

# **Statement of Strategy**

**2010 -2012**

**Ordnance Survey Ireland**

***This Statement of Strategy is the sixth 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 stakeholders at all levels in the preparation of this statement.***

# INTRODUCTION

## Chairman

This Statement of Strategy from Ordnance Survey Ireland sets out the organisation's strategic intent over the course of the three year period 2010 – 2012.

The context to the formulation of this three year Strategic Statement is one of a significantly changed economic and business landscape as compared to when the strategy document that it supersedes was being compiled. This makes the process of strategy formulation more complex in the light of a fast changing environment which is being driven by business and technological imperatives that require to be approached by the organisation in a proactive and strategic manner. The essence of a robust strategy is for it to have the quality of being adaptable in the face of changing circumstances and to ensure that the organisation can be in a position to respond to new and emerging challenges and opportunities. There is, accordingly, a particular need for OSI to have in place a medium term strategy for the organisation that is sustainable in the face of a range of demanding business and commercial challenges. The strategies advanced in this Statement will contribute significantly to ensuring that the OSI continues to be focused on its core business in order to fulfil the wider societal and business objectives of its mandate. During the period covered by this Statement the high level strategy of OSI will be one of continuing to ensure that greater value is delivered to stakeholders and that the economic enabling role of geographic information is optimised at a national level.

It is anticipated that the geographic information industry will continue to experience ongoing 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 growing demand in such information needs on the part of OSI's customers as well as the use of geographic information applications in wider areas of the economy.

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.

*Kevin Bonner*  
**Chairman**

# FOREWORD

## Chief Executive Officer

On behalf of Ordnance Survey Ireland I am delighted to present this Statement of Strategy for the period 2010 – 2012.

This is the sixth such Statement to date since the process was formally commenced under the Public Service Management Act and sets out in clear terms the overall strategy in relation to how Ordnance Survey Ireland will continue to develop its mandates in meeting the requirements of its stakeholders over the course of the next three years.

Ordnance Survey Ireland has always had a strong tradition in the formulation and implementation of strategy and this has positioned the organisation to be proactive in nature when it comes to having strategies in place to meet the fast changing geographic information environment in which OSI plays such an important leadership role. The development of a very strategic approach to our business has contributed significantly to OSI providing leadership in geographic information at the national level, in assisting us to meet the changing needs of our customers and to develop our technological base as an enabler to generating greater economic value for the economy at large.

Since the establishment of Ordnance Survey Ireland as a State Body in 2002 the organisation has continued to build on developing a culture of excellence in delivering to customers. The organisation's customer base has continued to grow and now includes multiple market segments in both the public and private sectors. The strengthening of our organisational culture to deliver increasingly higher levels of customer satisfaction externally in the market place and at the same time continuing to develop a more focused sense of the internal customer within OSI will be an important objective throughout the period covered by this Statement.

In the period covered by this Strategy Statement the business landscape for OSI can be expected to see the emergence of a number of challenges that will have undoubted implications for the overall strategic direction of the organisation. The prevailing economic climate in the lead in to the formulation of this Statement has already impacted somewhat adversely on the organisation's existing business model and has initiated a process of strategic adaptation and internal change that by force of circumstances is already underway.

In facing the challenges over the coming period OSI has within its own discretion the ability to ensure that its business strategy is relevant to the needs of its stakeholders as well as ensuring that its organisational systems, structures and processes are managed in an efficient and effective manner to support the business strategy. The organisational necessity to achieve more with less will be an ongoing challenge for OSI throughout the period of this Statement and will require even greater levels of resourcefulness and innovation on the part of all our People. The translation of this Statement of Strategy into

successful outcomes for all stakeholders will depend in great part on the ongoing and continued commitment of all our People. Having a clear strategic focus and future vision as the organisation faces into a particularly challenging time will greatly assist us in achieving our desired collective strategic objectives.

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 the national mapping and spatial information supplier of choice. These themes reflect a number of important challenges that require our ongoing attention in order for us 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 and geospatial products and services 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 level and extent of our innovation as an organisation regarding both what and how we produce our mapping and geospatial 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. This will be seen for example in the further strategic development of Webservices, 3 D City Modelling, increased intelligence in our national datasets and developing spatially enabled business solutions with our customers.

An important part of the remit of Ordnance Survey as defined in the OSi Act 2002 is to act as an advisor to Government regarding Spatial Information and its application to government and to the economy. It is important to note that the application and analysis of Geospatial Information (GI) is currently being employed extensively in similar circumstances in other countries. A GI solution provides location based Intelligence which offers the ability to ask questions, challenging policy makers to consider both current and future potential scenarios, allowing the ability to optimise delivery of services to customers and to optimise the allocation of resources within government and business organisations. The initiative at national level to develop the Smart Economy is a particular development that will complement the strategic themes envisaged for the organisation over the period covered by this Statement.

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 Mandate

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 involving the creation and updating of detailed records and attributes in relation to the topography of the entire country.

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.

In 1992 OSI undertook a total remapping of the country and using this geographic information created a range of important national databases and services which include:

- Large Scale mapping of the State
- Small and Medium Scale mapping of the State
- High and Low Level Imagery and Orthophotography of the State
- National height model
- Lidar height models of Cities and Town
- National Address Database
- Three Dimensional Modelling of Cities
- GPS Network and Positioning Infrastructure
- National Boundary and Small Areas Database
- Historic Database of all mapping since 1824

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 business partners to ensure that the mapping and spatial information 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 with a strong commercial focus having developed the required skill sets to deliver not just new products and services but also customer based geospatial business solutions.

Geographic Information can be defined as any information about an object that has a geographic reference such as the population of a town, the whereabouts of an address or the diagrammatic extent of flood risk for insurance purposes. While OSI has provided detailed geographic information in the form of traditional paper maps for almost two

centuries the organisation was amongst the leaders in the geographic industry in introducing digital technology to the mapping process. This strategy has been instrumental in the development of the geographic industry in Ireland and provides the platform for the future of the industry in the context of infrastructural and market advancement.

A number of key strategic themes which OSI has developed over the course of the last number of years have 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
- development of a national GPS network infrastructure that enables the real-time field survey measurement to an accuracy better than ten centimetres
- ongoing development of geo information databases in line with best practice
- managing, maintaining and improving the spatial databases for emerging customer needs
- ensuring that the mapping supplied to customers is up to date, accurate and timely
- developing an integrated systems approach from the capture of data through to delivery to customers
- growing the sales and marketing of mapping products and services 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
- ensuring that geographic information products and services become enablers to the creation of economic value
- providing a marketing approach that anticipates and delivers to the requirements of our customers
- developing a customer service organisational culture
- investing in our technology infrastructure to ensure greater efficiencies in the delivery of our products and services

- preparing for the next generation of mapping products through the development of the Prime 2 project, a next generation national spatial database based on industry standards and best practice
- developing a project costing system to ensure transparency between resource allocation to public interest and commercial mapping
- developing our people to ensure continuous organisational innovation and effectiveness
- Setting up of cross functional innovation teams focusing on new product development, continuous process improvement, customer service and communication
- 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
- growing our core business through more focused account management
- advisory role to government in relation to spatial data strategy
- Actively liaising with our multiple market segment customers and government on Geographic Information strategy

# The Changing Business Environment facing OSI

The Geographic Information Industry within which OSI plays a leadership and business enabling role continues to develop in line with prevailing economic growth expectations. OSI is the central player in the market for Geographic Information in Ireland and as such the organisation contributes to the growth of and development in the Geographic Information market. OSI continuously remains sensitive to the needs of customers in order to ensure that emerging mapping technologies and related product developments facilitate businesses to achieve greater overall economic value and effectiveness.

Among the key issues expected to influence the organisation's strategy over the period comprehended by this Statement are:

## ***The national role of Geographic Information***

Geographic Information is widely recognised as making a significant contribution to the economic, social, educational and environmental areas of Irish life. Geographic Information as provided by OSI can be viewed as a basic input to production processes across the economy and as a final product consumed by users directly both for commercial, educational, environmental, social and leisure activities. The availability of up to date and accurate Geographic Information is of direct assistance and support to both public and private sector customers in the fulfilment of their strategic business objectives and plans. The Irish national economy depends greatly on the availability of Geographic Information which contributes directly to the achievement of national goals particularly in relation to a range of infrastructural projects and programmes. Geographic Information, in particular the OSI national spatial databases, is the key enabler of the SMART economy in Ireland providing the means for effective decision making and supporting eGovernance.

## ***The European Union Requirements of Geographic Information***

The European Union, in particular the EU Commission Services, has fully embraced the power of geographic information and its crucial role in enabling eGovernance and effective decision making. This has resulted in a number of EU Directives (INSPIRE, PSI, Water Framework, etc) relating to the access and use of geographic information requiring member state compliance. The growing pressure for free access to public sector information, in particular geographic information / digital mapping, by the European Union for its citizens is challenging the Business Models of many European National Mapping Agencies.

## ***Economic factors***

The medium term outlook for the Irish economy is less favourable than when the Strategy Statement 2007 – 2009 was compiled. The period covered by this Statement will see the emergence of a number of challenges that will have undoubted implications for the overall strategic direction of the organisation. In the lead in to the compilation of this Statement the economic climate can be said to have impacted significantly on the OSI business model and has initiated a process of strategic adaptation and internal change that is already underway.

In facing the economic challenges OSI has within its own discretion and control the ability to ensure that overall strategy is relevant to the needs of its stakeholders as well as ensuring that organisational systems, structures and processes operate in a cost efficient and effective manner to support corporate strategy.

The health of the economy particularly the national construction industry has always had a critical bearing on the demand for OSI products and services. However, under the strategic intent formulated in the organisation's previous Strategy Statement document the focus was to move OSI away from over reliance on any one particular market segment and to broaden the commercial base of its activities. The context to this change in direction was premised on the fact that Geographic Information is increasingly being used in most sectors of the economy with the potential for new as well as existing market segments to emerge and be further developed. The sectors of the national economy in which Geographic Information is anticipated to make ongoing future progress include: Agriculture, Forestry, Fisheries, Banking & Insurance, Property Services, Transport, Green Economy, Utilities and Communications.

### ***Supporting National Infrastructure***

In the last decade the rate of national change in topographical detail has increased significantly 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. 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 2002 to encourage and promote the benefits of national mapping will continue to be pursued over the course of the coming period of this Statement.

### ***WEB based 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 services. It can be expected to play an increasingly greater role in terms of our interface with our customers and how our customers interact with and exploit their own business processes. Web Services provides a possibility for new customer from

small to medium sized companies to access and exploit OSI products and services over the internet who previously would have found using OSI data prohibitive due to data volumes and internal ITC resource overheads which will be significantly reduced using web services.

### ***Market Environment***

OSI has brought about key developments in the geographic information industry at national level while maintaining market leadership. This has been achieved in a competitive environment. 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 data base. In particular this will require an ongoing commitment on the part of OSI to encouraging innovation at all levels throughout the organisation. The introduction of corporate based project costing systems facilitates greater transparency in the allocation of resources and ensures accountability in relation to the financing of commercial and public interest business.

# Conclusion to Key Programmes outlined in 2007 – 2009 Statement of Strategy

Since the publication of our 2007 – 2009 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:

- Maintaining the update revision cycles of 1:1,000; 1:2,500, 1:5,000 and 1:50,000 mapping scales
- Completion of national Gazetteer incorporating sixty thousand placenames
- Development of OSI Data Quality Management System (DQMS) on a corporate enterprise basis
- Production of European based products, EuroBoundary Map, EuroGlobal and EuroRegional map for EuroGeographics
- Finalised design of Conceptual Data Model, Logical Data Model and Physical Prototype for next generation national spatial database (Prime2)
- Geo-referencing of historical, genealogical and environmental data nationally
- Implementation of a new eBusiness system associated with the OSi eCommerce system
- Substantial progress in map revision and data quality enhancement programme
- Re-engineering of in house production line for up-date of 1:5,000 mapping
- An examination of all production processes was conducted resulting in more efficient production lines
- Initiation of an Innovation system involving organisational wide cross functional teams
- Continued development of a network of Place Map Agents to provide easy access to customers to our mapping
- Introduction of a Customer Relations Management (CRM) system
- Development of OSI national real time GPS positional infrastructure

- Creation of additional products, including a range of DVD products for hill walker (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 through appropriate programmes
- The implementation of accounting and performance management indicators to deliver on our responsibilities as a State Body
- Achievement of all the terms required under Towards 2016
- Implementation of all recommendations pertaining to the organisation arising from the Value for Money Report undertaken on behalf of the Department of Finance in 2006
- 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 data base and the development of associated tools for the management of this data base
- 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:

- Developing the Management Information System (MIS) to further ensure transparency and effective management of resource allocation across the organisation. 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 ongoing work programmes and reviewing Key Performance Indicators (KPI's)
- 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
- 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. External developments have given rise to 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 further developed to reflect society's increasing need for geographical information
- 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 implement an organisation wide programme of Continuous Process Improvement (CPI) to ensure that all processes are optimised and conform to best practice

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

The nature of OSI's business and its continued future success is dependent on the skills and knowledge of the organisation's people. The commitment of our people in a context of trying to achieve more with less resources 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. Succession and career planning will continue to be developed in alignment with the Performance Management and Development System (PMDS) to ensure ongoing organisational capability in meeting the needs of stakeholders.
- Continuing to develop as a learning organisation. This will include developing methods for job enrichment, and allowing our people to undertake activity different to and complementary to their core roles, enabling them to gain a wider understanding of OSI's business.
- 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

## **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.

## **Looking forward to 2012: Key Strategic Themes in fulfilling our role as national mapping data supplier of choice**

The effective use and application of geographic 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 geographic information. The successful achievement of this strategy will require us to have an efficient internal organisational structure that integrates the important roles of marketing, mapping production and mapping technology.

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 2010 -2012 will include:

### **Developing Spatial Data Infrastructure (SDI)**

Continue to play a leading role within the Irish Geographic Information industry in developing a Spatial Data Infrastructure to support the Smart Economy.

- Development of the next generation spatial database (Prime2) that will have increased intelligence, 3D Mapping capability and will be based rigorously on industry standards and best practice. This will give customers greater functionality and flexibility to take advantage of the power of geographic information within their business processes.

- Taking advantage of OSi spatial data developments and expertise, OSi will focus on providing geographic information solutions to the market based on detailed knowledge of user business process requirements gained through increased customer interaction.
- Developing new products and services to be provided to customers as 'Web Services' over the internet. This will provide customers with greater efficiencies in accessing, using and integrating OSi spatial data within their business processes. The provision of OSi web services will also provide small to medium sized companies with an opportunity to access and exploit OSi products and services who previously would have found using OSi data prohibitive due to data volumes and internal ITC resource overheads which will be significantly reduced using web services.
- 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

## **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 and partners in developing their uses of OSi data and feed back necessary developments into our production processes.
- Ensuring the consolidation of core business while opening up new markets in the area of small to medium size business. This will comprise the increasing development of web based services and a focus on providing customers with the benefit of our People's geographic skills and knowledge through consultancy based projects where appropriate.
- 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 and new online systems. We will also continue to build on our electronic delivery channels to meet customer needs by developing web services to specifically meet the needs of smaller customers.
- 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 structures on 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
- Offer new customers the opportunity to experience the benefits of using GIS
- 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.

## **People**

- Increasing the skills capability of our people to meet the technological demands of our customers. This will include building on existing and new competencies such as: Geographic Information skills, related Cartographic skills, Business and Marketing skills, Business Development skills, Consultancy & Programme Management skills and Project Management. Skills.
- Managing the demographics of the workforce in terms of succession planning and knowledge management will continue to be a significant strategic issue during the period of this Statement.

## **Statutory Mandates**

- Continuing to place a high priority on delivering against the commitments specified in our Service Agreement with the Minister for Communications, Energy & Natural Resources. 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
- 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