



PO Box 656, Spring Hill Qld 4004

## Invitation to Provide Consulting Services

### To the 3dQld Taskforce

For

### Preparation of Roadmap

As part of the Industry Government 3dQld Strategy

Participating Taskforce Members



## **1. Introduction**

In Queensland an industry government taskforce has been established to guide much needed reforms in the area of tenure, including property boundary and rights spatial definition, suitable to meet the needs of the future digital economy.

In a modern economy, certainty about location and confidence that information is telling the full story, underpins the productivity of businesses and government and enables the markets to be more effective in managing risk. Industry and the broader community is driving greater demand for a 3D representation of the increasingly complex tenure arrangements, to meet consumer need.

The joint industry–government taskforce partners in this initiative include the Surveying and Spatial Sciences Institute (SSSI) QLD division, Spatial Industries Business Association QLD (SIBA), Australian Institute of Mine Surveyors (AIMS), the Surveyors Board of QLD and Queensland Government, Department of Natural Resources and Mines (DNRM).

## **2. Purpose of Invitation**

Through this invitation proposals are sought from suitably qualified persons and / or companies to provide consulting services to develop a RoadMap that will guide the spatial / surveying sector in understanding and implementing the reforms required within the private and government sectors.

Submissions should provide:

- A clear methodology of approach detailing how the proponent proposes to deliver the first 2 phases (A and B) which will be known as the 3dQld RoadMap and the role the proponent would play in phase C. The first two phases are described below as
  - A. Preliminary Phase – setting the framework, vision and justification of the 3DQLD Vision
  - B. Development phase – Implementation of the 3DQLD Roadmap
- Evidence of development of similar documents for allied or other industry sectors
- Cv's of appropriate personnel to be employed on the project
- A time frame for the development of the RoadMap, broken down into key tasks to be undertaken relevant to each phase noted below
- A lump sum fee for the work to be undertaken together with a breakdown of time allocated to tasks against hourly rates
- Clear demonstration of compatibility with key selection criteria

## **3. Background**

The industry government strategy developed by the 3DQld Taskforce in consultation

with industry outlined a number of key actions required as enablers to the realisation of the vision for a 3DQld. A priority action was the need to develop a roadmap that would provide clarity on the underpinning drivers for realisation of the vision from economic to public good imperatives.

A copy of this strategy is available on the 3dQld web site. <http://3dqlld.org>

The roadmap is urgently required to accelerate implementation of the vision presented by the [3DQLD](#) taskforce initiative. It is critical that we accelerate migration of current land administration cadastral systems towards an authorised, federated, secure, digital 3D model with high positional certainty to facilitate a revolution of enhanced spatial data analysis and more efficient and accurate public and private decision making. This concept of the roadmap is consistent with the vision by the Intergovernmental Committee on Surveying and Mapping (ICSM) [Cadastre 2034](#); *Powering Land and Real Property* which is a national strategy for cadastral reform and Innovation for Australia. The vision of 3DQld is further supported by [VANZI](#) (Virtual Australia and New Zealand Initiative) in their vision for a *Digital Built Environment*, in fact there are substantial synergies with this initiative and it is acknowledged that industry discussions have commenced with VANZI to explore mutual collaboration opportunities.

The purpose of this roadmap is to enhance the realisation of the 3DQLD vision and in turn set underpinning frameworks for realisation of an outcome that would support a foundation for title information outlined under the [VANZI](#) concept. The roadmap would aim to match short term and long term goals with specific technology and supporting process, standards and regulation through enhanced private sector and government collaboration. For submitters information the contact person for VANZI is Mr. Michael Haines.

It is envisaged that development of the roadmap will include three separate major components, run in sequence or concurrently with delivery before 30 June 2016.

#### **A. Preliminary Phase – setting the framework, vision and justification of the 3DQLD Vision**

This initial phase would include the steps to satisfy essential conditions, provide leadership and sponsorship and define the scope and boundaries for the roadmap.

This would include questions including but not limited to:

- a) What if any pressures are government and private industry experiencing in administering the current system under technology, standards and current practice?
- b) What is the estimated value of current land administration practice and systems to the economy of Queensland and Australia?
- c) Provide a clearer understanding of the present and future demand for accurate mapping of the legal environment for property in a standard digital form.

- d) What is current landscape in terms of industry expertise and practice, technology, standards, government systems and community engagement to meet a future demand?
- e) Provide a clearer understanding of the future needs for accurate land and property information to support a range of economic pillars and industry sectors, social and community expectation, government institutions and industry professionals
- f) What is the appetite or demand for change in the short, medium and long term? What will be demand for a simple and accessible central register for land and property interests?
- g) Targeted economic opinion on the benefit of an accelerated realisation of 3DQLD, VANZI and Cadastre 2034 to government and private industry both in Queensland and Nationally.

## **B. Development phase – Implementation of the 3DQLD Roadmap**

The development phase shall consist of several major phases including identifying the key product that is the focus of the roadmap, identifying a range of critical supporting systems, technology, practice and standards, the drivers, alternatives and timelines. Questions posed in this phase may include:

- a) What are the components of enhancement of current land administration systems that will happen in a free and open market?
- b) What critical items are unlikely to occur without greater collaboration and intervention? These are the items that will be addressed in the roadmap.
- c) What are the options to create this infrastructure? What items are best managed by government and which by the private sector?
- d) Is Government intervention required and what form should that take?
- e) What are the priorities of delivery so to ensure flow to a coordinated implementation?
- f) What skills are available locally, nationally and internationally to meet the challenge?
- g) What are the anticipated costs and timeframe associated with the delivery?
- h) What will be the key performance indicators to track progress of the reform?
- i) Who will be held responsible for delivery of the reform targets?

On completion of the development phase the 3DQLD Roadmap report will deliver essentially five outcomes.

- a) An identification and description of each phase that will support the overall product
- b) The critical factors effecting each product phase
- c) Any areas that have not been addressed.
- d) Implementation recommendations.
- e) Technical and legislative recommendations for optimal practice

## **C. Follow up activity Phase – Validation of the Roadmap using pilot projects**

The consultancy will include comprehensive planning and recommendations for this phase, but not execution of this phase.

In this phase the development roadmap will be validated and critiqued by a panel of industry practitioners from government and the private sector and hopefully accepted for full implementation. This collective of experts shall then test the roadmap recommendations through several pilot projects where process and technology can be evaluated for its effectiveness. Following an initial evaluation, it is expected there must also be some periodical program for review to the 3DQLD Roadmap because the needs of the consumer and technology are constantly evolving.

The follow up phase may include the following:

- a) Establishment of a panel of public and private sector professionals and allied industry experts to work collectively to validate and critique the roadmap recommendations. This opportunity shall be open to anyone who wishes to contribute time and resources to the process.
- b) Identify multiple pilot projects of varying types and challenges across the land title spectrum that would practically evaluate the reforms in a relatively short timeframe.
- c) Test the recommendations of the report to develop a refined understanding of optimal technology, practice and expertise delivered in these projects.
- d) Document any challenges and gains to be fed back into a roadmap reform agenda.

#### **4. Proposal Evaluation**

Proposals will be evaluated on the following criteria.

- Ability to satisfy key selection criteria
- Past experience in industry innovation and change management.
- Methodology clarity and transparency
- Ability to meet time frame
- Value for money delivery
- Knowledge of spatial / surveying industry and regulation

#### **5. Proponent Briefing**

To assist proponents in responding to this invitation a briefing will be held at 3.00pm on Tuesday 24th November 2015 at the Conference Room (Albert Street) level 12, 61 Mary Street, Brisbane CBD. To confirm your attendance at this meeting please direct confirmation by email to 3dQld at email [eo@sbq.com.au](mailto:eo@sbq.com.au).

#### **6. Contact for Information Clarification**

Proponents may direct any points of clarification or questions by email to [eo@sbq.com.au](mailto:eo@sbq.com.au), attention Peter Sippel, current Chair of the taskforce.

The engagement will be through a signed consultancy contract with the Spatial Information Foundation.

#### **7. Submission of Proposals**

Proposals should be lodged in both hard copy and digital pdf formats, one copy of each. Lodgments should be made no later than 5.00pm on 18th December 2015.

Address proposals to 3dQld Taskforce, c/- Surveyors Board of Queensland, PO Box 656, Spring Hill Qld 4004

Proposals can be lodged by hand to Surveyors Board of Queensland, Unit 18, level 4, Kenlynn Centre, 457 Upper Edward Street, Spring Hill Qld.

# Key Selection Criteria Consulting Services Project Delivery Role 3dQLD Taskforce

<b>Classification:</b>	Contract
<b>Term:</b>	8 <sup>th</sup> January 2016 to 30 <sup>th</sup> June 2016
<b>Responsible to:</b>	Chair 3dQLD Taskforce & SIF Project Board
<b>Key Relationships:</b>	3dQLD Taskforce Committee, Virtual Australia and New Zealand Initiative (VANZI) & Spatial Information Foundation (SIF)

## **Purpose of Role:**

This role's primary purpose is to facilitate the development of an industry Roadmap to enable implementation of the outcomes envisaged in the Industry Government 3dQld Strategy.

The role has two main functions:

1. Delivery of phases A & B, being preparation of 3dQLD RoadMap and program for phases C & D outlined in the accompanying "Invitation to provide Consulting Services";
2. Provision of coordination, secretariat, and reporting services for the 3dQLD Taskforce and associated reporting to the Spatial Information Foundation (SIF)
3. Financial accountability regarding the progress and development of the 3dQLD initiative.

## **Contribution to the Industry and the Digital Economy:**

The 3dQLD taskforce believes this role is necessary to prepare and facilitate an implementation Roadmap to realise the full benefit of the 3dQLD reform.

It is envisaged that the deliverables of 3dQLD roadmap will shape and guide the future of Spatial Data Integrity for all property. This in turn will form a sound foundation for enhanced location analytics in a Digital Built Environment (DBE) and a spatially enabled knowledge based Queensland economy.

The role will involve developing key relationships with the spatial industry, government, SIF and allied industry groups to ensure a broad range of interest is considered to ensure spatial outcomes have a measurable benefit to a broad spectrum of users across industry and the public.

Accordingly the role has a responsibility for professional representation of the industry and business development to ensure the spatial industry is well recognised by government and the public as a significant economic driver in future decision making.

**Key Attributes:**

**The successful consultant must have demonstrated ability in the following areas:**

**Communication Style**

- Sharp perceptive ability to read people and adapt leadership styles accordingly;
- Ability to adjust communication styles to suit the audience and engage individuals and teams from a wide variety of backgrounds;
- Ability to convey an optimistic outlook in challenging circumstances and times of transition;
- Demonstrates diplomatic understanding of industry issues with ability to offer solutions and alternatives;
- A persuasive and passionate communicator with excellent public speaking and negotiation skills;
- Strong in all areas of verbal and written communication;
- Ability to liaise with key stakeholders to enable integration of new technologies and associated training and support.

**Thinking Style**

- Analytical decision maker with the ability to prioritise and communicate key objectives and tactics necessary to achieve project goals;
- Innovation and improvement – new ideas and efficiencies without change for change sake;
- Lateral thinker that constantly looks for the solution in every problem situation;
- High attention to detail and strong focus on accuracy.

**Leadership and Self-Management**

- Focussed on achieving the desired outcome of the purpose of role;
- Willingly takes responsibility, accountability and ownership for delivery of project
- strong ability to prioritise conflicting demands and deadlines;
- Understands the need to continually develop professional capabilities;
- Ability to prioritise deliverables despite changing demands;

- Able to contribute to a team environment
- Ability to enthuse Taskforce Members;
- Ability to organise and instruct committee as required;
- Prepare clear instruction and documentation;
- Well presented and happy to promote 3dQLD Initiatives.

**Key Responsibilities:**

1. Detail a plan for the 3dQLD Road Map to be delivered with timelines and budget
2. Research, engage and consult with stakeholders across various state and local jurisdictions, business and academia so that a roadmap can be prepared.
3. Communicate findings of stakeholder engagement to the 3dQLD taskforce.
4. Prepare 3dQLD Road Map
5. Deliver 3dQLD Road Map publication for consultation.
6. Communication and Promotion of the 3dQLD Road Map publication for feedback by stakeholders.
7. Include future recommendations for the realisation of the 3dQLD vision.
8. Project Management obligations of key stakeholders.

**Detailed Responsibilities:**

**Project Management**

- Taskforce liaison and industry consultation;
- Maintaining familiarity with current and future directions in state legislation as well as technology affecting industry and the wider economy;
- Checking of project outputs, product quality and compliance with Taskforce Roadmap;
- Ensure project satisfies Scope of Work or Contract Agreement;
- Monitoring job progress to ensure timeframe compliance;
- Prepare and ensure project invoicing is timely and accurate;
- Ensure projects are in accordance with financial targets.

**Communication and Promotion**

- Collaborate with the 3dQLD taskforce and make recommendations where necessary;
- Direct liaison with instructing personnel including attendance to meetings as required;
- Collaboration with industry and consultants and recommendation of project oriented solutions both preferred and alternate;
- Promoting 3dQLD initiatives across the spatial industry, allied industry and government;
- Involvement in related industry associations as required;
- Communications of industry feedback to taskforce;
- Attend progress meetings.

**Expected Outcomes/Key Measurables:**

**Direct:**

1. Prepare and deliver the 3dQLD Roadmap for the preliminary and development phase (Part A and B)
2. Develop the framework for realisation of demonstration projects (Part C) of the Road map brief;
3. Providing secretarial and administrative reporting to investors (SIF) and the 3dQLD taskforce;
4. Identification of and submissions to potential funding sources to enable ongoing research and actions under the strategy;
5. Preparation of reports on activities of the taskforce to various funding sources including Spatial Information Foundation (SIF)
6. Promote awareness of the 3dQLD initiative across a range of relevant stakeholders, allied industry sectors and across state and local government departments beyond the Department of Natural Resources and Mines (DNR&M).
7. Liaise with member organisations of the taskforce as required;
8. Manage finance and report on same for 3dQLD taskforce.

**Indirect:**

1. Demonstrate compliance with the following Vision, Purpose and Values

**VISION**

The 3dQLD will make Queensland one of the easiest places in the world to invest in the built or natural environments, construction, tourism, mining and agriculture because of the quality of information that is readily available to decision makers, providing them with confidence and certainty about opportunities and investments.

**PURPOSE**

To build on world leading land administration, surveying practice and law, and transition the current systems of land administration to a more efficient multidimensional digital system, that is better suited the needs of the public and business in the 21st century.

**VALUES**

The 3dQLD vision for Queensland Values:

- *Enduring certainty for all property interests*
- *Lower costs of production and maintenance our land administration system*
- *Better understanding and greater public involvement*
- *Consistency across all jurisdictions*
- *Adaptation to change in policy and technology*

**Skills, Qualifications & Experience:**

**Essential**

**General**

- Comprehensive understanding of the Spatial industry, with emphasis on land and mining surveying , land administration and titles, property systems and processes;
- Sound understanding of the methodologies and technologies impacting on future land administration.
- Demonstrated strong leadership in enabling delivery of productivity improvement and change management across industry;
- Understanding of good business principles built through project /client management and business development experience in a similar role;

- Understanding of the importance of the Roadmap for reforms in land administration practice in a DBE and a wider, knowledge economy;
- Strong understanding of state and local government regulation and professional practice currently effecting administration of various forms of tenure across Queensland.

**Experience**

- Has attained significant experience in a range of Project Management roles within sectors of land development, resources and infrastructure management industries or similar;
- Demonstrated capability on property economics.
- Team understanding of potential 3D digital cadastre concepts

**Beneficial**

- Proven experience in contemporary communication and marketing strategies;
- Familiarity with academic research methods appropriate to development of the 3D Road Map and associated future strategy.