

Resourcing NMOs

Partnering, Out-sourcing, Off-shoring or what?

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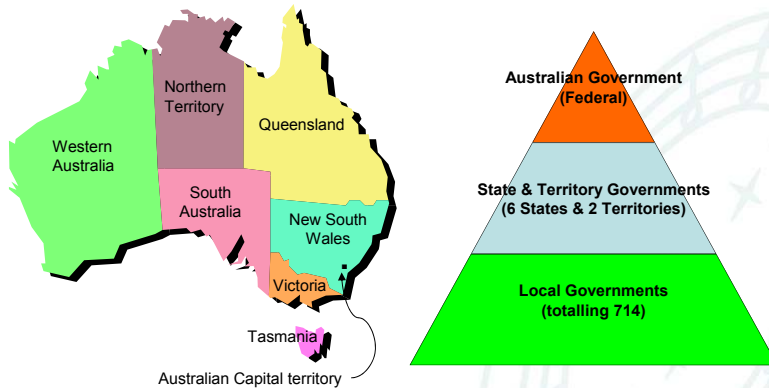


Introducing PSMA Australia

- PSMA Australia is not a traditional National Mapping Organisation (NMO).
- However, we are Australia's leading source of spatial information.
- We are a self-funded, unlisted public company wholly owned by the governments of Australia.
- We are the Governments' mechanism to achieve partnering and collaboration for mapping data in Australia.
- PSMA Australia is a very successful national partnering model.

Mapping Responsibilities

- Australia consists of nine Governments all with mapping responsibilities.



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The PSMA Australia Model

- Each government has mapping responsibilities inherited from those of the original colonies and contained in our constitution.
- Prior to the formation of PSMA Australia in 1992, there was no mechanism for bringing the mapping resources captured and held by each government together to build high resolution, nationally consistent mapping datasets.
- PSMA Australia became the vehicle to establish the partnerships across all governments in Australia to achieve this outcome.
- PSMA Australia is relationships focused. It builds relationships throughout the value network to achieve national dataset development and delivery.

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Key Aspects of the Model

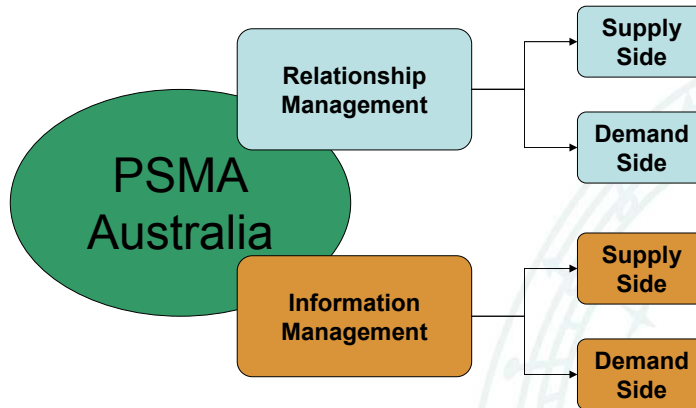
- Unlisted Public Company limited by shares, owned by Governments (single share each)
 - Creates a stable & independent environment and processes for collaboration consistent with Corporations Law.
- Jurisdictions licence their data to the Company
 - Arms length transactions, independence, confidence, certainty.
- Board of Directors – shareholder nominees and independent
 - Legally required to act in the best interests of ALL shareholders.

Key Aspects of the Model

- Revenue generated through data licensing of Integrated National Datasets
 - Percentage of revenue returned to shareholders calculated on participation (fixed) and data volume (variable)
- Revenue used to maintain existing datasets, improve operational efficiency and investigate and assemble new national datasets.
 - The model is self sustaining meaning that Governments achieve significant benefits at no cost to tax payers and independently of government budgets.
- The model is scalable and transferable
 - The independence of the model with respect to the content means that it can be equally applied in different situations and to different data.

Context of Partnering

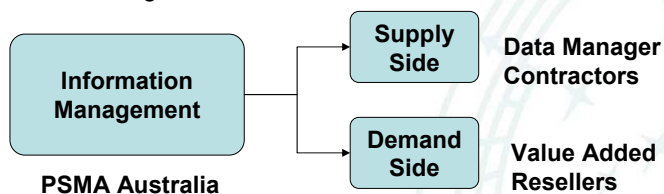
- PSMA Australia's operations consists of two major functions:



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Partnering: Key Aspects

- Only functions critical to PSMA Australia's success are maintained internally.
- All strategy development, relationship management tasks, project management and contract management is performed internally.
- All data management and data distribution is outsourced.



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Partnering: Key Aspects

- Ensures a focus on key success criteria for continued partnering and collaboration
 - Allows organisational culture to evolve around partnering and collaboration ensuring the longevity of all relationships.
- Allows utilisation of market leading technology and data management solutions
 - All data managers are appointed on the basis of quality of solutions to outcomes focused requests for tender.
- Value Added Resellers focus on solutions and distribution
 - This enables the coverage of a very broad market, the delivery of many different solutions and the development of innovative solutions through competition.

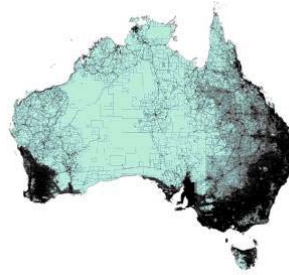
Results for the Organisation

- The availability of the information has stimulated the spatial information market in Australia
- The model proactively manages important relationships necessary for data integration and data improvement. This is core business for the organisation.
- The model is self funding and has grown strongly since its establishment as a public company in 2001.
- Confidence and capability have also grown enabling the model to branch out and successfully contribute in new areas.

Results for the Organisation

- The model has been highly successful enabling the development and delivery of very high quality nationally consistent data with regular quarterly updates.
- PSMA Australia is the premium supplier of national datasets in the following themes:

- Transport infrastructure
- Hydrology
- Cadastre
- Administrative Boundaries
- Geocoded Addresses



Advantages

- Creates an environment that encourages participation and collaboration using a trusted independent vehicle where all contributors have equal ownership and equal control.
- A self-sustaining model that delivers National spatial information datasets and incremental maintenance every 90 days.
- Maintenance of data using contracted data managers and delivery of data through VARs generates opportunity and innovation in the industry.
- The model is able to manage greater risk (company structure as opposed to Government) allowing the exploration and development of leading-edge technology solutions.
- Deliver economic, environmental and social benefits to Australia

Disadvantages

- The difficulty in reaching agreement between all the governments in relation to the company establishment and constitution (five year process).
- The administrative burden of the legislative requirements for a public company.
- Independence can also mean isolation – PSMA Australia is often considered to be neither Government nor Private entity.
- The company cannot dictate the data format and transfer specifications and therefore must contend with whatever is delivered.

The Future

- The PSMA Australia Model is providing a successful mechanism for partnering between the Mapping Agencies of Australia's Governments.
- The Model is now extending to include other information providers from other agencies and organisations both inside and outside Government.
- The need to be able to share information easily and in a timely fashion will only increase and PSMA Australia believes that it can play a vital role in this process not just in Australia but perhaps in other countries also.