



# **Board of Surveying and Spatial Information**

2012 to 2015

## **Strategic and Operational Plans**

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## Excutive Summary

The Board of Surveying and Spatial information (BOSSI), constituted under the *Surveying and Spatial information Act 2002*, is the statutory body responsible for providing for the registration of land and mining Surveyors, responsible for standards in surveying and spatial information in NSW and for providing advice to Government on Spatial information.

The regulation of the Land and Mining Surveying profession underpins economic activity including an estimated amount of the order of \$30 billion annually in NSW as shown in the 2007 LPI Annual Report. A large number of consumers and government agencies, including Land and Property Information (LPI), rely on BOSSI's regulation and standards processes to provide the basis for land and property markets which return some \$5 billion of revenues and charges to Government each year.

This Strategic Plan has identified the following 3 Key Challenges for 2012 to 2015.

### Key Challenge 1

#### **Maintain Land and Mining Surveying registration, standards and numbers to support NSW economic activity and the integrity of the state cadastre**

BOSSI provides for the registration of Land and Mining Surveyors and maintenance of standards, which in turn provides the basis for maintenance of the integrity of the cadastre and safe mine working operations. Should either the registration process deteriorate or standards fall, the integrity of the cadastre and safe mine working operations could potentially be reduced over time, thus adversely impacting the government's 'Guarantee of Title', the property and mining industries and a considerable amount of economic activity in NSW.

The surveying profession has an average age of about 55 years, also reflected in membership of the associations and the Board. It is essential that numbers of new registrations be increased so that surveying resources are available to meet NSW land and mining economic activity.

### Key Challenge 2

#### **Establish Sustainable Funding**

BOSSI provides the surveying regulation and standards service to the government on a cost neutral basis and is primarily funded through surveyors registration fees. BOSSI is facing rising costs and is heavily dependent on Board members providing services at little or no cost. In previous years, a considerable amount of in-kind assistance has also been provided by LPI.

This is not sustainable and presents a major risk that the Board will not be able to function properly should a major issue, such as prolonged legal action, deplete its resources. Should the Board not be able to function properly, it is highly likely that these Key Challenges will not be able to be met.

### Key Challenge 3

#### **Engage the Spatial information industry**

The *Surveying and Spatial information Act 2002* provides for the Board to advise the government on spatial information. However the Board has yet to be fully involved with the activities of the spatial information industry and while this is being addressed in part by the activities of the Spatial information Committee, there is a substantial risk that the Board may not meet its spatial information obligations without additional resources and funding.

# Preamble

## Our Objectives

BOSSI's primary aims and objectives for surveying and spatial information are as follows:

- To establish and maintain competency standards and to grant registration to surveyors under the provisions of the *Surveying and Spatial information Act 2002*.
- To maintain the register of registered land and mining surveyors in NSW.
- To work with education and professional institutions to develop educational and training programs to ensure that the required quality standards in education and professional development are maintained.
- To assist surveyors' assistants and students of surveying to gain qualifications by determining, recording and accepting accrued practical experience.
- To encourage spatial information practitioners and registered surveyors to undertake appropriate education and relevant continuing professional development to maintain competency.
- To identify key spatial sector stakeholders and to develop communication and promotion strategies and benefits for the Board, the public and private sectors.
- To advise the Minister on matters relating to surveying and spatial information.
- To advise the Minister on the maintenance of the integrity of the state cadastre.
- To develop policies, assess and recommend quality standards for collection, collation, management and dissemination of all identified types of spatial information relevant to the NSW Spatial Data Infrastructure (SDI).

This plan is the result of a planning meeting held in Sydney on Friday 23 September 2011, and is designed to establish a strategic direction for BOSSI until 2015.

## Our Vision

Our vision is that government, business and community have increased access to and improved confidence in surveying and Spatial information services in NSW.

## Our Mission

The Board's leadership role is to ensure that confidence is maintained in the integrity and provision of focused and sustainable survey and Spatial information services for the benefit of the community and the economy of NSW.

## Our Purpose

We will achieve our Vision and Mission by:

- Advocating appropriate standards, regulations and practices for surveying and spatial information to government.
- Monitoring and influencing the education, training and ongoing accreditation of surveyors to ensure they meet competency and professional practice standards.
- Participating in the education, training and recognition of spatial information professionals.
- Facilitating the continuation of the profession through the registration of surveyors and upholding professional standards.
- Promoting the value of surveying and spatial information to the community.

## Our Values

We hold the following values as being very important:

- Leadership – we provide leadership that listens, is supportive, is consistent and has a clear direction to fulfill our role in steering and guiding the strategic direction of the Surveying and Spatial information Sector.
- Professionalism – we believe that the community at large depends upon the professional competence and expertise of the Surveying and Spatial information Sector to provide a range of services including those which support security of land tenure. BOSSI believes its leadership role here is paramount to ensuring the ongoing professionalism of the sector.
- Integrity – we believe that we must uphold the highest standards of honesty in our behaviour and demonstrate courage to ensure we protect the cadastre, the community as a whole and the Surveying and Spatial information Sector.
- Innovation – we value the importance of diversity and the richness it brings to the profession in helping to proactively identify new methods and approaches to enhance the value of Surveying and Spatial information to the Community. We have the courage to explore and inspire change and to stretch our capabilities.
- Collegiality – we accept and value the importance of working with others, enhancing relationships between BOSSI and its stakeholders to realise our Vision, Mission and to satisfy our Purpose.

## SWOT Analysis

Strengths	Weaknesses
Industry relationships – high level relationships are good, but could be strengthened	No government funding to administer government regulation
Legislative mandate	Recognition of spatial information in both surveying and the community as a whole
Rigorous standards and procedures	
Committee structure could be improved	
Diverse knowledge and experience base	
Effective administration	Lack of documented process with university course accreditation
Influence on national bodies	Ineffective integrating of spatial information into our regulatory role
Mutual respect with internal and external stakeholders	Is slow to move with contemporary changes where applicable
President of BOSSI is General Manager of Land and Property Information which gives BOSSI direct access to government	Complaint system can be streamlined
Practical relationship with LPI	Discipline process can be strengthened
Support from relevant government agencies	Lack of support for the committees
Board has a rich history and a solid track record	Interaction between the committees and the secretariat
Appointment process for Board members	A lot of volunteer work which effects timelines
Respect for BOSSI by the sector and other groups	Lack of succession planning in some corporate knowledge areas
Rigor of the competency assessment and CPD systems	Financial limitations limit the activities of BOSSI
Our Secretariat performs well	No effective performance measurement** and review process for activities undertaken by BOSSI
Surveying Candidate system	Confusion about the role of the Board
Has good procedures for dealing with complaints and disciplinary actions when necessary	Communication to the registered surveyors
Communicating and being available with the community when required	Lack of understanding of surveying within the spatial science sector
Has good relations with other Boards (regarding reciprocity)	Board members not having a complete understanding of the broad industries that BOSSI represents
Has open discussion within Board on all issues	Has a low community profile and there may be lack of understanding in the community about the role of the Board
Has website with content and navigation	BOSSI does not have a good profile with some industry sectors

\*\* The only current performance measurements are the following, neither of which is a useful indicator of the effectiveness of the Board:

- numbers of registered surveyors
- numbers of complaints.



Opportunities	Threats
Explore additional funding sources	Shortage of land and mining surveyors – general skills shortages exacerbates this problem
Capitalise on current partnerships with professional associations	Low numbers of women in surveying
Increase the momentum of registrations	Age profile of the sector
Definition and recognition of spatial competence	Government doesn't fully recognise the value of the Board
Improve the integration of the spatial and surveying sectors	Not being able to maintain the number of new registrations
The growth in the mining and land development sectors provide opportunities for the Board to remain relevant and to meet increasing demand	Insufficient number of land surveyors may impact upon the competence of surveyors and diminished income for BOSSI
Encourage more diversity in land/mining surveyors as a career	Short-cuts in the work of mining surveyors may result in a catastrophic accident
Encourage younger professionals to become engaged in BOSSI	Differences at a national level in relation to surveying and spatial information standards and education
Continue to encourage active participation by academia	Exclusive software based training – lack of generic training
Increasing social networking presence	The Board replacement process can result in the loss of key skills and corporate knowledge
BOSSI to have more influential role in spatial information in NSW	The Board does not meet industry and statutory requirements and becomes less relevant
Targeted representation by BOSSI to promote the work and relevance of BOSSI	The legislation is not updated to meet the needs of the industry
Encourage and coordinate interagency cooperation in Spatial information	Failure of disciplinary practices – litigious society
Reintroduce university reporting to CRSBANZ	Standards of surveyors fall, compromising guarantee of title
Regular review of BOSSI procedures and practices to ensure they remain relevant and appropriate	Loss of credibility/ public confidence due to system failure (sub standard delivery of services by a registered surveyors)
To define standards for Spatial information through the implementation of Location Strategy	Financial funding model limits capacity and capability of the Board
The growth in Coal Seam Gas sector provides opportunities for the Board in setting standards for the location and recording of drilling	Over regulation of the industry may be a cause of the lack of surveyors
	National competition policy review resulting in self-regulation
	Inappropriate quality of data for emerging applications
	Technology overtaking current practice
	Lack of recognition of BOSSI as a credible body in the spatial sector

## Key Operational Issues – 2012/13

### 1. Promote leadership by BOSSI in SI matters

BOSSI has had some success in being involved in prominent SI projects and should continue to provide leadership by involvement in key projects which are impacting, or have the potential to impact, the surveying and spatial information industry.

### 2. Assist current Location Strategy development

The current Location Strategy is yet to be completed and with administrative changes, BOSSI must continue to support and provide leadership to develop and then implement the Location Strategy and related governance during 2012/13.

### 3. Investigate acknowledgment of SSSI GISP-AP and other schemes

In order to ensure that the skilling of spatial information professionals meets industry requirements, BOSSI should investigate, in conjunction with Academia, the SSSI GISP-AP and other schemes with a view to adopting theirs for determining certification in spatial information.

### 4. Promote cooperation with LPI and other government agencies on issues related to ePlan, DCDB, SDI, etc

BOSSI should take a leadership role in major industry initiatives such as ePlan, Spatial Data Infrastructure, etc by continued cooperation with LPI and other government agencies. Given that the digital cadastre is the key spatial product of the surveying profession, BOSSI should take a leadership involvement with issues relating to the management and continual improvement of the digital cadastre.

### 5. Enhance communication with stakeholders

BOSSI must improve communication with key stakeholders and should review / expand the processes that are used to undertake this communication. This should include communication and coordination with other agencies in NSW and other jurisdictions in the spatial information industry.

### 6. Provide continuing education to BOSSI on surveying and spatial information matters

In order to ensure that BOSSI continues to have maximum input into issues relating to the surveying and spatial information industry and is up-to-date with relevant spatial matters, information sessions should be undertaken as an integral component of Board meetings.

### 7. Enhance standards and compliance

BOSSI must continue to strive to improve standards and compliance to ensure that the land and mining surveying system does not fail and that relevance to the spatial information is maintained. BOSSI should do this by ensuring that legislation is current and relevant, that standards are in place and enforced, that funding is appropriate and that the value of the Board is recognised by the State Government.

### 8. Improve complaint and discipline processes

BOSSI has an obligation to provide an effective and efficient complaint and discipline process, even though complaints are upheld against less than one per cent of all surveyors. BOSSI must continue to review, enhance and improve its complaint and discipline policies and processes.

### 9. Enhance administrative and committee processes

BOSSI has a strong committee system which provides quality information and analysis on specific topics. BOSSI should continue to strive to ensure that support continues for all committees and that the support by the secretariat continues to meet committee expectations, particularly to make effective use of volunteer resources as required.

## Key Strategic Issues 2012/13

### 12 months to 24 months

#### 1. Create a more sustainable funding base for BOSSI

Currently BOSSI is funded essentially through registration fees. There is a need for BOSSI to investigate additional funding sources, such as:

- from government for the work undertaken by BOSSI in its regulatory, advisory and leadership role in the industry
- from other funding options.

#### 2. Increase the diversity of surveyors

BOSSI has recognised that a sustainable profession must be more diverse and embrace more representation from women and ethnic groups as well as encourage diversity within the profession. BOSSI will take a leadership role with professional bodies, government, employers, schools, education institutions, industry associations to actively promote more diversity into the profession with a specific focus on:

- the diversity of ethnic and gender groups in surveying
- the age profile of the sector
- the number of new candidates entering the profession.

#### 3. Encourage younger surveyors to become active in BOSSI

While the age profile of BOSSI is representative of the age profile of the industry, both BOSSI and the professional associations need to encourage younger members into the associations and then to the Board in order to remain relevant to younger members of the surveying and spatial information industries. To realise this objective BOSSI should actively promote the value of individual involvement in BOSSI through the professional associations and universities.

#### 4. Ensure public confidence in the Board's performance in the land and mining surveying profession

BOSSI must strive to ensure that public confidence is maintained in the land and mining surveying profession by ensuring that standards and compliance is maintained and that this is communicated to all stakeholders.

#### 5. Actively liaise with relevant sectors to enhance education with new technologies

It is clear that new technologies are likely to play a major role in the surveying and spatial information industries of the future. BOSSI should have an increased role in facilitating standards and guidelines to address the application of these new technologies.

### 24 months to 36 months

#### 6. Enhance national strategic alliances in surveying and spatial information

It was recognised that BOSSI could have a major role in developing a national approach to the surveying and spatial information sector. This could be achieved by establishing a regular dialogue with surveying and spatial information groups in other states. The ultimate objective would be to establish a national framework for the accreditation and registration of surveyors and providers of spatial information.

#### 7. Monitor and influence university programs

It is accepted that BOSSI should monitor and influence the technical content of university programs in surveying and spatial information, if it is to realise its Vision of creating a sustainable surveying and spatial information sector.

## Strategic Plan 2012/13

Objective	Coordinating Responsibility	Specific Actions	Target Date	Progress to Date	Outcome
Promote leadership by BOSSI in SI matters	SI Committee	Identify key issues / projects	Ongoing	Several presentations at Coffs Harbour ISA Seminar Presentation BD to HMG Seminar Newcastle November 2013	Key projects which can be led/facilitated by BOSSI
Include SI competence of candidates in examinations	SI Committee and Training Committee	Provide up-skilling on SI to candidates and supervising surveyors Include SI role in the Town Planning examination process	Ongoing	SI candidate workshop planned for 23 November 2013 SI Committee involvement on Town Planning examinations	More SI competence of candidates
Provide continuing education to BOSSI on SI matters	SI Committee	Identify speakers and presentation for each Board meeting. Speakers from SSSI, GITA and others	Ongoing Board meetings	Presenation by S. Jacoby, QLD Department Natural Resources and Mines Presentation by LPI CEO Steven Woodhouse	More informed Board
Provide continuing education to BOSSI on surveying and other matters	Training Committee	Presentation to each Board meeting by members and other invited guests	Board meeting as required		More informed Board
Investigate acknowledgment of SSSI GISP-AP and other SI schemes	SI Committee	Discuss with SSSI Education Committee. Match GISP-AP outcomes with BOSSI expectations. Liaise with Academic Institutions. Review appropriateness for SI component of surveying examination processes	End 2013	Draft Position Paper tabled for SSSI Certified Professionals	BOSSI recognition of accreditation process of SI practitioners integrated with SSSI processes. Integrate SI competence into Land / Mining Surveying assessments

Promote cooperation with LPI and other government agencies on issues related to ePlan, DCDB, SDI, etc	Chief Surveyor LPI	Make practical relationships with LPI. Regular communication with stakeholders	Underway	Communication ongoing	Key stakeholders understand BOSSI role
Enhance communication with stakeholders	Registrar and Board	Participation at industry events	Ongoing	Presentation to AIMS in Wollongong June 2013 Presentation to ISNSW North Coast Group in Coffs Harbour in July 2013 Presentation to Country Surveyors in Shoal Bay in October 2013	Key stakeholders understand BOSSI role
Enhance Standards and Compliance	Chief Surveyor LPI and LPI Principal Cadastral Surveyor	Review legislation Review standards requirements	Ongoing	New Surveying and Spatial information Regulation gazetted 1 Sept 2012 Investigating changes to Act and Regs to support new Planning legislation	More focused legislation and standards
Improve Complaint and Discipline processes	PAIC, Discipline Committee and Registrar	Audit of policies to ensure they continue to ensure continued relevance/ best practices Review the current systems to manage complaints to match reviewed policy Examine outsourcing of the complaint investigation procedure Ensure investigators are appropriately trained	Completed  Q1 2014  Q1 2014  Ongoing	7 Board councillors undertook Certificate IV Government (Investigations) training in September and October 2013	New complaints policy in place and seen to be best practice  New systems in relation to complaints operating efficiently  Investigation procedure outsourced  Investigators trained

Enhance Administrative and Committee processes	All Committees and Registrar	Review Committee procedures and practices  Review administrative processes	Q3 2014  Q3 2014		Updated systems and processes in place
Create a more sustainable funding base for BOSSI	Chief Surveyor and President and Registrar	Investigate options to broaden funding base including fees and other funding sources and present a paper for consideration	Q1 2014		Paper prepared and presented for development of implementation strategy
Ensure public confidence in the Board	Registrar	Identify and prioritise policies requiring review and develop an action plan to enable completion of the review	Q3 2014		All internal policies and procedures reviewed
Increase the diversity of surveyors	Training Committee	Develop in consultation with other professional bodies a marketing strategy to encourage more diversity and women to become surveyors	Q1 2014	NSW Taskforce developed in partnership with ISNSW, ACNSW, SMIX to develop market plans for the profession	Increase from 2011 benchmark by 50 per cent by target date
Encourage younger surveyors to become active in BOSSI	Registrar	Develop in consultation with other professional bodies a strategy to encourage them to nominate younger surveyors for involvement in BOSSI	Q2 2014		Half of the new entrants to BOSSI for 2012 below average age
Encourage more surveyors and spatial professionals to enter profession	Board	Explore actions at specific BOSSI workshop. Attend and present at career and other events. Develop public relations program	Q3 2014	To be undertaken in conjunction with NSW Taskforce	More surveyors and SI professionals enter the industry
Actively liaise with secot to enhance education around new technologies	Training Committee		Q2 2014		

Enhance National Strategic Alliances in Surveying and Spatial information	President	BOSSI actively encourage/advocate strategic national alliances/industry cohesion	Ongoing	Development of position paper to recognise SSSI Certified Professionals  Involvement in development of the Cadastral Strategy 2034  Working with WA and QLD Boards on Mutual Recognition issues  Presentation to SSSI NSW Region Conference in Bathurst Nov 2013	Cohesive SI Industry at National and State levels
Monitor University Programs	Training Committee	Presentation to BOSSI by UNSW and University of Newcastle on current course content and future directions Discussion paper/matrix on Australian Education Programs BOSSI members advocate educational program preference through various channels, ie Advisory Boards, CRSBANZ	Ongoing	Board supported CRSBANZ's study on the core elements of surveying degrees	BOSSI and industry have supply of suitably educated graduates