18, with the variance being attributable to:

1. Aerial Photography

The number of aerial imagery successfully captured during the year was less than planned due to visibility and weather conditions. The actual volume of completed transactions represented 88% of the 2017/18 aerial photography target.

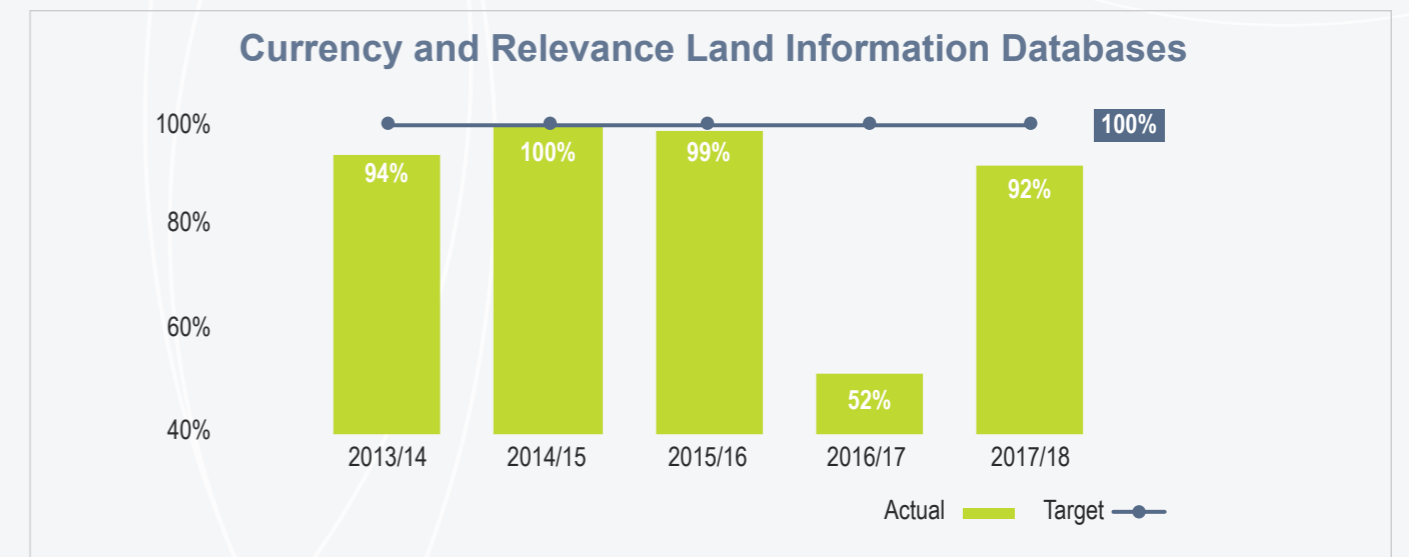
2. Property Street Addressing

The capture and maintenance of property street addresses are directly linked to the level of property development activities in the market. In this financial year, requirements for street addressing amendments continue to be affected by the low demand across Western Australia, resulting in completed transactions representing only 61% of the annual target.

3. Medium Scale Topographic Data

For 2017/18, Medium Scale Topographic actions reached 91% of the annual target. The shortfall is the result of a confluence of circumstances relating to embedding new resources, system and process enhancements within our maintenance environment.

The following graph depicts Landgate's performance for this indicator over the last five years, during which the majority of our effectiveness results remained above 90%.



Works were undertaken in the past 12 months to refine this measure, and the future effectiveness indicator will incorporate a segregated view of Landgate's activities in maintaining Western Australia's land information databases. In 2018/19, this indicator will be replaced with individual measures in the following key areas:

1. Names and Addressing;
2. Topography Maintenance; and
3. Property Boundaries.

Outcome:	The State's administrative, commercial and social systems are supported by a land information base and certainty of ownership and other interests in land.
Key Effectiveness Indicator (2 of 2):	Claims against registered interests as a result of fraud, negligence or errors, settled by the Crown.

Percentage of work program completed	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Number of claims settled by Crown	0	0	0	0

Why is this a key indicator of our performance?

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

How was the indicator derived?

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

The following definitions apply:

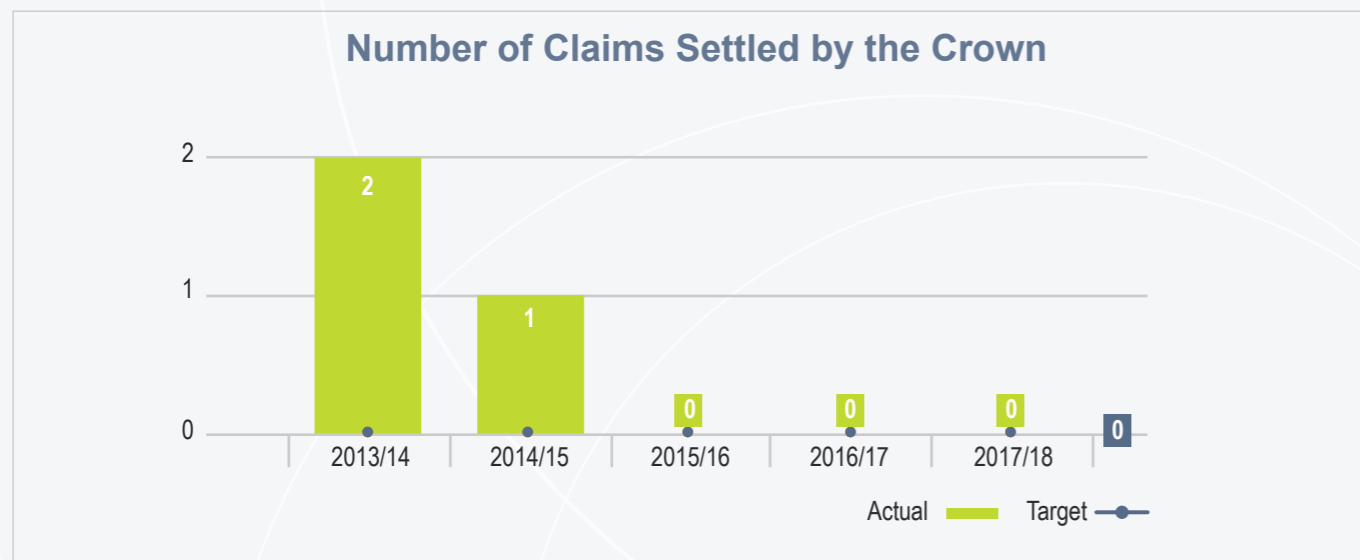
"Fraud" means the illegal activities by a person or persons other than the registered owner or owners to effect changes to the existing interests recorded on a Certificate of Title or other land transaction document.

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

What does the indicator show?

There were nil successful claims for compensation paid under the *Transfer of Land Act 1893* for fraud or error or negligence in 2017/18. No particular trend or problem based upon successful claims for compensation is apparent.

The following chart showcases the results from the previous five years for this indicator.



Following the review of Landgate's key performance indicators under the Outcome Based Management framework, this measure will form part of Landgate's internal performance metrics from 2018/19 onwards.

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

Key Efficiency Indicator (1 of 2)	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Average cost per land registration action	\$40.51	\$36.81	\$37.99	\$34.35

Why is this a key indicator of our performance?

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

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

How was the indicator derived?

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

- Documents examined for registration against the title;
- Certificates of title created;
- Document search requests received; and
- Number of lots created.

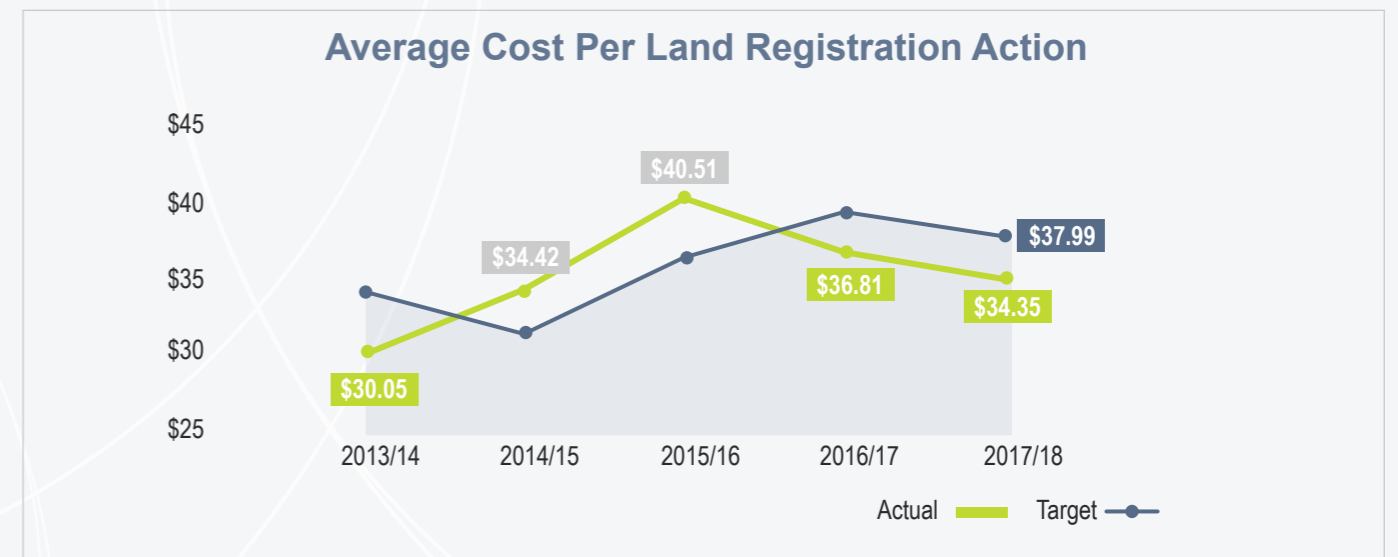
The cost of registration actions includes all direct costs and an appropriate share of indirect and overhead recurrent costs. The cost of land registration actions is recovered via charges to users for each transaction.

What does this indicator show?

The average cost of a land registration action was 34.35, a 9.59% improvement on the targeted cost of \$37.99 for 2017/18.

The annual volume of land registration actions delivered were 2.01% less than anticipated, however, the total service costs were \$7.71 million less than budgeted. This improvement in costs is a result of continued automation activities undertaken to deliver efficient services.

The graph below showcases the average costs for land registration actions for the previous five years.



The annual average costs are seen to decline from 2015/16 onwards, contributed by Landgate's internal business and system improvement activities. As further automation is introduced into existing business processes, additional cost saving opportunities will be identified.

Following the review of Landgate's key performance indicators under the Outcome Based Management framework, this measure will form part of Landgate's internal performance metrics from 2018/19 onwards.

New cost efficiency measures will be introduced in 2018/19, focussed on monitoring and managing the average cost of maintaining a Certificate of Title in the Western Australian land titles register.

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

Key Efficiency Indicator (2 of 2)	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Average cost per land information action	\$23.36	\$30.23	\$33.67	\$25.17

Why is this a key indicator of our performance?

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

- Cadastre;
- Geodetic marks;
- Administrative boundaries;
- Landscape relief (ie contours);
- Cultural, or built environment, and natural features;
- Aerial photography;
- Satellite imagery;
- Geographic Names;
- Property Street Addresses;
- Road Centreline (ie position of constructed roads);
- Native Title Claims; and
- Baselines/territorial sea limits

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

How was the indicator derived?

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

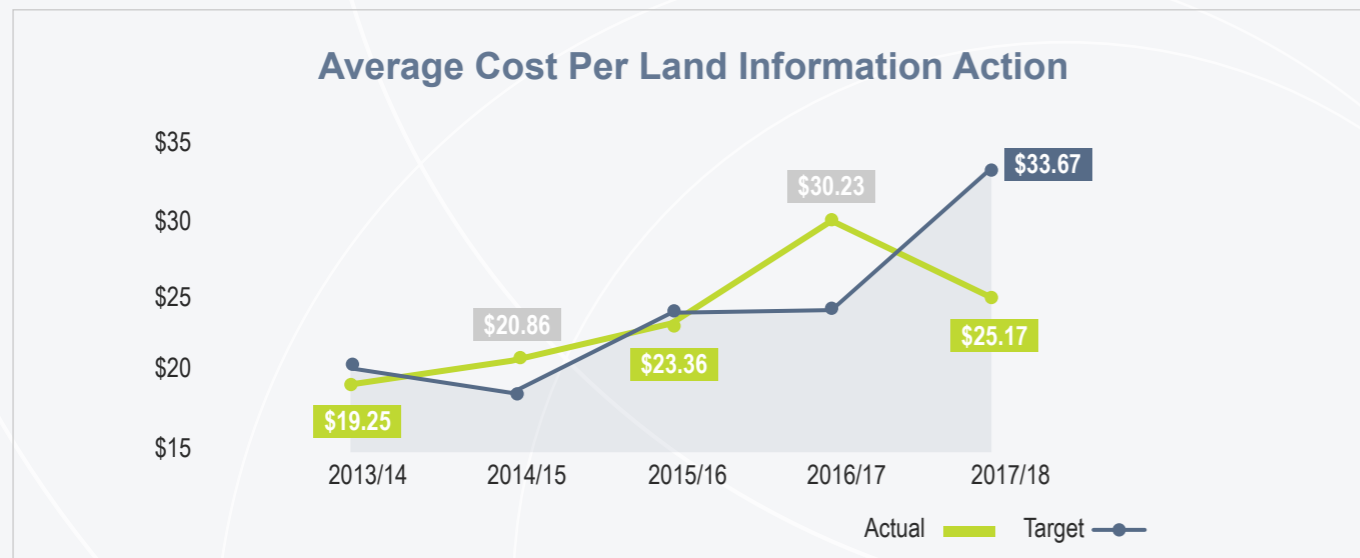
The cost of land information actions includes all direct costs and an appropriate share of indirect and overhead recurrent costs.

What does this indicator show?

The average cost of a land information action is \$25.17, 25.24% lower than the targeted average cost of \$33.67.

This is a result of higher than targeted activity volumes (15.45%) in 2017/18 and a \$4.34 million lower than the budgeted cost. This positive outcome is a result of the implementation of process changes and efficiencies.

The graph below showcases the average costs for land information actions over the previous five years.



The annual average costs are seen to peak in 2016/17, when demand for land information products and services had fallen considerably due to the subdued property market. Adjustments were made in 2017/18 to compensate for the slow pace in the market, with the final results showcasing a satisfactory outcome for this indicator.

Following the review of Landgate's key performance indicators under the Outcome Based Management framework, this measure will form part of Landgate's internal performance metrics from 2018/19 onwards.

New cost efficiency measures will be introduced in 2018/19, focussed on monitoring and managing the average cost of maintaining a Certificate of Title in the Western Australian land titles register.

Outcome:	Independent valuations support Governments' collection of rates and taxes, and management of property assets.
Key Effectiveness Indicator (1 of 2):	International standards for accuracy and uniformity of rating and taxing values are met.

	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Benchmark against international standards for accuracy using Median Ratio Test:				
Gross Rental Value	91.96%	92.00%	>92.50%	91.40%
Unimproved Value	91.58%	91.95%	>92.50%	91.67%
Coefficient of dispersion to check uniformity of values:				
Gross Rental Value	4.60%	3.98%	<7.00%	4.33%
Unimproved Value	4.89%	6.32%	<15.00%	7.68%

Why is this a key indicator of our performance?

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

How was this indicator derived?

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

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

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

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

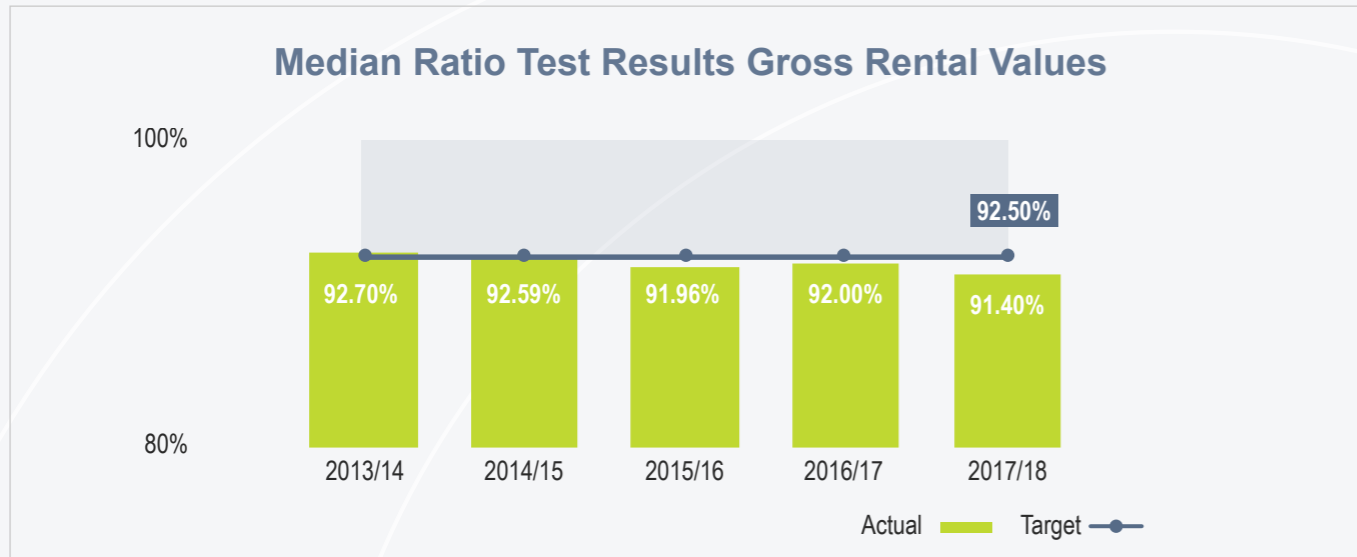
The quality of the outcome is reflected in the extent to which the results exceed the minimum targets.

What does this indicator show?

Gross Rental Values: Median Ratio Tests

The MPR for GRV shows 91.40% against a target of >92.5% measured from a sample size of 6,423 key rents. The 2017/18 general valuation program included 25 country local government districts and the result is satisfactory given the soft rental market experienced within the regulation period of 1 September 2016 to 31 August 2017.

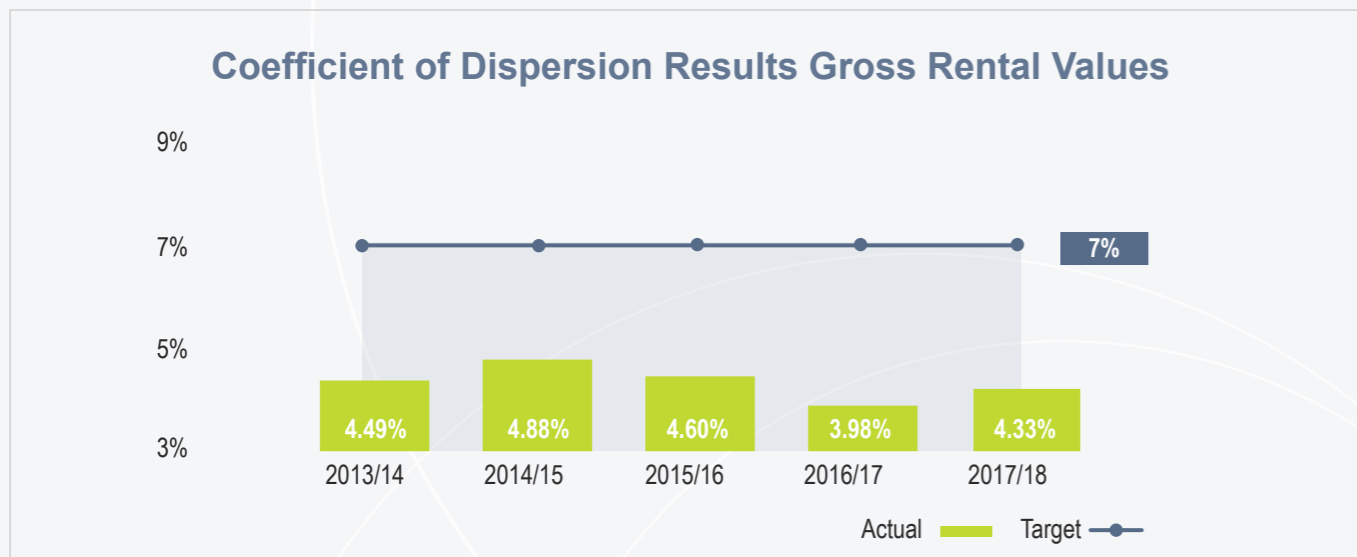
The graph below summarises MPR of GRVs in the last five years, showcasing Landgate's satisfactory performance in continuing to track closely to the 92.50% target.



The MPR for GRV was determined on a statistical analysis which compared assessed values as at the date of valuation being 1 August 2017 with rent occurring between 1 June 2017 and 31 August 2017.

Gross Rental Values: Coefficient of Dispersion

The COD for GRV of 4.33% meets the requirement target of < 7% as a measure of valuation uniformity. The graph below demonstrates that Landgate has met this measure of effectiveness over the last five financial years.



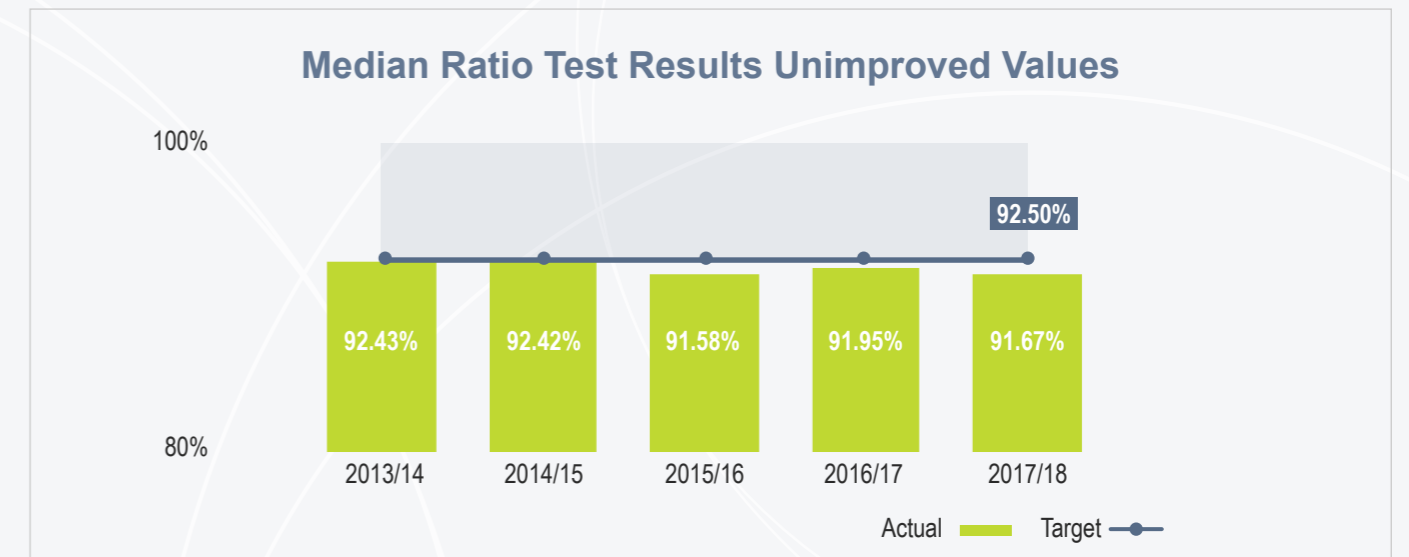
The COD for GRV is a measure of divergence between the assessed land values and rents during the regulation period of 1 September 2016 and 31 August 2017.

Unimproved Values: Median Ratio Tests

The MPR for UV of 91.67% is under the target of >92.5%. The degree with which it falls below target reflects the caution in the assessment process caused by continued softness in the land market with falls recorded in some areas.

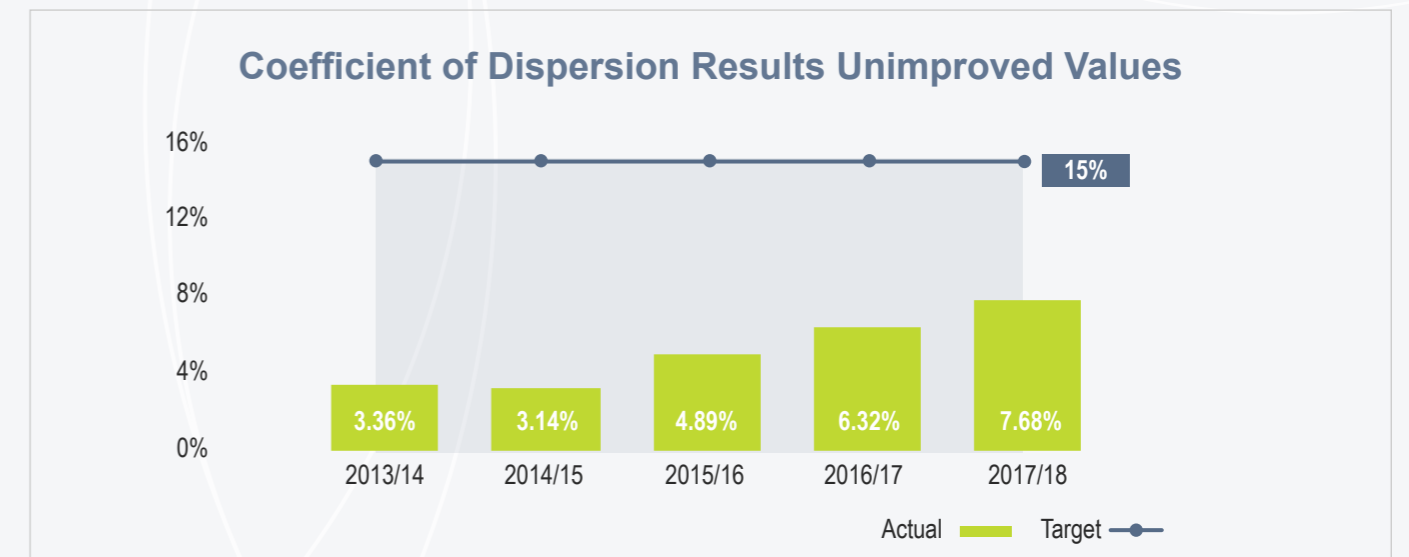
The MPR for UV was determined on a statistical analysis which compared assessed values as at the date of valuation being 1 August 2017 with sales occurring between 1 June 2017 and 31 August 2017.

The graph below showcases the five-year trend for this measure with Landgate consistently scoring above 91%, a satisfactory outcome for this service.



Unimproved Values: Coefficient of Dispersion

The COD for UV at 7.68% is well under the standard of <15% and within the range of results over the past five years as depicted in the graph below.



The COD for UV is a measure of divergence between the assessed land values and sales during the regulation period of 1 June 2017 and 31 August 2017.

Outcome:	Independent valuations support Governments' collection of rates and taxes, and management of property assets.
Key Effectiveness Indicator (2 of 2):	Adjustments of rating and taxing values as a result of Objections and Appeals as a percentage of total values in force.

	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Adjustments of rating and taxing values as a result of Objections and Appeals as a percentage of total values in force.	0.0229%	0.0247%	<0.2%	0.019%

Why is this a key indicator of our performance?

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

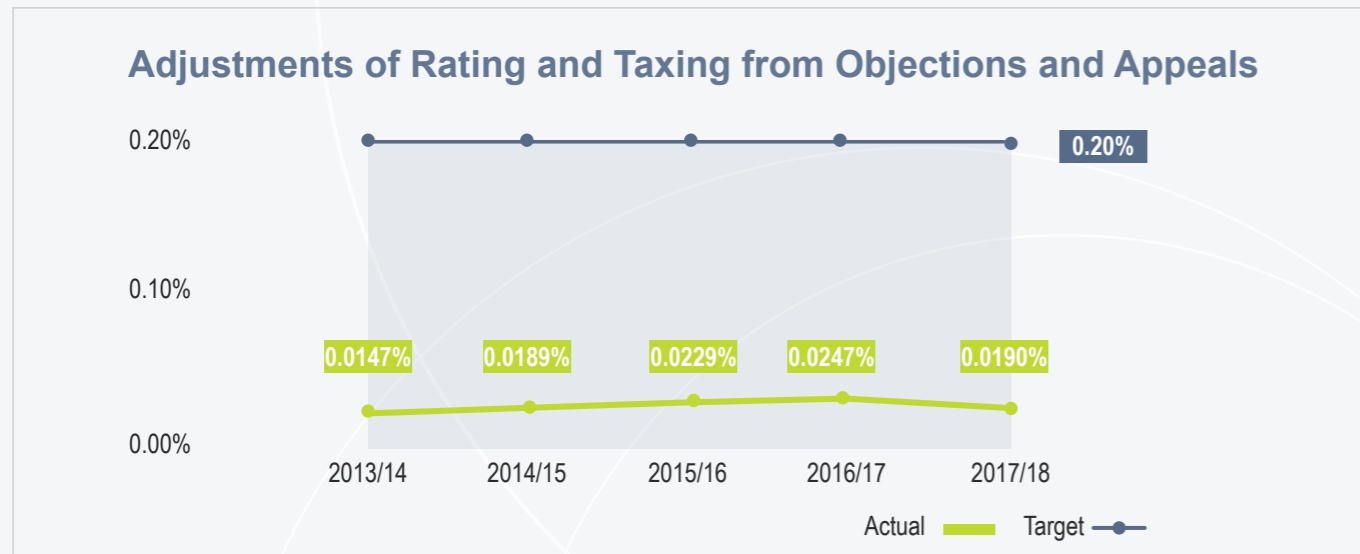
How was this indicator derived?

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

What does this indicator show?

As at 30 June 2018, there were 2,352,671 values in force in Western Australia. During the year 448 of these were amended as a result of either formal objections determined by the Valuer-General or review of valuations by the State Administrative Tribunal. This indicates that only one in every 5,251 values was amended. The outcome of 0.019% remains well below the target which was derived from an international standard and is similar to previous outcomes.

The result is slightly lower than that achieved in 2016/17 and demonstrate the effectiveness of the valuation process for rating and taxing in Western Australia and its general acceptance by ratepayers and taxpayers. The graph on the following page showcases Landgate's performance in exceeding this target for the past five years.



This year's result is an improvement on 2016/17, demonstrating the continued effectiveness of the valuation process for rating and taxing in Western Australia and its general acceptance by ratepayers and taxpayers.

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

Key Efficiency Indicator	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Average cost per valuation	\$18.12	\$16.69	\$25.55	\$23.65

Why is this a key indicator of our performance?

The number of valuations made and the average cost per valuation provide a reliable measure of overall performance against forecast targets and previous years' outcomes. Some variation does occur from year to year due to the cyclical nature of gross rental valuation (GRV) based general valuations.

2017/18 had minimal general valuation GRV assessment activity within the Perth Metropolitan Region, resulting in the lowest number of valuations made in the three-year cycle.

How was this indicator derived?

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

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

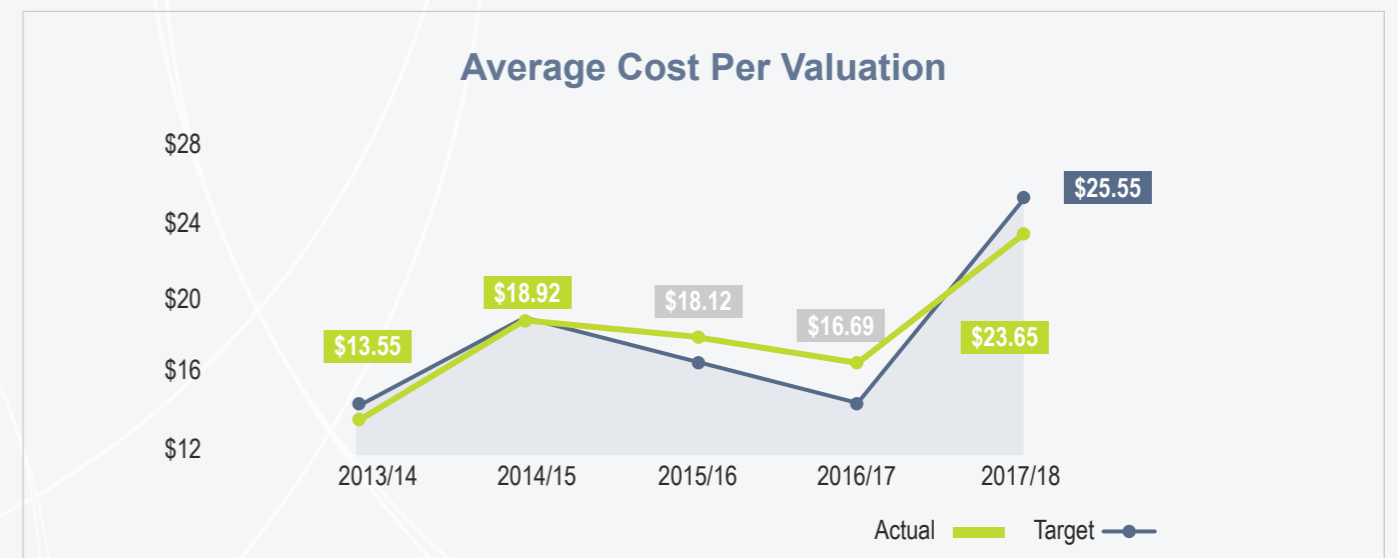
What does this indicator show?

During the year 1,377,703 valuations were made at an overall program cost of \$32.6 million or \$23.65 per valuation. This is a positive result as the average cost is 7.44% below the 2017/18 target cost of \$25.55 per valuation.

Although the total number of valuations did not meet the expected annual target of 1,438,000 values, Landgate's total costs in delivering this service was \$4.16 million less than budgeted. This 11.33% improvement on costs is a consequence of the revision of valuations' share of indirect and overhead recurrent costs, during the year.

In 2016/17, 1,962,448 values were performed at an overall program cost of \$32.7 million resulting in \$16.69 per value. Although the total costs for this service in 2017/18 is similar to 2016/17, the variance in average costs between the two years is attributable to the number of valuations made.

The graph on the following page showcases the average cost per valuation over the previous five years.



The average cost per valuation tracks closely to the annual budgets. This is primarily due to the forward planning undertaken for the three-year valuation program. As anticipated, 2014/15 and 2017/18 had the highest averages, as both years mark the start of the three-year valuation cycles.

Outcome:	Coordinated capture and access to the State's location information.
Key Effectiveness Indicator (1 of 3):	Use of location information

	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Overall satisfaction with the capture of, access to and useability of Government Location Information	71%	72%	80%	75%

Why is this a key indicator of our performance?

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

The key strategic initiatives for the LIS are:

- Strategic Capture of the State's location information
- Enhanced access to location information
- Education and career development
- Citizen engagement through location technology
- Promoting and branding Western Australia

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

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

- a more comprehensive and coordinated capture process through the Capture WA Program (the Program),
- access to a wider range of data available through the Shared Location Information Platform (SLIP); and
- useability of location information provided through these mechanisms.

How was this indicator derived?

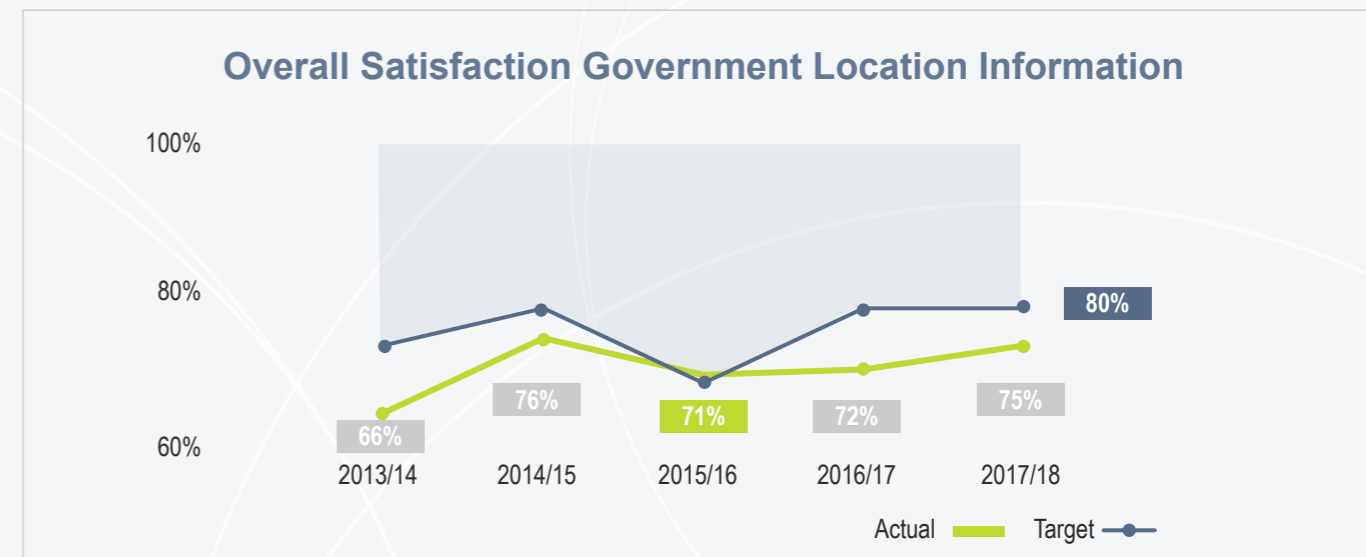
The satisfaction level was derived through independent survey results obtained during May to June 2018 and it is specific to this effectiveness indicator. The survey is conducted on an annual basis to address this indicator.

The independent survey consists of two parts covering SLIP and Capture WA questions. Reliability and validity testing was undertaken prior to launch. Data collection was done over a three-week period, between 9 May and 1 June 2018, with reminders sent to non-respondents or partially completed surveys. Overall 1,904 unique contacts were invited to take part in the survey with 367 completing the survey, giving a response rate of 19%. 53 of these responses include an overlap between SLIP users and Capture WA participants. A total sample size of 364 SLIP users and 56 Capture WA users was achieved. The combined margin of error at the 95% level of confidence is ± 4.60%.

What does this indicator show?

The 2017/18 result of 75% indicates that Landgate did not meet its target of 80%, although this is an improvement on last year's outcome of 72%. This demonstrates that there is now a higher proportion of survey respondents that are satisfied or extremely satisfied with Landgate's SLIP and/or Capture WA program.

Feedback collated during the survey indicate that ease of system use, relevant information and quality of imagery, have been contributory to user satisfaction. The graph below showcases the survey results for the previous five years, which have remained relatively stable above the 70% mark.



Areas for future improvements, as highlighted by users in the survey, include works to increase the timeliness of imagery data between capture and delivery, enhancements to improve SLIP's user experience, and continued data quality developments. Landgate has incorporated the feedback as part of its capital works outcomes, and anticipate an increase in its user satisfaction results in 2018/19.

Outcome:	Coordinated capture and access to the State's location information.
Key Effectiveness Indicator (2 of 3):	Strategic Capture – Participation

	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Percentage increase in the number of requests submitted by agencies (manually and on-line) requesting data capture through the Capture WA Program	56%	-15%	-4%	-3%

Why is this a key indicator of our performance?

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

How was the indicator derived?

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

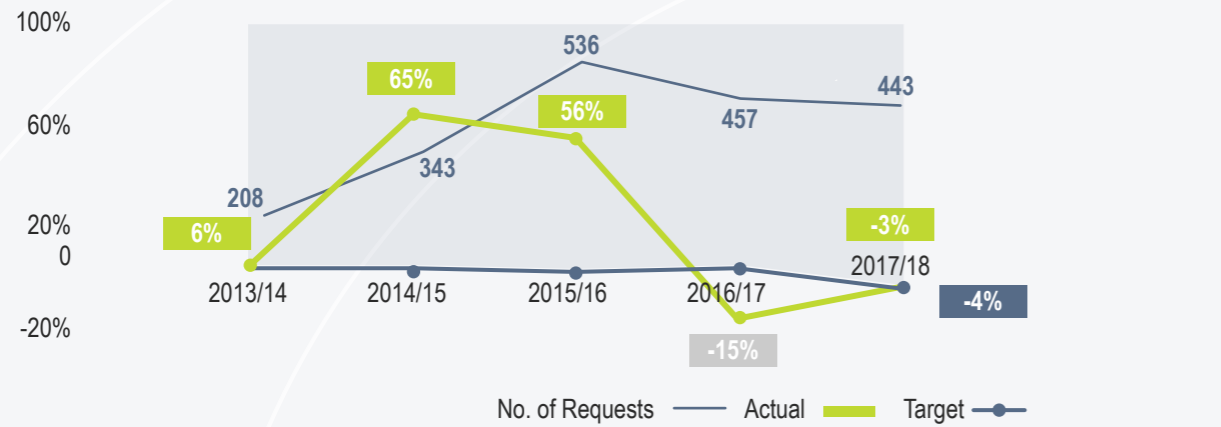
What does the indicator show?

The financial year ended with a result of -3% for this measure, indicating that Landgate has exceeded its target of -4%. Although an overall decrease in data capture demand was anticipated, a slightly higher total number of requests were received during the year.

The graph on the following page, provides an overview of the demand for the Capture WA program over the previous five years. In 2016/17, the number of requests contracted by 15% reflecting the passive Western Australian economy, combined with major state initiatives still being in their infancy stages. In 2017/18, although the market is still in recovery, stability is being seen in the number of data capture requests, suggesting Landgate's role in reducing and avoiding duplication in the capture of location information remains a requirement in the industry.

To further improve outcome delivery, Landgate is undertaking stakeholder engagement to expand industry awareness of the program, in addition to implementing process improvements to enhance customer experience from requests to product delivery.

Increase in Requests for Data Capture Through the Capture WA Program



Following the review of Landgate’s key performance indicators under the Outcome Based Management framework, this measure will be excluded from 2018/19 onwards. However this will continue to form part of Landgate’s internal performance metrics.

Outcome:	Coordinated capture and access to the State’s location information.
Key Effectiveness Indicator (3 of 3):	Enhanced Access

	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Volume of data consumed				
Percentage increase in the total volume of data delivered (pages viewed) through Shared Location Information Platform (SLIP)	100%	-7%	16%	177%
Data Availability				
Percentage increase in the number of datasets available through SLIP	12%	5%	10%	28%

Why is this a key indicator of our performance?

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

Highlighting the volume of data consumed and the number of datasets available in SLIP shows that Government agencies are embedding SLIP services into their systems and core business applications.

Measuring the increasing use of SLIP services and the number of datasets available highlights the value placed on SLIP by government and industry to facilitate access to needed ‘source of truth’ location information.

How was the indicator derived?

Volume of data consumed is measured in terms of the increase in the amount of data requested through SLIP with a baseline being set during 2015/16 and future growth measured from that baseline. The 100% baseline for 2015/16 represents a total of 10,196,827 pages viewed. A page view is equivalent to a single user session e.g. a user opening a SLIP map and switching layers on or off represents a single user session or page view.

Data Availability is measured in terms of the increase in the number of datasets made available through SLIP, by data custodians and includes data produced as a result of the Capture WA program, with a baseline being set during 2011/12.

What does the indicator show?

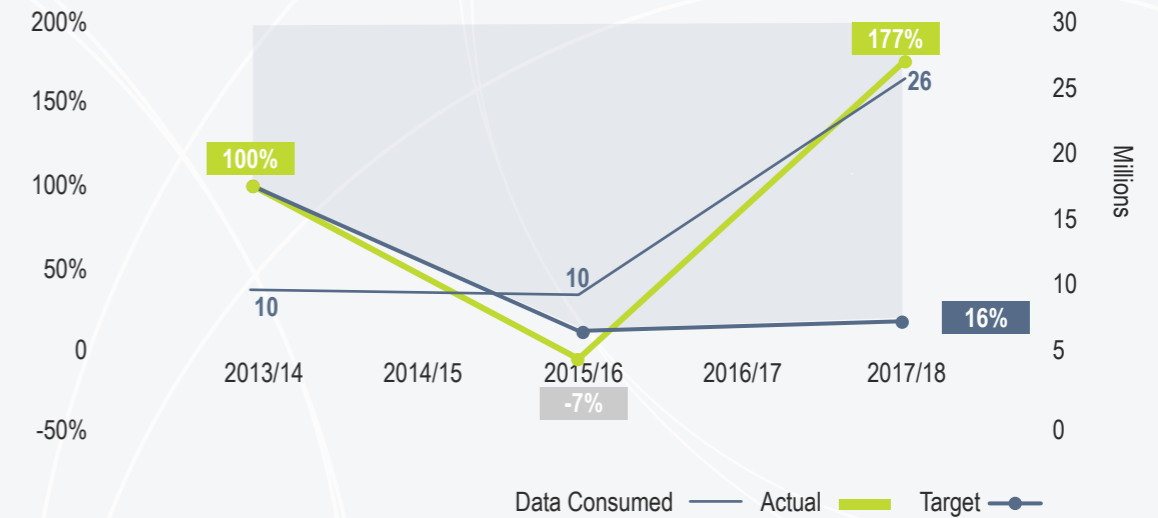
Volume of data consumed

Landgate has exceeded its target of a 16% increase in the total number of pages viewed with an actual result of 177%. This has been attributable to the successful transition of users and services from SLIP Classic to the new SLIP in 2017/18 and new data and services being made available. The new SLIP is a dynamic platform enabling enhanced functionalities and better data connectivity for users.

By remaining focussed on user experience and accessibility, the outcome is the steep increase in data consumption this year in comparison

to previous years. This increase also reflects the 28% increase in the data available through SLIP. The graph below showcases this growth commencing from the base year of 2015/16 with 10,196,827 pages viewed.

Increase in Volume of Data Delivered Through Shared Location Information Platform



In 2016/17, there was a slight reduction in demand (9,743,838 pages viewed), in response to the commencement of the systems transition process. In 2017/18, with the completion of the transition, demand has increased to 26,278,116 pages viewed.

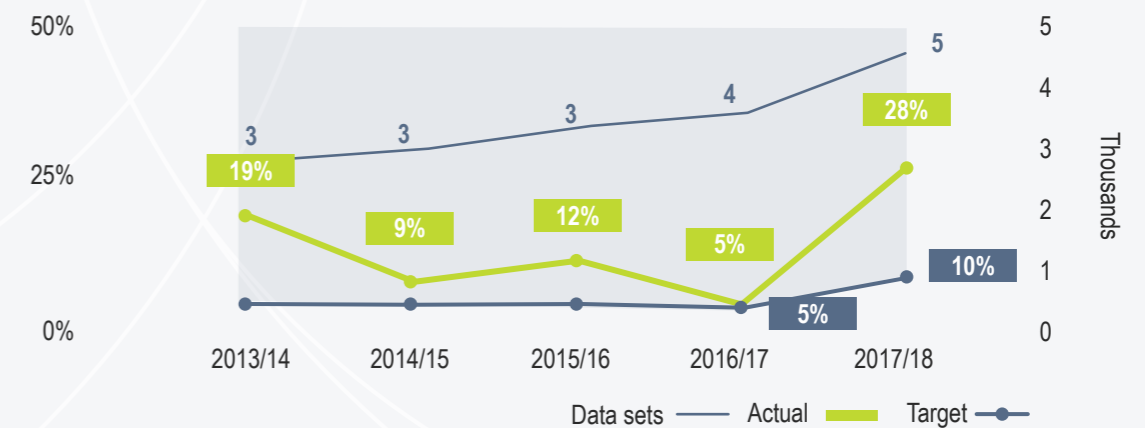
Data Availability

Landgate has exceeded its target of a 10% increase in the number of datasets available on SLIP, with an actual result of 28%. This positive outcome is due to a combination of the following external and internal factors:

- Industry stakeholders proactively executing digital data sharing, enabled by the Digital WA: State ICT Strategy 2016 – 2020;
- An environment of enhanced connectivity, functionalities and accessibility on the new SLIP system for data publishers and users; and
- Improved real-time reporting mechanisms in place, following the implementation of the new SLIP system, providing up-to-date information and intelligence.

Growth in the number of published SLIP datasets over the previous five years, is depicted in the graph below.

Increase in Datasets Through Shared Location Information Platform



In 2016/17, the total number of available datasets was 3,653, a 5% increase from 2015/16. At the end of June 2018, this value is 4,670, indicating a growth rate of 84 new datasets per month during the year.

Following the review of Landgate’s key performance indicators under the Outcome Based Management framework, these two indicators will be excluded from 2018/19 onwards. However, they will continue to form part of Landgate’s internal performance metrics.

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

Key Efficiency Indicator	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Strategic Capture				
Average cost of coordinating the Capture WA Program per request for capture	\$3,584	\$6,129	\$5,930	\$6,431

Why is this a key indicator of our performance?

The Location Information Strategy for Western Australia aims to increase the number of organisations actively participating in the Program in order to better coordinate and reduce the costs of capturing location information, while also improving the efficiency of this process and reducing the cost of coordination.

How was the indicator derived?

The cost of coordinating and managing the Capture WA Program (based on Landgate resources used to manage the program) is compared with the number of capture requests received in order to derive an average cost per transaction.

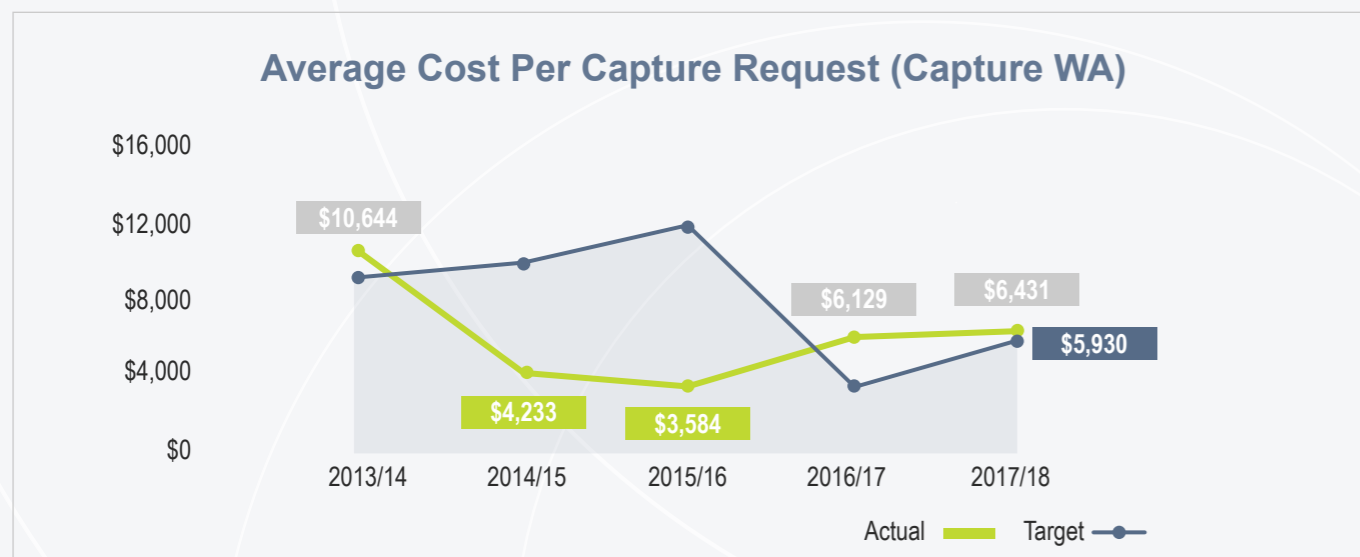
The total cost includes all direct costs and an appropriate share of indirect and overhead recurrent costs.

What does the indicator show?

In 2017/18, the average cost per request (\$6,431) exceeded our target of \$5,930. The increase in cost per request was a result of a 3% decline in number of requests for data capture in 2017/18 compared with the previous year. Overall costs for managing the program have remained the same.

The graph on the following page illustrates the average cost per request for capture, for the previous five years. Cost per request decreases as the number of requests increase. As the number of requests for capture have decreased over the past two years, the cost per request have increased, albeit at a lower rate in 2017/18. Overall costs remain lower than before 2013/14, reflecting continuous improvements and coordination being put in place on the Capture WA program processes over the years.

Expanding awareness across the public sector of the Capture WA program will be a focus in 2018/19. Greater participation by more agencies would increase the number of requests processed, lower the cost per request and maximise the benefit of the program.



Following the review of Landgate's key performance indicators under the Outcome Based Management framework, this indicator will be excluded from 2018/19 onwards. However, this measure will continue to perform part of Landgate's internal performance metrics.

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

Key Efficiency Indicator	Actual 2015/16	Actual 2016/17	Target 2017/18	Actual 2017/18
Enhanced Access				
Average cost per pages viewed of information delivered through SLIP	\$0.53	\$0.52	\$0.55	\$0.26

Why is this a key indicator of our performance?

The Location Information Strategy for Western Australia aims to enhance SLIP to reduce the effort required to make data available through SLIP and ensure SLIP is the most cost-effective solution to delivering location information from across the State to users.

How was the indicator derived?

The cost per pages viewed of information delivered through SLIP is based on the resources needed to support SLIP customers and the infrastructure cost to maintain SLIP (i.e. average cost per pages viewed of information delivered through SLIP).

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

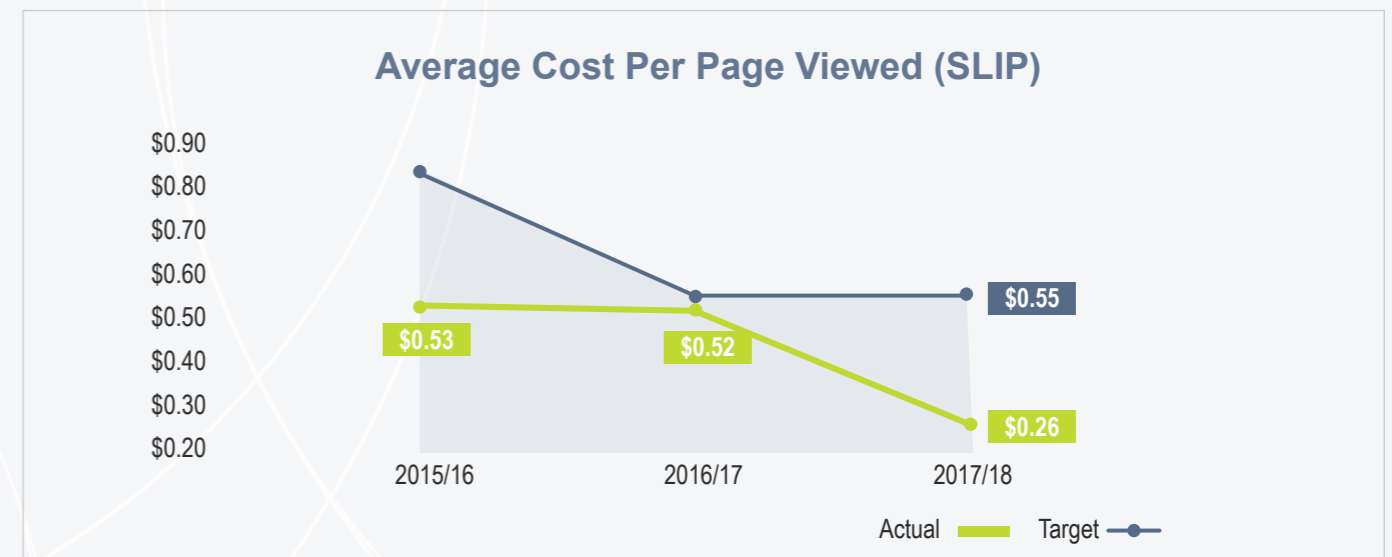
What does the indicator show?

In 2017/18, the actual average cost per pages viewed was \$0.26, well below the targeted maximum cost of \$0.55. This positive result is primarily due to an increased number of total pages viewed during the year, enabled by the expanded capabilities offered by the new SLIP.

The initial forecast of 11 million total pages viewed for the year was dwarfed by the actual consumption of 26,278,116 total pages. This equated to 139% more activity being delivered, utilising total costs of \$6.84 million.

The graph on the following page showcases the average cost per pages viewed of information delivered through SLIP, for the previous three years. 2015/16 represents the baseline for this indicator, and since then, the average costs trend downwards, indicative of Landgate's efforts to ensure a cost-effective solution in delivering location information for users on behalf of the State.

As additional data users' access and connect to SLIP, a further increase in the pages viewed will be experienced. This will continue to decrease the average costs in the following years.



Following the review of Landgate's key performance indicators under the Outcome Based Management framework, this indicator will be excluded from 2018/19 onwards. However, this measure will continue to form part of Landgate's internal performance metrics.

Governance

Ministerial directives

Landgate received no Ministerial Directives under section 65(3) of the *Land Information Authority Act 2006* in 2017/18.

Pricing policies

Landgate charges for goods and services rendered.

Under section 13(i) of *Treasurer's Instruction 903*, Landgate advises Treasury of the policies underlying the pricing of its goods and services.

The following pricing policies apply to the major categories of the goods and services rendered:

Land registrations

The setting of fees for land transaction documents, memorial registrations and survey plan lodgements complies with section 181 of the *Transfer of Land Act 1893*, section 130 of the *Strata Titles Act 1985*, and section 22 of the *Registration of Deeds Act 1856*.

The fees are determined in accordance with 'Costing and Pricing Government Services: Guidelines for Use by Agencies in the Western Australian Public Sector' published by Treasury. The 2017/18 schedule of fees for all land registration services increased within Treasury's CPI reference rate of 1.75%, with fees rounded to the nearest ten cents.

Land searches

The schedule of fees for inspecting and copying (searching) land registration information, including Certificates of Title, survey plans and documents, was increased within Treasury's CPI reference rate of 1.75%.

Land valuations

Pricing for valuations and valuation consulting services complies with the *Valuation of Land Act 1978* and the *Land Information Authority Act 2006*.

Other goods and services

In addition, Landgate charges for other goods and services, including:

- maps and aerial photography
- remote sensing satellite imagery
- native title mapping
- geospatial data sales
- property value and sales information
- location information and services

Prices of non-regulatory goods and services are determined under the authority's Pricing Framework.

This framework ensures that we comply with section 16 of the *Land Information Authority Act 2006*. The framework includes processes and procedures to ensure prices are set in a transparent, methodical and accountable way.

Capital works

Total expenditure for the year ended 30 June 2018 was as follows:

	Total expenditure (\$'000)	Estimated cost to complete (\$'000)
Location infrastructure	2,664	35
Products and services	722	-
Asset replacement	1,220	-
Business reform initiatives	13,362	-
Total	17,968	35

Landgate's capital works consist of four continuing programs detailed in the sections below. Minor delays were experienced in a few of the projects under the Innovation Program that caused work to be carried over into the early stages of 2018/19. A total of \$35,040 is committed expenditure as at 30 June 2018.

Location infrastructure

Location information forms the basis of Landgate's operations. This information about land ownership, land boundaries and geographic features is crucial to the operations of Government, industry and the wider community. The location infrastructure program ensures the location data meets the quality and currency requirements of users. The program also funds the authority's Innovation Program and supports the State's Location Information Strategy (LIS).

Led by Landgate, the LIS provides a whole-of-Government framework for the collection, use and management of location information.

Products and services

Landgate's research, development and delivery of new products and services is accomplished through the products and services program. The program continuously improves online business initiatives to meet Government and community needs.

Asset replacement

The asset replacement program manages the maintenance and replacement of facilities, physical infrastructure and information technology systems.

Business reform initiatives

Technology is a key enabler to Landgate's strategy both in core delivery and innovative commercial solutions, both of which are converging. Landgate has adopted a cloud first strategy to support our service delivery and meet the needs of our customers today and into the future.

Our key projects in Business Reform cover the development of a New Land Registry Platform for Plans, e-Conveyancing and further development of digital lodgement of titling documents. Landgate's Enterprise Services Reform is reviewing all business and customer support systems and infrastructure.

Employment and industrial relations – staff profile

Number of employees by division

Business unit	2017/18	2016/17
Office of the Chief Executive	12	14
Strategy, People and Performance	29	32
Operations	286	318
Business Enablement (Previously Finance Information and Legal Services)	40	88
SPUR (including Sales, Marketing and Customer Service)	116	119

Number of employees by employment status

Employee by employment status	2017/18	2016/17
Full time	432	494
Part time	51	77
Casual	0	0
Permanent	445	525
Fixed-term contract	38	46

Staff learning and development

Landgate continued to improve the capabilities and performance of our workforce during 2017/18 through staff learning and development to meet changing business needs.

During this financial year, leadership and management development continued to be a focus, with several programs aimed at upskilling our managers rolled out across the business.

Landgate's Growth Performance and Satisfaction (GPS) system continues to be the driving force behind performance management, with managers and employees continuing to align their objectives with corporate outcomes. At the end of this financial year, 76% of staff had completed a plan and 56% of these employees completed reviews during the year.

Enabling legislation

The *Land Information Authority Act 2006* is the governing legislation which establishes the Western Australian Land Information Authority (the authority) as a statutory authority with commercial powers. The authority operates under the business name of Landgate.

The Act prescribes the powers Landgate has to perform its functions and links to other Acts.

Administered legislation

Landgate is responsible for administering legislation in relation to the registration of land transactions and the regulation of land surveyors. The *Transfer of Land Act 1893*, *Strata Titles Act 1985* and *Valuation of Land Act 1978* are the principal Acts regulating the registration of land transactions. The *Licensed Surveyors Act 1909* provides for the registration, licensing practice of land surveyors, the making of authorised surveys and establishment of the Land Surveyors Licensing Board.

Landgate's operations are affected by more than 100 Acts. The *Fair Trading Act 2010*, which applies the Australian Consumer Law set out in Schedule 2 of the *Competition and Consumer Act 2010 (Commonwealth)*, and Part IV of the *Competition and Consumer Act 2010* apply to Landgate's commercial operations. The *Financial Management Act 2006*, the *Auditor General Act 2006* and *State Supply Commission Act 1991* regulate finances, accounts and procurements.

Governance arrangements

Since Landgate commenced operating as a statutory authority in 2007, the Landgate Board has been committed to establishing and practising effective governance arrangements to oversee the direction and operations of Landgate.

The corporate governance structure of Landgate enables the authority's objectives to be pursued and achieved. The structure encompasses the systems and processes required to make and manage business decisions.

Minister

The Minister for Lands has responsibility for Landgate and is administratively responsible for the *Land Information Authority Act 2006*.

The Minister approves Landgate's budget, strategic direction, strategic initiatives and financial decisions. The Minister tables in parliament Landgate's annual report and any directions given to the authority and is accountable to parliament for Landgate's performance.

Board

The Board is accountable to the Minister for the performance and the efficient and effective financial management of the authority. The role and functions of the Board are set out in the *Land Information Authority Act 2006* and the Board is subject to the provisions within the *Statutory Corporations (Liability of Directors) Act 1996*.

The Board is responsible for:

- setting the broad strategic direction of Landgate and objectives, plans and performance targets through the annual development of a five-year SDP and one-year SCI which must be agreed by the Minister
- approving the budget and capital submissions to Government (under the *Financial Management Act 2006*)
- reporting to the Minister on the operational and financial performance of Landgate
- recommending as soon as practicable after the end of the financial year whether a dividend is to be paid to the consolidated account and, if so, the amount to be paid
- monitoring financial and operational performance of Landgate (against agreed goals/targets)
- providing risk management oversight via the Audit and Risk Committee
- consulting and communicating with the Minister
- monitoring and approving major business transactions

- reviewing the internal financial and operational control environments
- determining the scope (and any relevant limits) of authority delegated to the Chief Executive
- overseeing the management of the authority by the Chief Executive to ensure it is operating effectively and has a culture of compliance and best practice business performance in financial, human resource, risk and asset management.

Board structure

The Minister appoints the members of the Board, which is to comprise not less than four and not more than six persons in addition to the Chief Executive (ex officio member) in accordance with the *Land Information Authority Act 2006*.

Board members are required to have relevant knowledge and experience to enable Landgate's functions under the *Land Information Authority Act 2006* to be performed and a range of skills and expertise is required, including commercial acumen, information technology, strategy development and financial management. The skills and experience of the current Board members are set out in the Overview section of this report.

Members are appointed for fixed terms of up to three years and can be reappointed. The Minister designates appointed members to the roles of Chair and Deputy Chair.

Landgate Board

Position	Name	Type of Remuneration	Period of Membership	Gross/actual remuneration
Chair	Caroline de Mori	annual	1/07/17-30/06/18	\$46,254.78
Deputy Chair	Anne Arnold*^	annual	1/07/17-30/06/18	\$34,458.02
Member	Claire Poll^	annual	1/07/17-30/06/18	\$27,752.92
Member	Monish Paul*	annual	31/11/17-30/06/18	\$17,505.69
Chief Executive member	Jodi Cant^	n/a	Ex officio, 19/12/16-30/06/18	
Previous Member	Paul White*^	annual	1/07/17-31/12/17	\$13,983.20
Previous Member	Ian Macliver*	annual	1/07/17-16/02/18	\$17,719.17

*Also a member of the Audit and Risk Committee

^Also a member of the Special Projects Committee

Board remuneration

The Landgate Board is established under the *Land Information Authority Act 2006*. The Board is responsible for the performance of the authority's statutory functions and determine its strategic direction. The Board meets at Landgate's Midland Office on the fourth Wednesday of the month. Meeting dates and arrangements are subject to change to address special requirements.

The Audit and Risk Committee is a subcommittee of the Landgate Board, comprising two Board members. In charter alignment, the committee may invite other participants to quarterly meetings. The primary function of the committee is to assist the Board and Chief Executive to fulfil corporate governance responsibilities.

The Special Projects Committee (SPC) is also a subcommittee of the Landgate Board comprising four Board members, including the Chief Executive, meeting as required. The primary function of the SPC is to assist the Board on matters relevant to achieving goals and objectives in the current SDP.

Other committee remuneration

The Geographic Names Committee (GNC) was appointed to the Minister for Lands in 1936 to advise the Minister on geographical naming issues. The Minister for Lands approves appointments to the GNC to represent diverse points of view, from local communities to professional institutions and Government agencies within WA.

The GNC is served by a Chairman, Executive Officer and a Secretariat, provided by Landgate. The GNC is responsible for provision of advice regarding nomenclature needs for geographical features, administrative boundaries, localities and roads. Delegated authority from the Minister enables Landgate to administer formal application processes and maintain the State's nomenclature database, known as GEONOMA (geo = geographic, noma = Latin for "names").

GEONOMA is recognised by the WA Government as the single source of truth and official register for all approved named geographic features, administrative boundaries, road names and their positions and extent.

Geographic Names Committee				
Position	Name	Type of Remuneration	Period of Membership	Gross/actual remuneration
Member	Cathrin Cassarchis	Nil	1/7/17-30/6/18	\$0.00
Member	Patricia Mobilia	Nil	1/7/17-30/6/18	\$0.00
Member	Jon Lee	Nil	1/7/17-30/6/18	\$0.00
Member	Damien Martin	Nil	1/7/17-30/6/18	\$0.00
Member	Paul McCluskey	Nil	1/7/17-30/6/18	\$0.00
Member	Ron Tolliday	Nil	1/7/17-30/6/18	\$0.00
Member	Shaun Coldicutt	Nil	1/7/17-30/6/18	\$0.00
Member	Tanya Butler	Nil	1/7/17-30/6/18	\$0.00
Member	Cliff Winfield	Nil	1/7/17-30/6/18	\$0.00
Member	Brooke O'Donnell	Nil	1/7/17-30/6/18	\$0.00
Member	Allison Hailes	Nil	1/7/17-30/6/18	\$0.00
Member	Logan Howlett	Nil	1/7/17-30/6/18	\$0.00
Member	John Nicholas	Nil	1/7/17-30/6/18	\$0.00

*Audit and Risk was previously known as Audit and Risk Management

Audit and Risk Committee (ARC)

Board subcommittee – Audit and Risk Committee (ARC)

The Audit and Risk* Committee (ARC) is a subcommittee of the Board established under section 29(1) of the *Land Information Authority Act 2006*.

The primary objective of the committee is to assist the Board and Chief Executive to fulfil their corporate governance responsibility. This is achieved by providing oversight of the following key areas:

- Accounting policies and financial reporting practices.
- Internal and external audit functions.
- Compliance and risk management framework.

The Board has authorised the committee to:

- engage, select, terminate and approve fees and other terms and conditions of engagement of special or independent counsel, accountants, and suitable experts and advisers as deemed necessary to carry out duties
- have unrestricted access to employees, information and management, considered relevant to responsibilities
- individually meet with the Auditor General and/or representative, Chief Executive Officer, Chief Finance Officer and Manager, Audit and Risk without other members of management present, at minimum annually or whenever deemed appropriate by the Chair of the Committee
- cross consultation with management on the appointment and performance of Manager, Audit and Risk
- approve policies arising as the Board may delegate from time to time.

ARC financial reporting

The committee reviews annual financial statements and key performance indicators before submitting recommendations to the Board for approval.

The committee also considers the financial reports and financial matters as required throughout the year including:

- any significant or unusual accounting or new transaction issues
- new accounting standards or changes to existing ones and how they may impact on Landgate's financial management
- the appropriateness of Landgate's accounting policies and practices.

ARC risk management (including business continuity)

Over the course of the year the committee:

- reviews Landgate's risk management policies and frameworks which include risk management, business continuity, fraud, misconduct, corruption and corporate insurance
- monitors Landgate's strategic (material) risk exposures

- provides oversight of operational and project risk management and responses to plans for reduction of unacceptably high risks (treatment action plans)
- provides oversight of business continuity and IT disaster recovery activities
- assists the Board to ensure appropriate corporate governance is set within the scope of its remit.

ARC legal and regulatory obligations (compliance)

In the area of compliance, the committee:

- reviews Landgate's approach to achieving compliance with statutory and regulatory obligations through the Compliance Policy and Compliance Framework
- monitors legislative changes, standards and other forms of regulation to determine the impact on Landgate's activities
- confirms the Annual Compliance Certification, completed by each General Manager as part of the annual reporting process
- monitors any high-risk legal or compliance matters through to conclusion.

Internal and external audit functions

Whilst ensuring the independence of internal audit activities, the Committee:

- approves the Annual Audit Plan, ensuring adequate coverage of high-risk areas, through risk assessment of auditable areas within the audit universe
- monitors progress of the internal audit plan and approves any changes required to the planned scope
- has oversight of outcomes and recommendations from internal audits
- oversees the annual Office of Auditor General (OAG) Audit Plan and subsequent reports
- monitors follow-up action in response to internal audit and external audit recommendations
- reviews and approve the Internal Audit Charter on a two-year cycle.

Audit and Risk Management Branch (ARB)

The ARB forms part of the Office of the Chief Executive and was established in 2008. It reports directly to the ARC, thereby establishing independence of the internal audit function. Activities of the branch include development and delivery of the internal audit plan and development and oversight of the risk management, business continuity, compliance and corporate insurance frameworks. All work is guided by accepted best practice under relevant Australian and international standards, Treasurer's Instructions and relevant regulatory Guidelines.

Landgate has an established risk management framework that incorporates strategic, operational and project risks. The Board reviews its appetite for risk annually in conjunction with the strategic planning processes. The Authority's strategic risks are identified in the annual review of the Strategic Development Plan (SDP) and are monitored on a quarterly basis. Operational risk registers are in place for all key business units and are reviewed annually with support from the ARB. Interim monitoring and review is undertaken in areas of higher risk or where a significant change has occurred. The status of strategic and significant operational risks is reported quarterly to the Board, ARC and Corporate Executive.

Project risks identified for each key project throughout its life cycle are monitored and reported in line with project management methodology. Landgate also has a structured business continuity program incorporating business and IT disaster recovery protocols and simulations, with an increase in demand at each test. Scenario testing of IT and business plans is conducted quarterly.

Board subcommittee – Special Projects Committee

The Special Projects Committee (SPC) is a subcommittee of the Board established under section 29(1) of the *Land Information Authority Act 2006*.

The primary function of the SPC is to provide assistance and support to the Board on matters referred to it by the Board, consistent with achieving goals and objectives in the current SDP.

The Board has authorised the SPC to:

- seek independent professional advice when necessary
- make decisions on behalf of the Board through delegated authority
- inform the Board of relevant items at the committee's discretion
- permit attendance of any employee at its meetings.

This committee has not met over the course of the 2017/18 financial year.

Advertising and market research expenditure

Requirement under section 175ZE of the *Electoral Act 1907*

The Western Australian Land Information Authority incurred the following expenditure in advertising, market research, polling, direct mail and media advertising:

Advertising	\$25,944.50
90 Seconds Australia	14,212
Channel H Pty Ltd	1,898
Crazy Domain	121
Trilogy	9,714

Market Research	\$82,328.00
Painted Dog Research	81,680
Survey Monkey	648

Direct Mail	\$2,105.00
Campaign Monitor	2,105

Media Advertising Providers	\$130,700.63
Adcorp	23,256
Big Head Digital	19,833
Envato	281
Facebook	37,451
Google	14,000
Optimum Media Decisions	30,628
Quick Mail	1,584
State Law Publisher	3,668

Polling	Nil
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Total expenditure for 2017/18	\$241,078
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Purchasing card expenditure

Four Landgate cardholders have inadvertently used the corporate purchasing card for personal use during the financial year 2017/18. These transactions were immediately acknowledged voluntarily by the card holders concerned and moneys have been refunded.

Number of instances the WA Government Purchasing card has been used for personal purpose	5
Total value of personal expenditure for 2017/18	\$268.56
How much owing but not due	\$0
How much was repaid before the due date	\$268.56
How much was repaid after the due date	\$0
How much was still owing at 30 June 2018	\$0
Number of referrals for disciplinary action instigated during the reporting period	Nil

Act of grace payments

Under the *Land Information Authority Act 2006*, Landgate may make an Act of Grace payment at discretion. Such payments are made in circumstances where it would be morally correct for Landgate to rectify the loss through financial compensation.

Landgate made an act of grace payment of \$5,427.46 to compensate five incidents relating to changes of road names, and one occurrence relating to a confidential deed of settlement.

Sponsorship

International Women's Day

Landgate proudly supports and celebrates the social, economic, cultural and political achievement of women within its community through an annual breakfast to celebrate International Women's Day. Lands Minister Hon Rita Saffioti MLA was the keynote speaker at Landgate's 21st International Women's Day event held at Mandoon Estate on 8 March 2018.

The breakfast was sponsored by the City of Swan and Mandoon Estate, had 131 attendees and had a budget of \$9,600. A donation of \$1,000 was made to the Rise Community Network in accordance with Landgate's values of being engaged and promoting community involvement.



Planning Institute of Australia (PIA)

The Planning Institute of Australia (PIA) is the peak national body representing the urban and regional planning profession with the aim of delivering great planning outcomes for communities. Through sponsorship of \$3,800 Landgate was provided the opportunity to reach target audiences in relation to strata title reform and Landgate products and services.

HackEd

HackED is an annual event that encourages students to develop their enterprise skills; critical thinking, creativity, public speaking/presenting and digital literacy; while learning how location information can be used to solve real world challenges. The event had support from City of Swan, Metropolitan Redevelopment Authority (MRA), Bankwest and numerous other organisations, including Western Australian Police and Watercorp who provided challenges, data and mentors on the day. Landgate organised and ran HackED at the Midland Railway Workshops and the event had a budget of \$22,800. This successful community event received positive media coverage and was attended by 197 students, from years seven to twelve.



Real Estate Institute of Western Australia (REIWA)

REIWA is the peak industry body for real estate professionals in Western Australia. REIWA aims to create the best possible business environment for its members and to promote professionalism within the industry.

Through a sponsorship agreement with REIWA, Landgate was provided an opportunity to increase brand awareness for Landgate and SPUR to real estate professionals and the general public through events, speaking opportunities, editorials and networking. Two of our start-up connections, Landguide and BuildingApprovals.com, were invited to join our booth for part of the REIWA CONNECT conference.

Both start-ups provided feedback that they gained genuine value from the connections and business opportunities they sourced on the day. Total value of sponsorship was \$22,850.

Master Builders Association WA (MBA WA)

The Master Builders Association of Western Australia is a member-based association that services home builders, commercial builders, subcontractors, suppliers and consultants in both commercial and residential sectors across Perth and Western Australia.

A sponsorship arrangement with MBA WA allowed Landgate to promote products and services to a captive audience in the property development industry. It also provided an opportunity to educate their membership base on changes in the environment including strata title reform and changes to the *Sale of Land Act 1970*.

Sponsorship included speaking opportunities, editorial and promotional opportunities. Total value of the sponsorship was \$7,192.

Startup Weekend – Social Innovation Perth

Startup Weekend was held in Perth from 29 June to 1 July 2018 with a focus on solving issues with a social impact such as enabling disadvantaged groups.

Landgate sponsored this event as part of its Disability Access and Inclusion Plan and commitment to championing equality and diversity. Event sponsorship of \$2,500 was provided along with Landgate data expertise throughout the duration of the event.

It provided an opportunity to promote the start-up support services provided through SPUR and Landgate's role in making location data more accessible to the community.



Disability Access and Inclusion Plan outcomes

Requirement under section 29 of the Disability Services Act 1993

Our Disability Access and Inclusion Plan (DAIP) ensures that people with disability, their families and carers are able to access our services and facilities, providing them with the same opportunities, rights and responsibilities enjoyed by all.

Our plan outlines a suite of strategies against the seven outcomes. We report our progress to the Disability Services Commission annually and present this information to staff and the Board. Landgate is updating our plan in 2018 and will seek public feedback on any changes.

The Landgate DAIP is available on the authority's website.

The authority's actions for each of the outcomes are listed below:

Outcome 1

People with disability have the same opportunities as other people to access the services of, and any events organised by, the authority:

- Ensure that all events and activities organised by Landgate are accessible to people with disability
- Encourage people with disability, who have access or inclusion requirements, to contact us.

Outcome 2

People with disability have the same opportunities as other people to access the buildings and other facilities of the authority:

- Ensure that the authority's client contact areas are accessible to people with disability
- Ensure Landgate staff are aware of our facilities and resources available to people (employees and visitors) with disability (e.g. ramps, automatic door openers, toilets)
- Provide wheelchair and hearing-impaired assistance services at the Midland Customer Centre.

Landgate acquires funds from the federal government for workplace modifications to ensure

people with disability have equal opportunity to access its facilities and services.

Outcome 3

People with disability receive information from the authority in a format that will enable them to access the information as readily as other people are able to access it:

- Continue to provide ready access to information about Landgate services via various means including face-to-face contact, telephone, teletypewriter (TTY), internet (website and social media) and alternative formats on request
- Continue to enhance website, improving compliance with the Web Content Accessibility Guidelines 2.0 Level AA
- Continue to ensure that updates to the Landgate websites meet the needs of people with disability (e.g. video captions and ability to change text size) and incorporating new techniques as they become available
- Ensure web content authors have the knowledge and skills in creating documents that are accessible to all members of the community.

Outcome 4

People with disability receive the same level and quality of service from the staff of the authority as other people receive from the staff of the authority:

- Ensure all staff have the knowledge and skills to provide quality services for people with disability
- Provide information and guidance to management and staff on policies, codes of conduct and strategies that prohibit discrimination, harassment and victimisation of people with disability.

Outcome 5

People with disability have the same opportunities as other people to make complaints to a public authority:

- Ensure our existing complaints and feedback mechanisms are accessible for people with disability, and that those systems are reviewed periodically.

Outcome 6

People with disability have the same opportunities as other people to participate in any public consultation by the authority:

- Ensure that public consultations are held in an accessible manner and inclusive of people with disability
- Provide interpreters and an appropriate level of support to people with disability who are directly involved in any consultation process
- Commit to ongoing monitoring of our DAIP to ensure implementation and satisfactory outcomes.

Outcome 7

People with disability have the same opportunities as other people to obtain and maintain employment with the authority:

- Ensure staff with a disability (3.5%) get the support they require in order to be successful in their job (e.g. Auslan interpreters, workplace literacy and language support programs)
- Continue to refine strategies to attract, recruit and retain employees to ensure a diverse workforce
- Commit to ongoing monitoring of our DAIP to ensure implementation and satisfactory outcomes
- Continue to enrich the employment of people with disability via job redesign and flexible work practices.

Workforce diversity

Diversity Group	Landgate representation (%) 2017/18	Landgate representation (%) 2016/17	Equity Index 2017/18	Equity Index 2016/17
People from culturally diverse backgrounds	18	17.3	81	79
Indigenous Australians	1.6	0.9	47	58
People with disability	3.5	3.3	58	72
Youth (<25)	1	0.9	28	76

Note: as the responses (other than for Youth) rely on voluntary self-nomination, it is likely the data under-represents these diversity groups at Landgate.

Substantive equality and diversity outcomes

Diversity progress report – representation

In accordance with the *Equal Opportunities Act 1984*, Landgate demonstrates commitment to equal opportunity principles and recognises that all people, regardless of age, cultural background, disability and gender, possess qualifications, skills, experience and attitudes valuable to our authority.

The following information represents diversity of Landgate employees against other state sectors.

The equity index measures the extent to which members of the main diversity groups are distributed across salary levels. An ideal measure is 100. Under-participation of any group or clustering of a diversity group in lower salary ranges will result in a measure of less than 100. Over-representation or clustering of a diversity group in higher salary ranges will result in a measure of more than 100.

Women in management

Women in management	Landgate representation (%) 2017/18	Landgate representation (%) 2016/17
Distribution (equity index)	86	89
Management tier 1	100	100
Management tier 2	25	33
Management tier 3	62	54
Management tier 2 & 3 combined	56	50

Compliance with public sector standards and ethical codes

Requirement under *Public Sector Management Act 1994*, section 31(1)

Human Resource Management Standards, Public Sector Standards and Ethical Codes Compliance Statement for 2017/18 Overview

Landgate works within the Public Sector Accountability, Integrity and Ethics Framework.

We ensure compliance with the:

- Landgate Code of Conduct
- Public Sector Standards in Human Resource Management.
- WA Public Sector Code of Ethics

The Landgate Code of Conduct was developed as part of our commitment to the Public Sector Code of Ethics and the *Public Sector Management Act 1994*. The Code of Conduct illustrates the values our staff consider fundamentally important to operations and our way of working.

Actions are taken to ensure all staff are familiar with the Code of Ethics and Code of Conduct, accessible during the induction process and are required to complete an online training module. Ongoing compliance is ensured with staff undertaking accountable and ethical decision-making training. 82% of staff have completed the training.

Actions to ensure compliance

Managers and staff are informed of, and required compliance with, the Public Sector Standards in Human Resource Management. Monitoring actions and ensuring compliance with public sector standards include:

- Staff awareness of the public sector standards, available on Landgate's intranet and embedded in relevant policies and procedures
- Recruitment Selection and Appointment Standard is followed during recruitment processes, ensuring reviewable decisions are fair and equitable and properly recorded
- Staff are advised and encouraged to report noncompliance to the Public Information Disclosure Officer
- Ensuring our People and Culture team is kept current with changes and regulations to Public Sector Standards, Commissioner's Instructions, and *Public Sector Management Act 1994*.



Jodi Cant

Chief Executive

Compliance with occupational safety, health and injury management

Required by Public Sector Commissioner's Circular 2012-05 – Code of Practice: Occupational Safety and Health in the Western Australian Public Sector

Landgate is committed to providing and maintaining healthy environments for workers and visitors through development and implementation of effective safety, wellness and injury management systems.

This assurance is articulated in our OSH Policy Statement, formulated in consultation with staff representative groups. Endorsed by the Corporate Executive and signed by the Chief Executive in 2015, it is displayed in prominent locations throughout Landgate facilities.

Landgate demonstrates commitment to OSH and injury management by:

- accepting shared responsibility for safety and health of anyone possibly affected by Landgate's activities
- continuous improvement of workplace safety, health conditions and OSH culture
- ensuring people are not exposed to hazards and encouraging staff to immediately report health and safety concerns
- promoting a consultative environment to resolve issues while improving OSH systems in the workplace
- provision of appropriate resourcing for OSH activities to support OSH performance-based objectives and targets to eliminate work-related illness and injury.

Landgate has six OSH representatives. These officers:

- conduct workplace inspections to assess risks and hazards
- provide a central point for collecting issues reports from other staff
- report issues to the OHS Committee and Corporate Executive Group
- resolve OHS issues.

The Landgate OSH Committee meets every six weeks, or as required. It provides a forum for discussion and development of safety and wellness programs. Minutes from committee meetings are available to all staff via Landgate's intranet and are formally reported to the Corporate Executive on a periodic basis. Continuous monitoring is ensured by producing the Landgate Quarterly OSH and Wellness Performance Report. Performance reports are made available to all staff via the intranet, after formal reviews by Landgate's Board, Corporate Executive and OSH committee. Staff are encouraged to review performance reports in team meetings.

Landgate complies with an Injury Management Policy developed in accordance with the *Workers' Compensation and Injury Management Act 1981* and WorkCover WA guidelines. The policy documents the authority's approach to work-related and non-work-related illness and injury.

Workplace-based injury management service at Landgate is available to all employees who suffer a work-related injury or illness, and employees who suffer a non-work-related injury or illness that may impact on work output. Where required, return to work and injury management plans are developed and monitored in accordance with the requirements of the *Workers' Compensation and Injury Management Act 1981* and the Landgate Injury Management Policy. Ongoing workplace inspections and systems auditing form an integral part of Landgate's effort to support health and safety expectations.

Bi-annual workplace hazard inspections are conducted in conjunction with those periodically performed by OSH representatives, annual legislative and procedural compliance audits and five-yearly safety management system audits conducted in accordance with the code of practice for OSH in the Western Australian public sector and AS4801:2000.

In May 2016 an external audit of our safety management system was conducted in alignment with the Worksafe Plan audit tool. The outcomes of this audit identified improvements required in four areas, which Landgate has worked towards developing in the last financial year. Our annual internal audit on the efficiency and effectiveness of our OSH processes, conducted in August 2017, identified that 100% of the findings listed below, have been reviewed and rectified:

- Landgate's governance structure for OSH and the composition of the OSH Committee has been reviewed to ensure it is fit for purpose;
- Our OSH Guidance documentation has been reviewed and updated where necessary to reflect the changes in governance structure and the respective responsibilities for OSH and

clearly communicated to relevant parties;

- Training requirements for OSH representatives have been assessed under the new structure and that Human Resources Information System has the capabilities to record OSH related training; and
- OSH operational risk control monitoring which is undertaken periodically see the evidence recorded within the Landgate's Operational Risk Register.

The next external audit on Landgate's Occupational Safety and Health processes is planned in 2019/20.

The following table shows our OSH performance in 2017/18.

Actual Results	Results against Target			Comment on Result
	2016/17*	2017/18	2017/18 Target	
Measure				
Number of fatalities	0	0	0	With only 2 claims through the financial year, this meant that our percentages can be greatly affected by one claim. 2 claims and one was severe means the percentages are worse.
Lost time injury and/or disease incidence rate	0.561	0.420	0.178	
Lost time injury and/or disease severity rate	33%	50%	0	
Percentage of injured workers returned to work:				Both claims returned to work within 13 weeks
(i) within 13 weeks	66%	100%	80%	
(ii) within 26 weeks	66%	100%	80%	
Percentage of managers trained in OSH and injury management responsibilities	37.76%	32%	80%	With the implementation of a new Learning Management System (LMS), the percentage of managers trained has dropped.

Note: Actual results are three-year trends, with the third year being the end of 2016/17 (for comparative) and 2017/18 (for current year).

Recordkeeping plans

Requirement under *State Records Act 2000* and *State Records Commission Standard 2, Principle 6 – Compliance*.

The efficiency and effectiveness of the organisations recordkeeping systems is evaluated not less than once every five years

Landgate's current Recordkeeping Plan (RKP) 2015 – 2020, was approved by the State Records office in August 2015. Our RKP demonstrates that we are in compliance with the evaluation of the efficiency and effectiveness of Landgate's information and ICT resources, at least once every five years. In addition, the *State Records Act 2000* allows for the creation and storage of government information in a digital domain, and this is enabling Landgate to work towards its own digital information transformation. Our next RKP review in 2020 will demonstrate Landgate's digitisation progress and how it plans to meet WA Government expectations by 2022.

The organisation conducts a recordkeeping training program

Landgate uses an electronic document and records management system (eDRMS) that provides for 'super-users' within business areas. These staff are comprehensively trained in using the corporate records management system and the eDRMS. All other staff are provided periodic training on our record management system. Landgate will upgrade its eDRMS in 2018/19 to a version which enhances information efficiency and integration across applications. Landgate has therefore, limited the training effort in 2017/18 to focus on the upgrade in 2018/19.

The efficiency and effectiveness of the recordkeeping training program is reviewed from time to time

Landgate's Information Strategy works towards a digital future, and this has highlighted the need to improve our recordkeeping training program. The review will look at providing training via different mechanisms and will be complemented with indicators to measure the efficiency and effectiveness of Landgate's available training programs. This is to be undertaken in line with the roll-out of an upgraded eDRMS, with a targeted completion date of December 2018.

The organisation's induction program addresses employee roles and responsibilities in regard to their compliance with the organisation's recordkeeping plan

Landgate ensures all staff regularly undertake training for responsible recordkeeping via its induction program. The induction program addresses staff roles and responsibilities concerning compliance with our RKP. Staff are informed of the importance in keeping records and provided with a demonstration of the recordkeeping system.

As Landgate plans to upgrade its current eDRMS, limited application-specific training was conducted in 2017/18. The roll-out of the new eDRMS by December 2018, will include a mandatory Landgate-wide training program for all staff and contractors, in addition to forming part of the induction program..

Information statement

The *WA Freedom of Information Act 1992* requires agencies to publish certain information about their operations, policies and practices. To meet the requirements of Part 5 of the Act, Landgate publishes an Information Statement accessible on our website: www.landgate.wa.gov.au.

Arrangements can be made to inspect and/or obtain a copy by calling Customer Service on +61 (0)8 9273 7373.

Freedom of Information Applications for 2017/18

This year, Landgate received 24 applications under Freedom of Information (FOI) legislation. 20 were finalised this year, along with two that were received towards the end of last financial year. The remaining applications will be completed in 2018/19, in line with the *WA Freedom of Information Act 1992* requirements.

Statistics for 2017/18 reported for inclusion in the Information Commissioner's Annual Report are available at www.foi.wa.gov.au.

Feedback management

As a Government Statutory Authority, Landgate must have a complaints management process as required by the WA Ombudsman. Landgate is certified to the ISO-9001:2015, which is the international standard that specifies requirements for a Quality Management System (QMS).

Landgate understands that complaints and feedback are an essential part of continuous improvement. We acknowledge that our customers, people and community are within their rights to complain and/or provide feedback about a product or service. This information is invaluable and provides the authority with the opportunity to identify service improvements, increase customer satisfaction, strengthen customer input into our services and acknowledge areas of excellence.

In line with Landgate's Customer Feedback and Complaints Policy and the Customer Service Charter, provision of feedback is received in person, writing, telephone, online and through comments via surveys and focus groups. Complaints are logged into a Customer Relationship Management system, where it is assigned to a staff member to respond to the issue(s) and monitored and managed by the Compliance and Quality Assurance Officer at Landgate.

The Compliance and Quality Assurance Officer will endeavour to resolve all complaints within ten working days of acknowledgement. If this is not possible, the complainant will be informed of an estimated resolution date. A monthly summary report of all incidents is produced and published on the Landgate intranet.

Complaints received

The nature of the most common complaints relate to the lodgement of documents, Landgate products and services and team services.

The introduction of Verification of Identity through Australia Post from 12 February 2018 has generated additional enquiries, along with survivorship process and fees payable in relation to all types of document lodgement.

Complaints about services such as MapViewer, Electronic Advice of Sales (EAS) and MyLandgate revolve around application navigation, server time outs and the inability to print at scale. In most instances, mitigation of complaints was reduced by providing additional training, and rolling out Identity and Access Management.

Team Service complaints generally relate to transfer wait times and the inconsistency of information. The integration of a customer relationship management system has provided a way to better manage our communications and resolve queries more efficiently. Additionally, the upskilling of customer service employees to respond to a wider range of customer queries has helped to ensure they are resolved at the first point of contact.

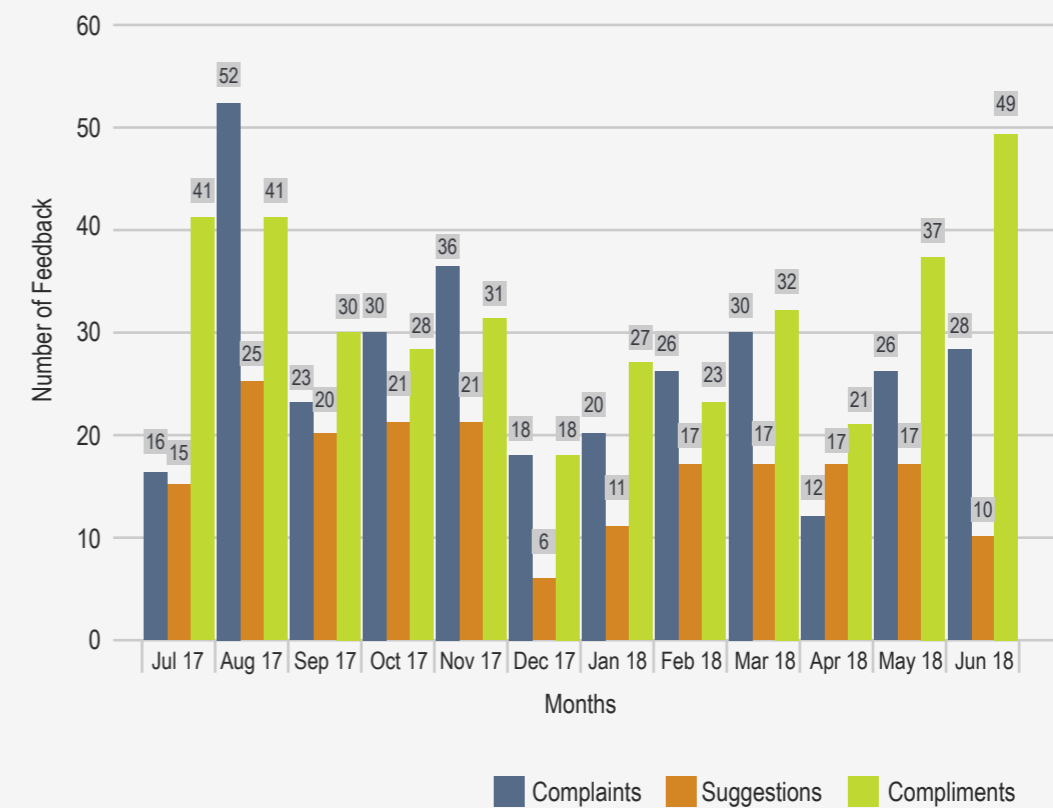
Suggestions received

Suggestions received by Landgate revolve around improvements to existing products and services, engagement with external agencies for information sharing purposes, customer privacy, general process improvements and interactions through customer service avenues. Suggestions are recorded through the quality management system and if enough information is provided on an issue, it can be used to guide and prioritise the change process.

Compliments received

The majority of compliments generally relate to praise for customer service representatives who have assisted with lodging documentation, ease of doing business with Landgate, quality and useability of products, and clarity and relevancy of advice provided, to assisting with making informed decisions. All praise is recorded, measured and relayed to the relevant area. This financial year, the number of compliments outweighed complaints, indicative of Landgate's values that the customer is at the heart of everything we do.

Feedback Numbers





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