



Statement of Strategy 2007 - 2009

This Statement of Strategy is the fifth such statement to be published by Ordnance Survey Ireland and arises in the context of the Public Service Management Act, 1997. The Statement continues to build on the strategic management process which is well established in Ordnance Survey Ireland and comprises a number of strategic themes which are designed to assist the organisation in successfully meeting the challenges of a constantly changing environment in which the organisation fulfils its mandate.

There has been consultation with staff at all levels throughout the organisation in the preparation of this statement.

Introduction

Chairman



It gives me great pleasure to introduce the Fifth Statement of Strategy from Ordnance Survey Ireland which sets out the organisation's strategic intent over the course of the next three years.

The development of a strategic approach to the management of its business has been a key feature of OSI's approach to dealing with an increasingly complex and fast changing environment over the last number of years. The geographic information industry continues to experience continuous change in response to demands being set at a societal, economic and environmental level. OSI has responded in a very proactive manner to the challenges

posed by such developments and plays an integral role in meeting the needs of those sectors of our society that require increasingly more sophisticated solutions to their spatial information needs. The years ahead can be expected to see a continuance and growth in such information needs on the part of OSI's customers.

The plans outlined in this Statement of Strategy represent the organisation's response to its assessment of the changes that are anticipated in its environment over the course of the coming years. The people of OSI are an instrumental part of making the organisation's strategies effective through their commitment and professionalism in fulfilling their individual and team roles. Their contribution to ensuring the quality of OSI mapping products and services to customers is a major strength in the organisation's future strategic direction. I would also like to thank my fellow Board colleagues for their contribution to this Statement of Strategy.

A handwritten signature in black ink, appearing to read 'Kevin Bonner'. The signature is fluid and cursive, with a large initial 'K'.

Kevin Bonner

Chairman

Foreword

Chief Executive Officer



I have great pleasure in presenting this Statement of Strategy for the period 2007-2009.

This is the fifth such Statement to date since the process was formally commenced under the Public Service Management Act and sets out a clear and coherent vision of how Ordnance Survey Ireland will continue to develop its mandates in meeting the requirements of its customers and business over the course of the next three years.

As a progressive and forward looking organisation Ordnance Survey Ireland has always had a strong tradition in the formulation and implementation of strategy and has appreciated the value to be achieved by having strategies in place to meet the fast changing spatial information environment in which, as an organisation, OSI plays such an important role. The development of a very strategic approach to our business has contributed significantly in assisting us to meet the changing needs of our customers as well as

the technological challenges which we face and is an important factor in ensuring our ongoing success and development as an organisation.

A number of strategic themes are outlined in this Statement which focus on ensuring that we continue to fulfil and build on our role as national mapping data supplier of choice. These themes reflect a number of important challenges that require our ongoing attention if we are to continue to play a lead role in the national geographic information industry and remain relevant to our customers. How we as an organisation continue to develop strategies in order to deliver on our mandates is critical to our future and to the role we play in providing mapping services and products the benefits of which inform the management and administration of our society, economy and environment. The proactive and continued development of our commercial mandate as well as our public interest role is of crucial importance to the ongoing success of OSI in the future.

The rate of change being experienced across the various sectors of our society whether at an economic or social level is having a corresponding effect on the level of transformation in the geographic information industry. The period covered by this Statement is anticipated to see an even greater demand on OSI in terms of contributing to the national information economy through the provision of spatial information. In order to meet this challenge from an increasingly more complex environment that we service we

have ensured that our strategy in relation to the development of our people as well as our infrastructural supports and systems reflects and incorporates responses to these demands.

The strategic themes outlined in this Statement will see, in particular, further advances in relation to the development of new mapping products as well as ongoing enhancements and improvements to existing ones. The level and extent of our innovation as an organisation regarding both what and how we produce our mapping products and services has always been a great strength of OSI. In the three year period ahead it is expected that there will be further developments in relation to meeting the existing and future needs of our customers which will ensure that OSI remains as the mapping provider of choice. The strengthening of our organisational culture to deliver increasingly higher levels of customer satisfaction externally in the market place and at the same time developing a more focused sense of the internal customer within OSI will be an important objective throughout the period covered by this Statement.

There are clear indications that the geographical information business is in the process of change and that an increased number of players, particularly in niche areas, can be expected to enter the market in the course of the coming years. Already there are discernable signs of this development. OSI welcomes the prospect of increased competition which can be expected to

result in benefits for the users of spatial information services and improved level of customer service. This development will require OSI to be very strategic in how it is positioned to meet new market challenges and to ensure that its internal systems, structures and processes are aligned so that the organisation can deliver on its strategic purpose. The need to ensure that greater synergy is achieved across all the internal OSI functions in order for the organisation to function as one cohesive entity in delivering excellence and value to our customers will be of critical importance to our future growth and development.

The range of strategic themes comprehended in this Statement together with the commitment and professionalism of our people with whom the effective implementation of our strategy ultimately lies provides OSI with a strong basis for ensuring that we as an organisation successfully meet the demanding challenges we face in the coming years.

Finally I would like to thank the Board of OSI for their support and input to this Statement.



Geraldine Ruane
Chief Executive Officer

OUR MISSION

Ordnance Survey Ireland's Mission is **excellence in providing quality mapping and spatial information services to meet society's needs.**

This Mission is achieved through the enactment by our people of the following organisational values:

- **Responsiveness** – the ability to anticipate, adapt and meet effectively the changing needs of our customers
- **Enterprise** – continuously developing the skills and expertise to interpret, shape and meet the needs of the market
- **Innovation** – the contribution of our people in continuously seeking improvements in how we develop our products and services
- **Efficiency** – productivity and effectiveness to ensure our viability in a competitive environment
- **Results** – the organisational performance to deliver on our commitments and achieve quality outcomes for our stakeholders



OUR PURPOSE

Our purpose as mandated by Government is set down in the Ordnance Survey Ireland Act 2001 (as amended by the Official Languages Act 2003) and states the principal responsibilities of Ordnance Survey Ireland as follows:

The general function of OSi is to provide a national mapping service in the State. In this regard it shall operate in the public interest by creating and maintaining the definitive national mapping and related geographic records of the State. OSi has also developed a commercial business which contributes to the development of the Irish geographic information industry.

OSi's functions shall include all tasks as are necessary to fulfil its general function including, but without prejudice to the foregoing, the following:

- (a) To maintain and develop the underlying physical infrastructure which is needed to support mapping applications, including to maintain a national grid and the national geodetic and height frameworks and to link these to international systems
- (b) To create and maintain for the entire State mapping and related geographic databases which have national consistency of content, currency, style and manner including for those areas which do not provide a commercial return on the activity
- (c) To provide mapping and related geographic information to the public and private sectors in support of social, economic, legislative, educational, security, business and administrative functions and requirements
- (d) To encourage and promote the benefits of the use of the national mapping and related databases and the development of products, services and markets to meet national and user needs
- (e) To advise the Government, a Minister of the Government, a body established by or under statute and other public sector organisations on matters relating to the policy and practice of survey, mapping and geographic information and on the development of national spatial database infrastructures
- (f) To represent the State at international level on matters relating to mapping and geographic information
- (g) To provide the necessary technical support to the Chief Boundary Surveyor in the performance of his or her duties in delimiting statutory boundaries and the delineation of such boundaries on maps
- (h) To depict place-names and ancient features in the national mapping and related records and databases in the Irish language or in the English and Irish languages
- (i) To protect Government copyright on OSi records, databases, products and published material including copyright on OSi records, databases, products and published material made prior to establishment day.

BACKGROUND

OSi has been engaged since 1824 in developing mapping services. During the course of its long and distinguished history the organisation has been at various times part of the military and civil service. In 2002 the OSi was established as a state body with the strategic aims of, inter alia, continuing to develop its public interest role as well as developing a more commercially focused mandate for its mapping products and services.

OSi produces urban, rural and tourism and leisure mapping at a variety of scales. This mapping is produced in digital form as well as on paper. In addition, the base data used to create the map series is also used to produce other products such as aerial ortho-photography and Digital Terrain Models. OSi licenses the use of its data for a wide range of computer-based applications such as Computer Aided Design (CAD) and Geographic Information Systems (GIS). Our customer base spans all sectors of the economy and includes Government Departments and Offices, local authorities, utility companies and the construction industry, as well as members of the general public. OSi works in commercial partnership with a variety of interests to ensure that the mapping data is available in the forms that customers and their applications require.

The fundamental basis of OSi's business is the capture, processing and distribution of spatial information by means of advanced technology. This makes OSi an information organisation in which value is added to a wide range of mapping products and services through

the interaction of our people, customers and technology. The ongoing process of strategically managing the organisation over a long period of time has positioned OSi to have a central role in contributing to the national Geographic Information industry.

A number of key strategic themes which OSi has developed over the course of the last number of years has proved to be instrumental in allowing the organisation to adapt successfully to an ever challenging environment. These strategic themes have included:

- maintaining and developing the national geodetic infrastructure
- ongoing development of the geo information database
- managing, maintaining and improving the spatial database for emerging customer needs
- ensuring that the mapping supplied to customers is up to date and accurate
- developing an integrated systems approach from the capture of data through to delivery to customers
- growing the sales of mapping products in response to a growing national economy
- developing a network of agents and licensed partners for the distribution of our mapping products
- introducing an eCommerce system to provide access for customers to a wide range of our mapping products

- providing a marketing approach that anticipates and delivers to the requirements of our customers
- investing in our technology infrastructure to ensure greater efficiencies in the delivery of our products and services
- developing our people to ensure continuous organisational innovation and effectiveness
- using a partnership approach to the management of change in the organisation
- achieving efficiency and effectiveness through the development of the most up to date technology
- facilitating our people to contribute in an innovative way to the development of new products and services
- growing our core business through more focused account management
- advisory role to government in relation to spatial data strategy



Our Changing Business Environment

The Geographic Information Services business environment within which OSi is a key player at national level continues to develop rapidly. Key issues are as follows:

The role of national mapping

National mapping is widely recognised as making a significant contribution to the economic, social, educational and environmental areas of Irish life. The availability of up to date spatial information is of direct assistance and support to both public and private sector customers in the fulfilment of their strategic objectives and plans. The Irish national economy depends greatly on the availability of national mapping which contributes directly to the achievement of national goals particularly in relation to a range of infrastructural projects and programmes.

Economic factors

The medium-term outlook for the Irish economy is optimistic and expectations are that it will show continued annual growth during the period covered by this Statement. The health of the economy particularly the national construction industry has a critical bearing on the demand for OSi products and services. In particular a range of major infrastructural changes continue to have a high priority and many of these require accurate, current mapping as the core reference data.

Supporting national infrastructure

In the last decade the rate of change of geographical information has increased substantially with the number of map sheets within our revision programme increasing

accordingly. This growth in geographic information which reflects the rate of change in the built environment is now incorporated into a fully maintained national open vector geo database.

Listening to our customers

All of OSi's customers continue to hold increasing expectations of OSi's ability to deliver their requirements in an efficient timely manner and in a format and structure of their choosing. Customers are increasingly more informed of developments in relation to spatial information and are increasingly articulating their spatial information needs on a bespoke basis. This customisation can pose challenges in achieving OSi overall objectives as the national mapping agency, mandated to maintain consistent mapping for the whole of the country and to meet the needs of all users. In addition, many customers have different expectations as to the value of geographic information in itself. There is a requirement on the part of OSi to ensure that customers are fully informed on the benefits of geographic information to their businesses as well as the supporting systems which they may require in order to deliver solutions to their business issues and concerns. The statutory purpose which OSi has under the OSi Act 2001 to encourage and promote the benefits of national mapping will continue to be pursued over the course of the coming period of this Statement.

Commercial/Legal mandates

The balance between 'user pays' and the opportunity to provide economic stimulus through the release of government information at marginal cost continues to be discussed at European Union level. The current national

policy whereby the 'user pays' principle operates is considered to be the appropriate mechanism in the context of the organisation's commercially focused mandate as formulated by government. The mapping technology advances made by OSI have facilitated the growth in the commercial side of its business and this is anticipated to continue into the future.

The Internet as a source of access to our products and services

Technological developments, particularly those around the Internet, enable rapid dissemination of information, providing market opportunities and the ability to develop new channels to market whilst challenging the ability of intellectual property owners to protect their rights. The internet represents a powerful conduit for the development and launch of new mapping products and can be expected to play an increasingly greater role in terms of our interface with our customers.

Market environment

OSI has brought about key developments in the geographic information industry at national level while maintaining market leadership. This achievement has not been secured in the absence of competition. Competitive pressures are intensifying as the cost of entry to the market place declines. With the advances in new satellite imagery and new techniques for the collection of the information, barriers to entry to the geographic services industry are continuously being reduced. Accordingly competitors are now in a stronger position to focus on these more commercially lucrative

areas. OSI will meet new business challenges by continuing to create business relationships with other spatial data holders in order to create new products and services which will increase the use of the core database. In particular this will require an ongoing commitment on the part of OSI to encouraging innovation at all levels throughout the organisation. Going forward there will be a need to have the necessary management information systems in place to inform the pricing cost production of all OSI products. Plans are in place to ensure that the implementation of such an information system is achieved during the period covered by this Strategy Statement.

Changing people profile

The age profile of our people reflects the overall public service pattern in that the organisation has a maturing workforce where the average age is now forty five. It will therefore be necessary in the course of the period covered by this strategy statement to develop a range of strategies to meet this challenge in order that the organisation can meet the ongoing demands of its business environment by the putting in place of appropriate knowledge management and succession planning strategies as well as appropriate recruitment policies. OSI has continued to adapt to the demands of a rapidly changing technological environment. In the medium term covered by this Statement there will be increasing change requirements on the part of our people across all areas of the organisation to increase the existing high skills level even further in order to meet the needs of existing and future customers.

Conclusion to Key Programmes outlined in 2004-2006 Statement of Strategy

Since the publication of our 2004 – 2006 Statement of Strategy, OSi has completed work on many of the programmes that were included in it. Our priority for the next three years will be to sustain this progress by continuing to focus on meeting the needs of all of our customers. Successes over the last three years have included:

- Finalisation of the 1:5000 mapping programme which completed full vector mapping coverage for the State
- Georefencing of historical genealogical and environmental data nationally
- Significant work undertaken in the implementation of the eCommerce system
- Substantial progress in map revision and data quality enhancement
- Completion of orthophotography from year 2000 photography
- Launch of the new historical map digital archive
- Initiation of data quality enhancement programme
- Further development of a network of Place Map Agents to provide easy access to customers to our mapping
- Development of OSi national real time GPS positional infrastructure
- Maintaining the revision cycles for our mapping
- Creation of additional products, including a range of DVD products for hill walkers (designed particularly for Internet use); a new Maps of Ireland series; and a colour orthophoto series for the country
- Development of the specification of our databases, with the implementation of a structured quality improvement programme
- Continuing to provide a wide range of training and development opportunities for our people by endeavouring to spend 4% of our paybill each year on this activity through appropriate programmes
- The implementation of accounting developments to meet our responsibilities as a State Body
- Quality assessment results undertaken in 2004 and 2005 indicate that OSi mapping is positionally accurate and exceeds international accuracy norms at the 1:2500 and 1:5000 scales
- The introduction of a digital aerial sensor system which involves a significant upgrade from the conventional aerial photography
- Introduction of an open standards master spatial database and the development of associated tools for the management of this database
- Significant development into producing a 'best in class' LIDAR production flow line
- Continued development of IT system to support organisational change

To be an efficient organisation offering excellent value

As a State Body, OSi is charged with efficient and effective use of its funds. Building on our track record of innovation and improvement, we will continue to place a strong emphasis in this area, with a range of activities taken forward. These will include:

- Further development and integration of our various management systems to ensure seamless information transfer between them and the putting in place of a Management Information System. This will result in the full range of business information being easily to hand for managers, to support them in effective decision-making, thus enabling the organisation to monitor its ongoing work programme and make necessary adjustments as required
- Identification and documentation, on an ongoing basis, of all of our policies, processes and procedures. This will ensure that we build effectively on our culture and practice of continuous improvement, allowing us effectively to respond to requirements and deal with contingencies in a structured way
- Complying with government policy in relation to proposals to move the head office to Dungarvan, County Waterford. This move presents significant efficiency challenges for OSi in maintaining a high level of service to our customers whilst managing the move and will therefore require careful planning and management
- Ensuring that our organisational structure and work practices provide a good level of flexibility and focus on meeting the needs of our customer. Innovation has long been one of OSi's central values and will continue to be so. We will work to ensure that all of our systems, structures and organisational culture support this
- Implementing open national spatial systems and databases which capture data once and use it many times, and upgrading data manipulation tools on an ongoing basis. Recent external developments have included the creation of international and industry standards for systems and data interchange. OSi will continue to implement spatial databases and editing tools which fully conform to these new standards and therefore underpin further the interoperability of our data
- The OSi brand position will be further developed to reflect society's increasing need for geographical information
- Ensuring that the terms of the document Towards 2016 as agreed between the social partners as well as locally agreed OSi collective agreements are progressed and reported on as required
- Ensuring a more integrated approach to how our people communicate and interact across work areas
- Continuing to improve the physical work environment for our people to ensure that facilities reflect best practice for a technology driven organisation
- Continuously improve production lines so as to ensure best practice

Summary

This work will require a clear focus to ensure that we take a strategic approach to how we prioritise our various programmes of work. It can be expected that the introduction of new systems will give rise to challenges such as ensuring business continuity in a period of transition and change. There will accordingly be a need for us to ensure that such change is achieved with the minimum inconvenience to customers and appropriate support to our people.



To develop our people and culture to underpin the success of the business

The people of OSi are an essential part to making the organisation the successful business that it is. The commitment of our people will continue to be a critical factor in meeting our future challenges and this will require:

- Ensuring that we have the necessary skills to meet current and future needs as will be determined by customer demands and technological developments. Through training and development we will endeavour in a structured way to ensure that we have the future competencies to ensure the success of the business. We will also address issues of succession and career planning in order to ensure ongoing organisational capability. The Performance Management and Development System (PMDS) will underpin the training and development strategy in OSi.
- Continuing to develop as a learning organisation. This will include developing methods for job enrichment, and allowing our people to undertake activity different and complementary to their core roles, enabling them to gain a wider understanding of OSi's business. Underpinning all of this is the ongoing need for an organisational culture which recognises that everyone needs to develop and grow. We will continue to develop this through a partnership approach with unions and our people.
- Putting in place explicit mechanisms through for example the Partnership Committee process in order to involve our people more fully in achieving our collective organisational goals so that we meet our commitments. This will include putting in place appropriate arrangements for communication, motivation, recognition, and work-life balance.
- Fully implementing best practice throughout OSi in the area of equality and diversity, in line with Government policies and guidelines
- Developing an even stronger customer focused and entrepreneurial culture among our people in terms of how we meet and anticipate the requirements of those who use our mapping products and services
- Engaging with the formal staff interest bodies through the Partnership Committee process to create a shared vision on the future of the organisation
- Continuing to improve productivity growth in line with our commitments to customers and the provisions of Towards 2016 while recognising the contribution of our people to the achievement of these work outcomes
- Creating an inclusive working environment in which all our people have the opportunity to achieve their potential
- Progressing more flexible working arrangements that meet the needs of the organisation and our people in the context of the needs of the work
- Ensuring that OSi meets its obligations under the corporate governance provisions which apply to the organisation

Looking forward to 2009: Key Strategic Themes in fulfilling our role as national mapping data supplier of choice

The effective use and application of spatial information has a range of benefits which inform the management and administration of our society, economy and environment. At a national level this puts OSI in a pivotal position in terms of how it interprets and implements its mandate from government. The continued pace of change in the Geographic Information Services industry means that OSI operates in an increasingly competitive and technically challenging digital environment. OSI has responded in a very proactive way to these challenges by continuing to innovate and provide spatial information solutions incorporating research and development to customers which are compatible with developing technology requirements. The organisation will continue to build on this strategy by further developing strong relationships with our customers to help identify their changing needs.

The period covered by this Statement can be expected to see an even greater role for OSI in contributing to the national information economy through the provision of spatial information. The successful achievement of this strategy will require us to have an efficient internal organisational structure that integrates the important roles of marketing, production and mapping technologies so as to ensure that our stakeholders receive a quality service that represents economic value to them.

It can therefore be anticipated that OSI's role as 'mapmaker to the nation' will continue to be central to our core business throughout the period covered by this Statement. The

organisation will meet its customers' needs through a number of key medium term strategic themes. The key strategic themes are summarised in this section. In carrying out this work the organisation will continue to ensure financial prudence, balancing our commitments with our incomes and putting in place suitable controls to monitor and adjust progress as necessary.

Particular strategic themes related to work outputs and outcomes that will be undertaken over the coming years 2007 -2009 will include:

Database Developments

- Production of an attributed seamless up to date large scale database
- Focus on developing the database to achieve greatest value
- Ensure that mapping products and services from the core areas of production, marketing and mapping technologies are fully integrated and co-ordinated to meet the present and emerging needs of customers
- Developing new channels to markets by creating greater flexibility in the development and extraction of products from the database through a research and development programme
- Implement an information gathering system to collect data on geographical change from key customer groups to support the map revision processes

Revision Cycle and Data Specification

- Continuing to sustain revision cycles. Our data will, by the end of the period of this Statement of Strategy, conform to the following scales and revision cycles:
 - All existing 1:1,000 urban mapping will be maintained and revised on an annual basis;
 - 1:2,500 suburban mapping will be created and maintained to the geographic limits of all settlements with a population of 1,000 or more in the most recent census data available. This suburban mapping will be revised on an annual basis;
 - 1:2,500 peri-urban mapping will be created and maintained for all settlements with 50 or more dwelling houses in the most recent census data available. This peri-urban mapping will be revised every three years;
 - All other areas of the country will be mapped at 1:5,000 scale. This will be revised every five years subject to the availability of high flown photography;
 - All areas of the country will continue to be mapped at 1:50,000 scale (derived from a 1:10,000 scale database). This mapping will be revised every 5 years.
- Ongoing development of our data specification, and ensuring that all data fully conforms to it by the end of the period of this Statement of Strategy. A range of work under this heading will include the

introduction of a Quality Management Programme, incorporating quality control and monitoring, to ensure data conforms to specification and customers' needs.

- Continuously reviewing our data capture and product portfolio and identifying/ dealing with gaps. Work in this area will include further developments of our core large scale database. A further cycle of colour orthophotos; making full use of technological developments in the area of height models; introducing a range of products and services derived from our historical mapping; maintaining a definitive boundaries dataset to which a range of other boundaries are added; and implementing Irish Language Street Names in the GeoDirectory product that we have created jointly with An Post

Marketing Developments

- Continuing to build the OSi marketing strategy in respect of our brand and image as a data producer and supplier. Over the last number of years, OSi has consolidated its brand position. We will continue to take a key role in a number of significant promotional events at national level. Our focus will remain on working directly with key users and distribution channels, rather than investing in wider advertising and promotion directed at the public. In this way, we will support our users in developing their uses of OSi data, and feed back necessary developments into our production processes.

- Developing tailored sales and marketing strategies by sector to realise broad-based sustainable revenue in both traditional and new markets. We will continue to broaden our range of channels to market and build on the provision of digital map data via our Place Map Agents. We will also continue to build on our electronic delivery channels to meet customer needs
- Consolidating supply arrangements to meet customer needs. Our eCommerce system provides a fundamental underpinning of our supply systems, being used in both direct and indirect channels to market. We will continue to develop the system, and our human interfaces, to meet developing needs
- Measure and benchmark the range of mapping services provided to our customers
- Continue to develop internal organisational structures to ensure that the needs of customers are delivered
- Greater focus by our marketing and sales teams on opening up and developing new market segments
- Developing new services to meet customers' needs. OSi's services and products have expanded on an ongoing basis. We will continue to build on this, leveraging our skills, customer relationships and strong technological base. We will at all times ensure that a value for money approach is taken in respect of our investment decisions
- Continuing to enforce clear policies and procedures on intellectual property rights (IPR) protection. Progress has been made over the last few years in protecting Government of Ireland and OSi copyright. This ensures a proper financial return for the use of data, which in turn provides financing flows for ongoing data improvements. This approach will be continued, ensuring easy to understand pricing models which balance the need for investment while encouraging the use of our data, and taking firm action against infringements.

Mapping Technology

- Maintaining national infrastructure such as the Active GPS network. OSi has implemented one of the most advanced and comprehensive positioning infrastructures in the world. It includes a permanently-recording GPS network providing data for downloading and data supporting real-time positioning with GPS in all areas of the country with mobile phone coverage. It incorporates a height model allowing orthometric (sea-level) heighting with GPS, and a GPS-compatible coordinate reference system. We will continue to invest in development of the infrastructure to meet customer requirements and as technology allows. We will also support customers in the transition to the new coordinate reference system, to allow them to exploit the benefits identified in doing so

- Creation of additional environmentally related data sets and services and the creation of, for example, 3D city modelling
- Maintaining and developing European linkages to support OSi and the market. OSi plays a key role in EuroGeographics (the association of European national mapping agencies), having held the Presidency in the past. We will continue to engage actively, in a prioritised way, in the activities of EuroGeographics, enabling the sharing of key learning between organisations. We will also continue to work with our colleagues in the mapping agencies of Northern Ireland and Great Britain to meet the needs of pan-national customers, and to spread best practice between organisations

People

- Increasing the skills capability of our people to meet the technological demands of our customers

Statutory Mandates

- Continuing to place a high priority on delivering against the commitments specified in our Service Agreement with the Minister for Finance. This Agreement sets out our public service commitments, including the maintenance of positioning infrastructure services and of up-to-date mapping of rural areas. This work is a crucial element in delivering our Mission of meeting society's needs.

- Continuing to provide high quality professional advice to Government as required by our statutory mandate.

Strengthening Contacts with the wider geographic community

- Strengthen our links with industry bodies and academic institutions nationally and internationally, enabling bi-directional learning and building further on our role in education.
- Continuing to develop our educational role by proactively engaging with second and third level learning institutions in advancing new teaching methodologies in the area of spatial information
- Proactively develop the customer's knowledge base of existing and emerging mapping technologies



Ordnance Survey Ireland
Phoenix Park
Dublin 8
Ireland

*Suirbhéireacht Ordanáis Éireann
Páirc an Fhionnuisce
Baile Átha Cliath 8*

Tel +353 1 802 5300
Lo-Call 1890 674 627
Web www.osi.ie