

# Lantmäteriet's Strategic Plan

2006 - 2010



LANTMÄTERIET – IN POLE POSITION!



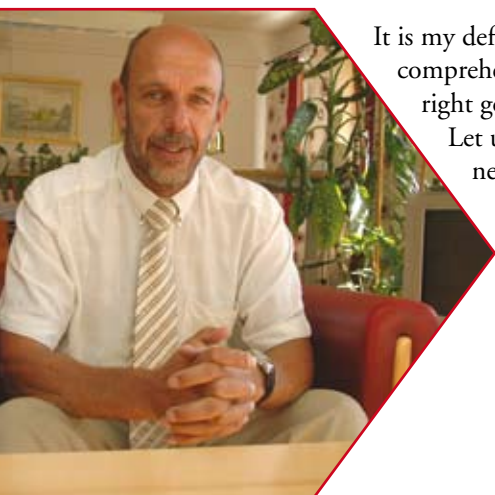
Now we are going to make sure together that we are in pole position!

We shall move towards the realization of this vision with the aid of the strategic plan. I have been at pains to ensure that the plan starts from what society demands of Lantmäteriet (the National Land Survey of Sweden) and from the political decisions that have been taken regarding the authority's future.

We have an extensive and complex range of activities in that we both act as a public authority and do commissioned work. The Government shows great confidence in us by allowing us to continue in this position. Now it is up to us to justify that confidence. This involves our relations with those around us, for which every employee of Lantmäteriet has a responsibility. I would like to emphasize that we have to aim higher with regard to planning and energy. We have a lot of scope for taking our own initiatives and we must make use of these opportunities!

Our new strategic plan contains a number of changes compared with the path we have previously chosen. I am thinking of more distinct roles, a clearer playing field for our repayment services – their limits and their nature, our new coordinating function and our new policy with regard to export of services.

As from 2008 we will have an additional core activity at Lantmäteriet – land registration – which has a very natural connection with our present activities. The strategic plan will therefore be supplemented in 2007 with targets for land registration.



It is my definite ambition to make the strategic plan – which has been preceded by a comprehensive dialogue at all our workplaces – the road map that leads us towards the right goals in the future and that gives us the energy to carry out the necessary changes.

Let us also make sure that the plan becomes a living document by revising it when necessary.

June 2006

# VISION

Lantmäteriet – in pole position

# MISSION STATEMENT

*We contribute to a sustainable use of land and water and a secure ownership of real property. We do this in collaboration with state and municipality, private companies and private individuals. With the aid of our expert knowledge and unique information on geography and properties we help our customers find effective and reliable solutions, both in Sweden and abroad.*



# VALUE SYSTEM

# Our common value system

*What are the distinctive characteristics of Lantmäteriet? Our common value system gives us guidance on how to act and states how we want the world to see us. It helps us to earn a long-term credibility.*

The basic values of government departments in general are naturally included:

**DEMOCRACY** – Lantmäteriet carries out its duties in accordance with the decisions taken by the Government and the Riksdag and its services contribute to the democratic process.

**LEGAL SECURITY** – our decisions are based on current legislation and we are known for a reliable and consistent application of the law.

**EFFICIENCY** – we produce results and achieve the prescribed targets at the lowest possible cost.

We are also known for:

## **Service**

We create maximum possible value for the customers – the general public, the public sector of the economy and private enterprise – by focusing on their success, being responsive and always maintaining a friendly and professional attitude.

## **Sincerity**

By being honest and explicit we show that others can rely on us. Our work is marked by participation and dialogue and we have distinct roles both externally and internally – which we always respect. This means that we also show respect for each other's opinions and differences. We are competition-neutral in our repayment services and impartial in our actions as a public authority.

## **Action**

We show decisiveness and implement the changes that are necessary, take initiative and are efficient and result-oriented. We make it happen. Lantmäteriet cooperates successfully with other parties, respects their interests and keeps its promises. Responsible managers and employees together create a good working environment and contribute actively to each other's success.

# External trends – and what they may mean to us

*We are affected every day by various external factors that may be interpreted either positively or negatively. We have to make use of the opportunities and avoid the threats or turn them into opportunities too.*

The demand for geodata is growing. This applies both nationally and internationally. All the world's mobile phones and hand-held computers will contain support for positioning, which leads to greater use of geodata. GPS and Galileo increase the demand for positive positioning services and also for geographic data.

Environmental issues are becoming increasingly important and extensive resources will be invested in action for sustainable development. Environmental monitoring and environmental control models require geodata of high quality and accuracy.

There is also a threat scenario. Threats to society are increasing and may come from storms and floods or from sabotage and terrorism. This may lead to a rise in the demand for the information that we provide, but there is also a risk here of the information being used for undesirable purposes.

To Lantmäteriet it is important to be able to meet the increased demand and to prepare the introduction of the INSPIRE directive, which, in combination with the PSI directive, will lead to a demand for standardized and easily accessible information.

**Sweden's investments in infrastructure** – roads, railways, electric power and telecommunications – mean more work for us and a demand for greater flexibility.

**The export of services is expected to increase** in volume because aid donors and development banks have emphasized the significance of questions involving land in fighting poverty and in economic development. Our cooperation agreement with Sida (the Swedish International Development Co-Operation Agency) is a manifestation of this. Greater export of services places a greater premium on our provision of skills.

**Increased competition.** Internationalization may bring new markets for our services but also more international competition. New players are offering geographic information and new services – cheaply or free of charge.

This may lead to fewer customers buying our services and more requiring us, too, to supply services without charge.



**Interaction** between different authorities and other parties will become increasingly important in future in order to avoid duplication of work and to meet the Government's demand for efficient public administration. One of the consequences of this is the need to develop a common infrastructure for electronic services. As with other activities, many customers expect to be able themselves to play a bigger part in processes by using electronic services. We need to improve our knowledge of customers' various businesses in order to be more aware, quicker and better in meeting their demands.



**The economic division** of Sweden continues and means that Lantmäteriet must increase its efforts in growth areas and adjust its presence to demand in other parts of the country. New technology will enable us to meet the need for service.



**The skills of their staff** are crucial to how well organizations succeed in discharging their functions. As far as Lantmäteriet is concerned, we have to see that an adequate number of people are trained in the occupations we need and that internally we ensure good planning and procedures in order to obtain and develop our competence.

# STRATEGIC GOALS

# Strategic goals for the period 2006 - 2010

*We have strategic goals to mark out the route to the fulfilment of our vision. All the goals have to be monitored and are therefore expressed in measurable terms.*

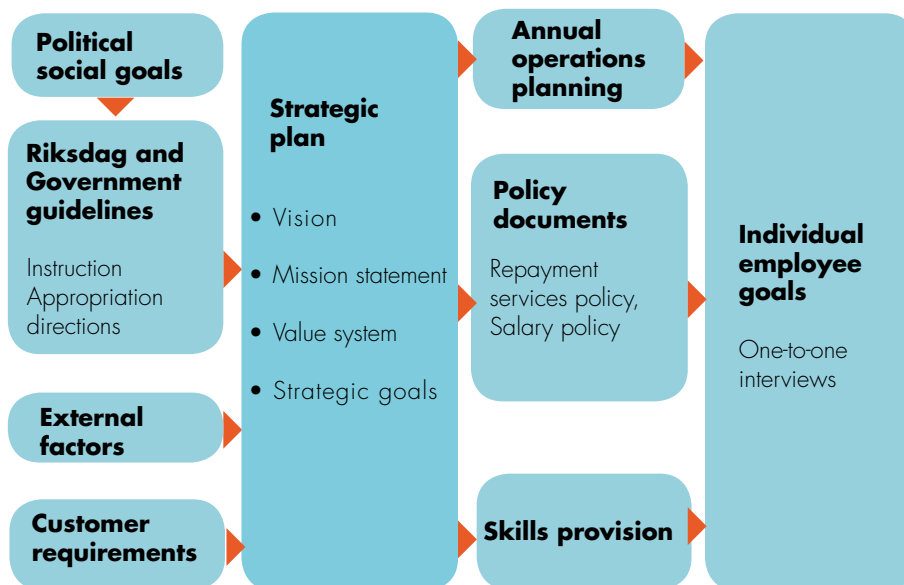
Lantmäteriet is a service authority which is formally a housing policy instrument. In practice we are also guided by other policy areas, such as IT, environmental and security policy.

The Riksdag issued the following statement in the autumn of 2005:

“The general goal of Lantmäteriet is to achieve an increased social utility. Lantmäteriet does not exist for its own sake but to make a positive contribution to society.”

Lantmäteriet has also to satisfy society’s basic need for geographic information and property information at times of severe social strain in war and peace.

The connection between the political objectives and our operations can be illustrated as shown below:



# Shared strategic goals

## **A familiar, open Lantmäteri that inspires confidence**

To increase confidence it is essential that we always deal with people in a friendly and professional manner. We also have to be aware of the opinions of others and the needs of customers and to be able to show that we deal with viewpoints and requests in a systematic manner. Well developed external and internal communications help to make us visible and well known.

Our roles are clear and visible, internally and externally. This means for example that our repayment services reflect a coherent policy and are limited as intended by the Government. Policy with regard to commissioned work and competition is well known and established. In addition we maintain a fluent dialogue with other parties on the market through the Marketing and Competition Council and other councils.

We give clear and easily understood information.

We have a clearly reported and comprehensible pricing system.

We have adjusted our service commitment to external requirements.

**Measurement:** We measure fulfilment of the service undertaking and customer confidence. Our customer satisfaction level should be higher each year than in the preceding year.

## **An attractive workplace**

As we have a good climate for teamwork with honest communication – to a high degree the result of a well thought out personnel policy – we have proud and committed staff and a workplace that is free from discrimination. Our employees feel comfortable. They have many opportunities of ongoing development at work thanks to a skills provision strategy based on the long-term needs of the authority, internal mobility and also exchange with outside organizations. In addition we can offer exciting work abroad by virtue of our export of services.

We work actively towards, and benefit from, gender equality and diversity in our operations.

**Measurement:** Results of image measurement and regular staff surveys.

## **A leading service authority**

Lantmäteriet has an important role in constructing the future network management – electronic management. This means that we cooperate actively with other public authorities in increasing and expanding the use of geodata. For example we help to develop and introduce standards and have an information and IT architecture that facilitates the exchange of information with other organizations.

The information from the collaborating organizations is a pooled resource. It is managed by one of the agencies involved so that customers and the general public need only contact one public body about their problems.

We adjust the level of service to external requirements and meet the need for service in different parts of the country using new technology.

**Measurement:** The volume of general electronic services, fulfilment of the service undertaking and repeated customer satisfaction surveys.

# Strategic goals for cadastral services

## **Correct quality and legal security**

Good service and an effective dialogue with customers and other parties concerned keep the quality of our performance up to the right level. All cases are handled in full and consistent compliance with the law.

We are continuously improving the currency and content of the real property register.

**Measurement:** Increased satisfaction in quality audits and customer questionnaires.

## **Moderately priced services**

As our processing is efficient we can set clear and simple prices for our services, with lower prices for standard items of business. Moreover we honour promised delivery times.

We help to make the planning process more efficient.

**Measurement:** We measure fulfilment of our service undertaking and customer confidence in us. Our customer satisfaction level should be higher each year than in the preceding year.

## **A well developed and much desired procedure**

We have opened up our procedures for new applications with regard to land rights. There is a widespread understanding of the advantages of the Swedish system of real property formation, which emerges well from comparison with other systems.

Parties concerned have the opportunity to take part in the handling process by using our electronic services for communication and greater insight.

We are constantly making improvements to our systems.

**Measurement:** Comparison with others and new applications.



# Strategic goals for geodata

## Increased and wider use of geodata

The information supplied by Lantmäteriet is adjusted to the user and is always quality-assured. In addition we have a clear and simple pricing model and have reduced our prices for some products. This is leading to an extension of the use of Lantmäteriet's geodata to new segments of society and, at the same time, an increase in its use in traditional areas.

Active collaboration with other parties will give us more new areas of application.

**Measurement:** Use of geodata should double by 2010, with at least a quarter of the increase in use coming from new customer groups.

## A functioning responsibility for coordination

Lantmäteriet is a well established coordinator of geodata. Together with local authorities and other public bodies we are building up and managing the national infrastructure for geodata. We are responsible for a national portal which gives simple access to basic information in Sweden, including information administered by others.

Together with the Geodata Committee, we are responsible for the coordination of Swedish contributions to the build-up of the European and global infrastructure for geodata.

We are a respected advisory authority with regard to geodata questions.

**Measurement:** "Recognized" by all parties and partners within the area as shown by some form of attitude measurement.

## Effective information provision

Lantmäteriet stands for a stable and effective long-term provision of information, with a clear connection between administration and development. The improvement of our processes has led to a well-balanced and efficient organization. Our information can be combined and standardized.

The distributor model has been developed and adjusted to new needs and changes in the regulations.

**Measurement:** The administration cost per object should fall, with shorter processing times, i.e. the time between event and updating of database.



# Strategic goals for repayment services

## **Greater and wider use of geodata**

We also spread the use of geodata in supplying our repayment services. We help our customers to collect, process and use geodata. In addition we distribute, process and develop applications based on the geodata of Lantmäteriet and other authorities.

Our range of products and services is adjusted to market requirements and is well defined and clear to the customer.

**Measurement:** Contribute to a doubling in the use of geodata by 2010.

## **Offer Lantmäteriet service all over the country**

We offer land-survey-related services of the proper quality all over the country. We attach particular importance to giving service to small and medium-sized authorities who decide not to develop their own competence in the surveying field.

We cooperate with other parties as necessary.

**Measurement:** Our customer satisfaction level should be higher each year than in the preceding year.

## **Businesslike action within stipulated limits**

Our good long-term relations with our customers mean that operations have full cost recovery. All our repayment services are clearly defined and within the stated limits we have full scope to provide them successfully.

Our repayment services do not damage confidence in our exercise of authority.

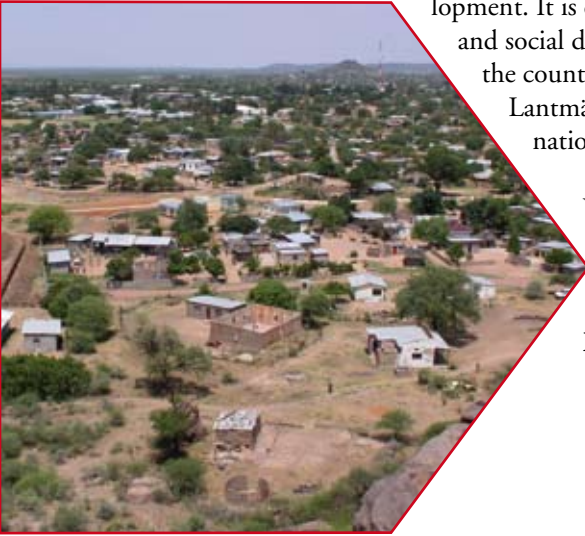
**Measurement:** Our customer satisfaction level should be higher each year than in the preceding year.



# Strategic goals for export of services

## Increased export of services contributing to sustainable economic development and the fight against poverty

The export of services is Lantmäteriet's contribution to Swedish policy on global development. It is concentrated on the fight against poverty and on economic, ecological and social development. We take account of culture, traditions and colleagues in the countries in which we work. The role division between Swedesurvey and Lantmäteriet is clear; we cooperate well, as we also do with the Swedish International Development Cooperation Agency and other parties.



We cooperate in building up skills in developing countries.

We operate and expand the export of services with full cost recovery.

**Measurement:** Doubling of activity by 2010.

# Strategic goals for support activities

## Effective support which contributes to the success of operations

Support activities are geared to the needs of the core business and help to make it more efficient. The support processes are uniform and general: unnecessary and duplicate processes have been discontinued. We have clear rules for internal trade.



Our support processes are a model for government departments.

**Measurement:** Internal customer satisfaction surveys and comparisons with other authorities.

# THE PLAN

*Our strategic plan covers vision, mission statement, value system and strategic goals.*

**The vision** describes the picture in a desired future situation.

**The mission statement** describes our duties and role in society in a concrete manner. It is based on the directions that we have received from the Riksdag and the Government and that are formulated in our standing instructions. Put quite simply – what are we there for?

**The value system** is made up of the fundamental principles and behaviour that give our organization its character. It states how we are to act externally and internally and how we wish to be seen by the world around us.

**The strategic goals** mark out the road to the vision. The goals are measurable, challenging and attainable. The strategic plan is a support for our core processes, in other words property formation, information supply, consultancy and export of services.

In our daily work the strategic plan can be used to:

- explain our mission and inspire all our staff to act
- give guidance on how we are to relate to each other and to the world around
- create understanding of our different roles and processes
- create a basis for change
- constitute the basis for the annual operational plan and its follow-up
- explain our mission externally



## **Explanation of terms used in the plan**

### **Customer**

Customers are all those who – irrespective of whether they pay or not – ask for services, or who are otherwise affected by them. An interested party who is affected by an official procedure is also regarded as a customer.

### **Geodata**

Geodata is a general term for geographic information, property information and other spatial information.

### **Service authority**

Lantmäteriet is there to make our information and our services available to all sectors of society. The authority should be associated with openness, equal treatment for all, stability and reliability.

### **Network management**

Network management means that state and municipal authorities use functions and resources, for example electronic services and information, that are provided by other authorities or by private companies. Network managements participate in fixed or temporary coordinating activities.

**INSPIRE** (Infrastructure for Spatial Information in Europe) is a proposal for an EU directive for a joint infrastructure for geographic information in Europe.

**PSI** is an EU directive on further utilization of information from the public sector.

**GPS** (Global Positioning System) is an American system for satellite positioning.

**Galileo** is a European system for satellite positioning which is being developed on behalf of the EU. Galileo is intended to be compatible with the earlier systems GPS and Glonass (Russian equivalent of GPS).