



# Corporate Plan 2003 - 2007





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## Introduction

This corporate plan forms an important part of the Department of Lands' corporate governance framework. This document has been prepared with input from the operational and corporate support units of the organisation.

The structure of this corporate plan is influenced by whole of government policies, such as the NSW Government Strategic Management Framework, the operational objectives of the department and the availability of resources to achieve these objectives.

This corporate plan outlines the priorities outlined by government and the department's strategic objectives for the period 2004 – 2007, at the time of the document's preparation. From time to time the department is called upon to take on new projects or adjust priorities; therefore the objectives outlined here will be reviewed annually.

This corporate plan is a reflection of the high-level strategies with the annual operational priorities included in the individual business plans created by the business and corporate support divisions.

The Department of Lands utilises the Balanced Scorecard framework to report on its performance.

## Achieving balance

The Balanced Scorecard has been adopted by the department as we believe that it provides an opportunity to supplement the traditional focus on financial reporting with intangible but equally important aspects of our organisation such as our relationship with customers and stakeholders, the improvement of internal processes and the human aspect of learning and growth.

The strategic objective and priorities of the organisation are therefore reflected in relation to the four quadrants of the Balanced Scorecard framework.

The Department of Lands is beginning to develop a mechanism of extended performance reporting by publishing an Intellectual Capital Statement at the end of the 2004-2005 financial year as part of its annual report. The intention is to draw attention not only to the tangible and financial aspects of our performance but to begin to define the parameters for measuring, managing and reporting the intangible assets of the organisation.

The department has only begun a journey to develop terminology and metrics that can assist us in understanding the significance of internal processes, external relationships and intellectual capital upon the value creation process.



## Departmental purpose

Our purpose is to provide quality, reliable and timely geospatial information and land information and management products and services in response to community and stakeholder needs.

## Departmental values

### ***Service to the government***

We faithfully serve the government of the day to the best of our ability, providing advice and counsel in the public interest.

### ***Customer service***

We are committed to identifying customer needs and providing responsive, courteous and professional services to customers in all locations.

### ***Accountability***

We act ethically and accountably in relation to all dealings with government and the community.

### ***Innovation***

We encourage learning and development of innovative strategies to improve internal processes and provide better customer services.

### ***Respect***

We treat our customers and fellow staff with dignity and respect, acknowledging the different value systems within our multicultural community.

### ***Integrity***

We behave with integrity in all our dealings.

### ***Teamwork***

We encourage a team approach to work and problem solving and seek to involve and work with others in a flexible manner.

### ***Leadership***

We seek to demonstrate leadership in the community and the public sector in the areas of geospatial information and land information at all levels across the organisation.





## The department's strategic priorities

The Department of Lands will continue to implement strategies to improve service delivery. In particular, the department is seeking to implement a Public Trading Enterprise structure in the Crown Lands Division, undertaking significant policy reform to streamline operational processes in the land tenure system, improve the management of and community access to Crown land information and to realise an appropriate financial return from leases and licences affecting Crown land.

The sustainable management of Crown land will ensure that social, economic and environmental outcomes are balanced.

The work of the Aboriginal Land Claims and Native Title units will be reviewed and realigned to improve the efficient processing of claims, increasing the number of determinations made and Land Status Investigation Reports completed.

The Land and Property Information Division continues to improve delivery of products and services through electronic service delivery channels and to develop partnerships with business and other government agencies which will facilitate effective service delivery outcomes.

Soil Conservation Service is focusing on implementing its business plan strategies to ensure a financial turnaround. The business plan includes established commercial and profitability targets and improving the economic viability of the division through increased concentration on profitable market segments.

## Departmental operations

The Department of Lands provides:

- land and spatial information services and products including titling, surveying and spatial information activities through its Land and Property Information Division
- experience in the administration and management of Crown land assets through its Crown Lands Division
- expertise in researching, preparing and issuing land titles in relation to Aboriginal land claims granted over Crown land through its Native Title and Aboriginal Land Claim units
- skills and knowledge in managing and implementing soil conservation earthworks and consultancy services through Soil Conservation Service
- forms a direct link between the NSW rural community and State Government through the services of the Office of Rural Affairs and their administrative support of the Regional and Community Consultative Committee.





## The operational environment

A number of factors impact upon the operational environment of the Department of Lands. They include legislative, environmental and fiscal restrictions which, in turn, impact upon operational objectives, our workforce and responses to customer and stakeholders.

## Risk framework

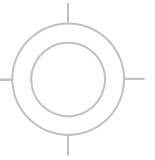
The Department of Lands has established Risk Management Policy and Guidelines creating a consistent approach to risk management across the department. These documents set the requirements and responsibilities of all staff to manage risk in a manner consistent with the Australian Standard (AS/NZS 4360:2004).

Key issues and risks facing the Department of Lands include:

- balancing stakeholder expectations and demands with available resources
- addressing a loss of corporate knowledge as older members of our workforce retire
- meeting the changing needs of an ageing community
- developing new techniques and processes in response to a fast moving and complex business environment
- identifying, managing, developing and effectively using our corporate knowledge supplemented by best practice information management and technology practices
- making appropriate, timely and responsible decisions in utilising available resources (financial, environmental, organisational and community) for the public good.

## Outcomes

- To deliver improved and new products and services through our business divisions.
- To service our clients and stakeholders needs effectively and efficiently.
- To develop stronger working relationships across the public sector and with the private sector.
- To reduce waste and increase productivity in all aspects of our operations.
- To be an employer of choice.



## Key areas for improvement

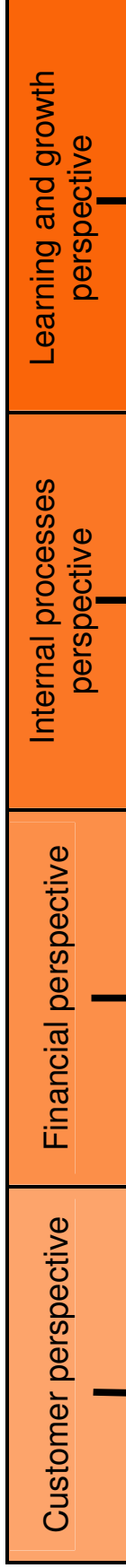
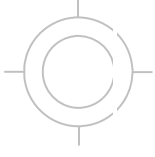
Continuing to:

- manage available resources efficiently and effectively
- develop and implement agency wide processes
- improve communication of our role, responsibilities and outcomes internally and externally
- plan, prepare and develop our workforce to meet future challenges and changing technologies.

## Reporting progress

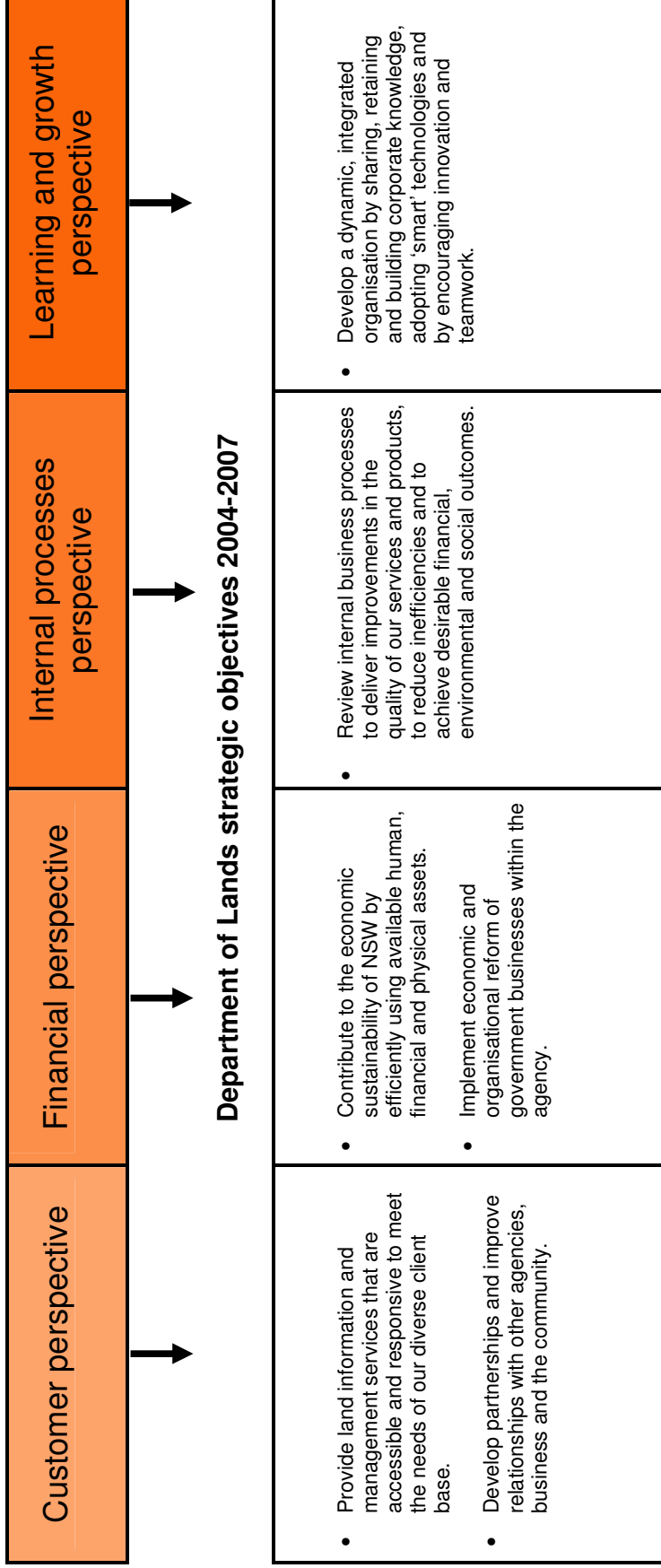
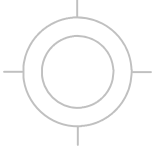
Progress is reported by means of the departmental annual report, through various strategic management reporting mechanisms and through the budget process.

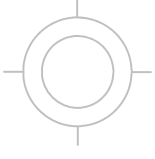




### Government priorities for public sector agencies

<p><b>Better partnerships with business and the community</b></p> <ul style="list-style-type: none"><li>▪ Build upon and strengthen the partnerships between government, business and the community in order to maintain the state's strong social and economic position.</li></ul> <p><b>More responsive services</b></p> <ul style="list-style-type: none"><li>▪ Provide tangible service improvements that are based on client needs.</li></ul> <p><b>Better integrated services</b></p> <ul style="list-style-type: none"><li>▪ Work collaboratively with other agencies to address the needs and expectations of the community.</li></ul>	<p><b>Economic growth</b></p> <p>Contribute to the growth and competitiveness of the state's economy through:</p> <ul style="list-style-type: none"><li>• value for money business activities</li><li>• living within the available budget</li><li>• undertaking economic reform of government business</li><li>• Providing spatial information and other data that supports public and private sector growth</li></ul>	<p><b>Improvement of government business</b></p> <ul style="list-style-type: none"><li>▪ Drive process and system improvements to support service delivery.</li></ul>	<p><b>People and technology</b></p> <ul style="list-style-type: none"><li>• Maximise the potential of people and technology to support service delivery objectives.</li><li>• Ensure our people have the skills and training to function efficiently and effectively in a changing business environment.</li></ul>
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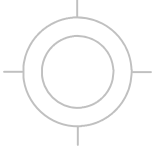


## Customer/community perspective

### Department of Lands strategic objective 2004-2007

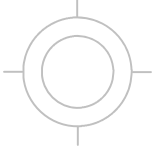
- Provide land information and management services that are accessible and responsive to meet the needs of our diverse client base.
- Develop partnerships and improve relationships with other agencies, business and the community.

Strategic priorities	Business Unit	Key Performance Indicators	Targeted result
Determine customer needs and service gaps by undertaking a market analysis and customer survey.	All	% improvement in customer satisfaction.	Benchmark customer satisfaction levels – demonstrate increased customer satisfaction.
Build partnerships and relationships with other government agencies, environmental, business and representative community groups with the objective of improving community relations and service delivery.	All	% improvement in stakeholder satisfaction.	Benchmark stakeholder satisfaction levels - Increase stakeholder satisfaction.
Develop and implement a strategy to deliver one-stop shop services for Department of Lands' clients.	All	% completion of program.	Strategy developed noted in 2004/05.
Improve our knowledge of the needs of customer groups and attributes of services and products.	All	% improvement in accessibility to service channels.	Benchmark customer satisfaction levels – demonstrate increased customer satisfaction. Benchmark staff satisfaction levels with service delivery strategies.

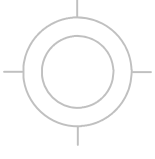


Financial perspective				
<b>Department of Lands strategic objective 2004-2007</b> <ul style="list-style-type: none"> <li>• Contribute to the economic sustainability of NSW by efficiently using available human, financial and physical assets</li> <li>• To implement economic and organisational reform of government businesses within the agency.</li> <li>• Providing spatial information and other data that supports public and private sector growth.</li> </ul>				
Strategic Priorities 2004-2005	Business Unit	Key Performance Indicators	Targeted result	
Increase revenue from commercial operations.	All	% variance from targets and benchmarks.	Variance in expenditure and savings targets.	
Achieve departmental budget, savings and (in LPI) dividend targets.	All Divisions and Corporate Support Units	% variance from targets.	Full compliance.	
Finalise the business case proposals for the commercialisation of Crown Land and Soil Conservation Service.	Crown Land and Soil Con Service	% completion of program.	Acceptance of business case and implementation of PTE framework for 2005-06.	
Maximise economic return on department's assets.	All Divisions and Corporate Support Units	% variance from targets.	Improvement in return on assets and asset utilisation rates.	





Internal processes perspective				
<b>Department of Lands strategic objective 2004-2007</b> <ul style="list-style-type: none"> <li>Review internal business processes to deliver improvements in the quality of our services and products, to reduce inefficiencies and to achieve desirable financial, environmental and social outcomes.</li> </ul>				
Strategic priorities 2004-2005	Business Unit	Key Performance Indicators	Targeted result	
Align and optimise the provision of corporate support across the department.	Corporate Support Units	% completion of program. Improve level of satisfaction with corporate support.	Corporate support provided through a cost effective and efficient framework.	
Implement project control to ensure best practice procedures and the capture and use of knowledge.	All Division and corporate support units	% programs using project control.	Project control methodologies in place.	
Simplify access to the Department of Lands back end systems, reduce inefficiencies of legacy systems, rationalise data stores and support electronic delivery.	All	% of information available electronically % completion of program.	Efficient and cost effective delivery of information products.	
Review, document and streamline processes and improve operational efficiencies management information resources to support decision making processes.	All	% completion of program.	Increased savings through efficiency. Increased level of staff and client satisfaction.	

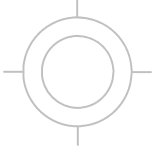


## Learning and growth perspective

### Department of Lands Strategic Objective 2004-2007

Develop a dynamic, integrated organisation by sharing, retaining and building corporate knowledge, adopting "smart" technologies, and by encouraging innovation and teamwork.

Strategic priorities 2004-2005	Business Unit	Key Performance Indicators	Targeted result
Develop and commence the implementation of a program to manage, measure and report upon the organisations intangible assets	All Divisions	% Variance from workforce targets and benchmarks.	Plans developed. % Compliance with implementation strategies for all plans.
Develop and implement learning and development strategies to build competencies	CSG	% Completion of programs	Plans developed. % Compliance with implementation strategies for all plans.
Implement technologies and best practice Knowledge Management techniques to support, share and make best use of intellectual capital accessible by the Department of Lands	All Divisions	No of programs or pilots Improve reporting through development of meaningful metrics	Increasing the retention of corporate knowledge
Develop corporate systems and sharing strategies which will enhance efficiency	Corporate Support Units	% Completion of program.	Plans developed. Compliance with implementation strategies for all plans.



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