Statement of Strategy
2019 - 2021

STATEMENT
OF STRATEGY

This Statement of Strategy is the ninth statement to be published by Ordnance Survey Ireland (OSi) 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 OSi and comprises a number of strategic goals 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 colleagues and partners across the public sector and industry in the preparation of this statement.

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INTRODUCTION
Chairman

Ronan O'Reilly
Chairman

This statement of strategy from Ordnance Survey Ireland sets out our strategic intent over the course of the three year period 2019-2021.

Data is at the heart of modern life and public policy. Ensuring the availa-bility of trusted, authoritative, geospatial information is now more impor-tant than ever. Individuals, government and business all have an increasing reliance on data for so many aspects of their work.

OSi has reacted and adapted with our environment. We are a techno-logically advanced public service body that is well placed to serve the country into the future. We have a proud tradition of innovation but this is increasing and further developing as we establish OSi as one of the global leaders in national mapping.

This strategy lays out a roadmap for the continued development of OSi.

In developing this strategy we have considered the changing needs of citizens and the State and examined how best to focus resources to deliver tangible results for our stakeholders. The strategy takes into account best international practice from the United Nations.

The public service reform agenda has placed a high importance on service user needs. We are reacting to this on an ongoing basis and dev-el-oping new solutions. New rules and facilities for data sharing, digitisation and governance will all affect how we do business but we are well placed to be to the forefront of all such developments.

The geographic information industry is an evolving space. We now have trusted products and services that set the standard for national mapping and are the benchmark for State geospatial data. New collaborations, projects and systems will bring increased value to this work.

OSi has advanced, developed and enhanced its products and service con-sistently over recent decades. The years ahead bring exciting oppor-tuni-ties to go even further. At the heart of all of this is our staff. Their com-mitment, knowledge and professionalism has led to an organisation that is dedicated to serving the public efficiently. Our staff will be core to the success of this strategy and the delivery of its objectives. Equally we will ensure that we remain different and unique in the market through our ethos and values. OSi is dedicated to education, innovation and colla-bo-ration to enhance and develop the value of geospatial information for the benefit of society as a whole.

I would like to thank all those who have contributed to this strategy and acknowledge the work of my fellow board members.

I am pleased that we will be well placed to continue to deliver on our mission to create, maintain and provide the State's definitive mapping and geospatial information services to support citizens, business and policy makers.

FOREWORD
Chief Executive Officer

Colin Bray
Chief Executive Officer

On behalf of Ordnance Survey Ireland I am delighted to present this Statement of Strategy for the period 2019-2021.

This Statement builds on the success of OSi's previous Statement of Strategy 2016-2018 which included:

- Delivery of our actions under the Public Service Reform Plan 2014–2016, which resulted in the creation of the National Mapping Agreement and geospatial data being recognised as a critical component of the overall Government data ecosystem (as evidenced by the publication of the Public Service Data Strategy).

- Development of a strategic partnership with the Central Statistics Office (CSO) which has seen us further develop our GeoHive geospatial platform as a key element of national data infrastructure in support of Ireland's reporting for the United Nations Sustainable Development Goals, Census 2016 and Open Data initiatives.

- Delivery of customer focused digital services with the launch of a new e-Commerce website and development of platforms for INSPIRE, MyPlan and an Open Data portal.

- Development and publication of a number of OSi datasets as linked open data, in collaboration with the ADAPT Research Centre in Trinity College Dublin, which helped Ireland achieve first place in EU Open Data Maturity Assessment for two years in a row.

- Further development of the next generation geospatial data aligned with industry standards.

OSi's vision for the period 2019-2021 is *'The national provider of trusted, maintained geospatial data and platforms to ensure the digital geography is easy to find, share and use'*. This Statement of Strategy sets out the strategic actions to achieve this strategy under the following five goals:

1. Focused, Efficient and Effective Geospatial Information Production & Management.
2. Production of Integrated Geospatial Information Systems, Platforms and Services.
3. Developing Collaboration and Partnerships.
4. Leadership, Communication & Continued Engagement.
5. Deliver a highly transparent, accountable, sustainable and skilled organisation.

OSi activities will be guided by the following operating principles:

Trusted and authoritative. Support Government. Support our staff. Optimise efficiency and productivity. Collaboration. Good governance.

OSi creates, maintains and provides the State's definitive mapping and geospatial information services to support citizens, business and policy makers. This important public service activity is only achieved by the dedication, technical expertise and professionalism of OSi staff. In line with Government policy, OSi is to merge with our colleagues in the Property Registration Authority and the Valuation Office to create a new body, Tailte Eireann that will deliver a complete and comprehensive property and mapping service to the Irish public.

Finally I would like to thank the OSi Chairman and Board for their support and input into this Statement.

OUR OPERATING **ENVIRONMENT**

Government Policy

Data lies at the heart of Government, it informs and drives public policy and is central to the delivery of public services.

Strong public policy is underpinned by geospatial data. Knowing when and where things happen is important for the planning, targeting and delivery of services by public service bodies. Geospatial data is therefore an important element in the overall Government data ecosystem.

A number of Government strategies call for improvements in the management of data to deliver efficient and effective public services and policy making.

The Public Service ICT Strategy includes five objectives; Build to Share, Digital First, Data as an Enabler, Improved Governance and Increased Capability. The Public Service Data Strategy recognises that the Government, through its many activities, is actively investing in the collection and applied use of geospatial data.

These strategies, together with the eGovernment Strategy, National Statistics Board's Strategy and the Public Service 2020 framework set out a vision of how Government can better serve its citizens and businesses by building on the good data management practices and adopting a more consistent and uniform approach to data across the whole of Government.

As technology evolves and our 'location enabled' society advances at considerable pace, how geospatial information is integrated into this overall Government data ecosystem is critical.

OSi's Role

Geospatial information is presented in many different forms and mediums including maps, aerial photography, data models, unique positioning and referencing systems.

Our role is to ensure the availability of trusted, authoritative and timely State geospatial information to ensure that reliable, accessible and easily used data and services meet the changing needs of citizens, business and policy makers.

To achieve this, we are focused on strengthening and further modernising our approaches to best in class geospatial data capture, management and distribution. We will continue to concentrate our efforts to ensure that single source digital geography is accessible and understood, in an effort to remove duplication across the public sector.

OSi is playing an active role in the development and implementation of the Irish Government's data strategies. We are focused on collaboration and innovation to enhance and develop the value of geospatial information to society as a whole. We will continue to leverage advancements in new and emerging technologies to improve the quality, timeliness and delivery of our services.

We have a vision for a geospatially-enabled nation that shares, integrates and uses a wide range of data to achieve social, economic and environmental benefits.

The role of the United Nations in national geospatial strategy

The United Nations Economic and Social Council (ECOSOC) established the United Nations Committee of Experts on Global Geospatial Information Management (UN-GGIM) in 2011 to take concrete action to strengthen international cooperation in global geospatial information management and OSi has played an active role since its establishment.

UN-GGIM makes joint decisions and sets directions on the production, application and use of geospatial information within national, regional and global policy frameworks, and provides a forum for Member States to develop and strengthen their

national geospatial information management and systems capabilities and capacities.

UN-GGIM recognised that geospatial information is as an essential national information resource with proven societal, economic and environmental value that enables government systems and services, and national development initiatives need to be integrated using 'location' as a common and underpinning reference frame.
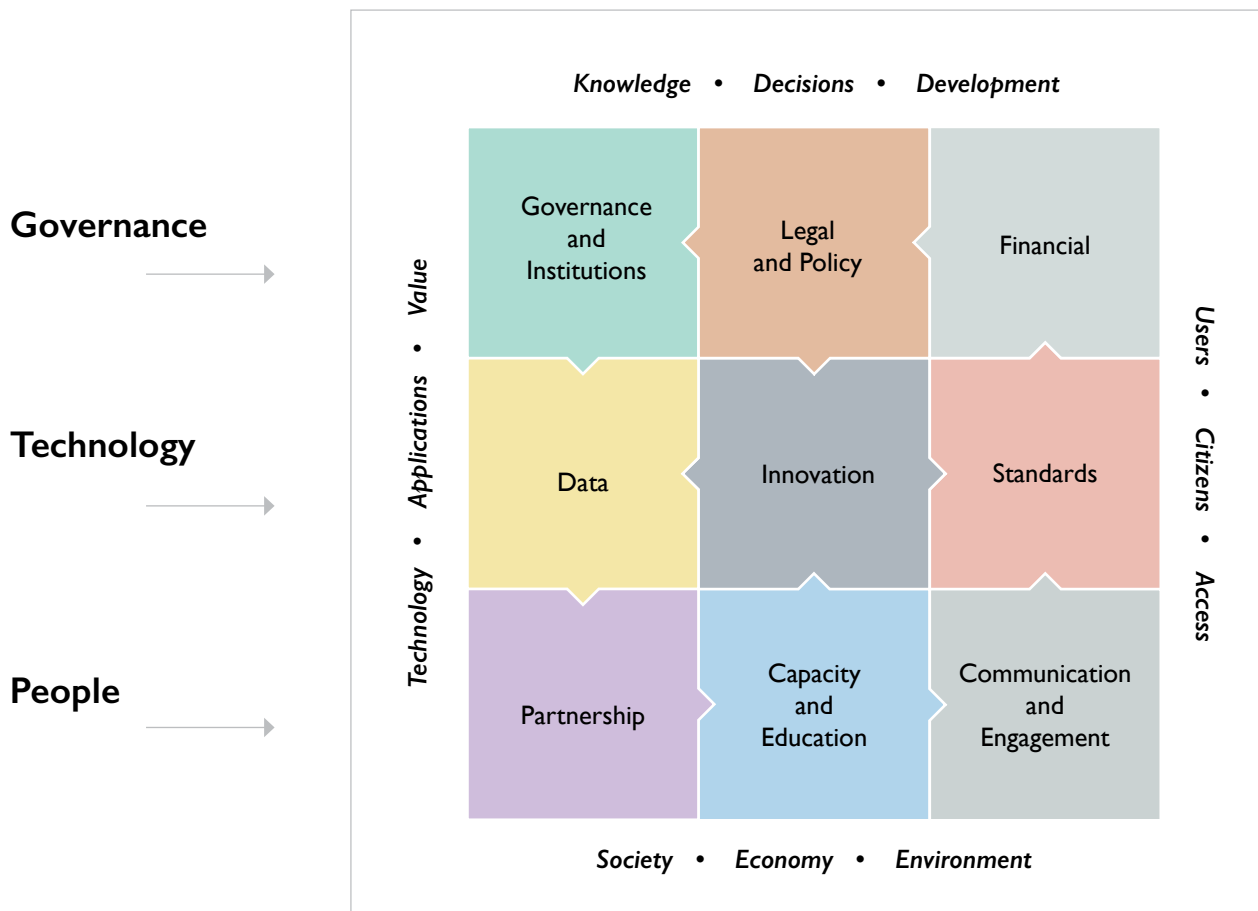
To support this aim, the UN have developed and endorsed a strategic guide to develop and strengthen national geospatial information management. The Framework presents a forward-looking approach that creates an enabling environment where national governments can coordinate, develop, strengthen and promote efficient and effective use and sharing of geospatial information for policy formulation, decision-making and innovation. It establishes a common vision for all government agencies, expresses the goals that will realize the vision, the

actions that need to be implemented to achieve the goals, and the outcomes and benefits necessary to support national development.

The Framework is anchored by 9 Strategic Pathways in 3 main areas of influence: Governance; Technology; and People and is a mechanism for articulating and demonstrating national leadership in geospatial information, cultivating champions, and developing the capacity to take positive steps.

The Strategic Pathways are presented as separate pieces of a jigsaw puzzle in recognition that there are many aspects and dimensions to each individual pathway, and that when joined together, the Framework is connected, integrated and implemented.

In preparing this strategy, OSi has fully considered the impact of the UN Framework in the development of this strategy and will align, monitor and report our goals and actions against on an annual basis.

OUR **MANDATE**

OSi's functions as mandated by Government are set down in the Ordnance Survey Ireland Act, 2001 (as amended by the Official Languages Act 2003) and are stated 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's functions shall include all tasks as are necessary to fulfil its general function including, but without prejudice to the foregoing, the following:

- **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,

- **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,

- **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,

- **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,

- **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,

- **To represent the State** at international level on matters relating to mapping and geographic information,

- **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,

- **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,

- **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.

OUR **VISION, MISSION & VALUES**

OSi's VISION

The national providers of trusted, maintained geospatial data and platforms to ensure the State's digital geography is easy to find, share and use.

OSi's MISSION

To create, maintain and provide the State's definitive mapping and geospatial information services to support citizens, business and policy makers.

OSi's VALUES

Honesty & Trustworthiness
– displayed at all times by staff in their behaviours and interactions with each other and with customers

Commitment & Technical Expertise
– personal and organisational excellence to meet the highest standards of professionalism, leadership and rigour

Responsibility & Accountability
– culture of accountability, efficiency and value for money

Enterprise
– continuously seek to interpret, innovate, shape and meet the needs of the citizen, business and government in a timely manner

OUR **PRINCIPLES**

OSi activities, as it delivers on its mandate will be guided by the following operating principles:

Trusted and Authoritative

We will focus on the creation, maintenance and dissemination of State geospatial information to ensure that reliable, accessible and easily used data and services meet the changing needs for our stakeholders.

Support Government

We will support Government by ensuring that our leading data management practices contribute to a strong geospatial data ecosystem for the Public Service, enabling better services and more information to support policy makers.

Support Our Staff

We will support our staff as a key resource in the successful delivery of our data and services to ensure the sustainability of our organisation.

Optimise Efficiency and Productivity

We will continue to optimise the efficiency and productivity of our resources (people, process and technology) to ensure they remain sustainable and are deployed in a way that provides improved services to our stakeholders.

Collaboration

We will remain committed to collaborating with other government bodies, citizens and business partners to enhance the value of geospatial information in Ireland.

Good Governance

We will ensure that our financial, legal and governance activities are robust, accountable and transparent.

STRATEGIC
GOALS & ACTIONS

OSi activities, as it delivers on its mandate will be guided by the following five strategic goals as set out below. Each of these goals will be delivered through an annual program of activities which will be aligned and monitored in line with the approach adopted and endorsed by the UN Framework to achieve the outcomes and benefits necessary to support national development.

OSi's GOALS

01

Focused,   Efficient and Effective Geospatial Information Production & Management.
Continue to focus on, development and implementation of fundamental production systems and process, underpinned by robust data governance and quality strategies.

02

Production of Integrated Geospatial Information Systems, Platforms and Services.
Further develop OSi's geospatial information systems, platforms and services so that they produce reliable, accessible and easily used data and services for citizens, business and policy-makers.

03

Developing Collaboration and Partnerships.
Ensure that collaborative relationships and partnerships are leveraged in a way that strengthen information sharing between providers and users of geospatial data to reduce duplication of effort and to better support of national initiatives.

04

Leadership, Communication & Engagement.
Provide strong leadership and commitment to the geospatial industry in Ireland, to enhance the long-term value of investments in geospatial information. To champion the value and use of geospatial information, promote capacity, capability building and drive innovation.

05

Deliver a highly transparent, accountable, sustainable and skilled organisation.
OSi operations are conducted according to best practice governance framework, legislative, accountability and transparency guidelines. OSi will ensure that a return on investment is realised through best practice cost management. OSi will support our staff in the acquisition and development of skills which match the needs of the organisation and its goals. It will work to ensure that the use of OSi's geospatial data and services enhances national efficiency and productivity.

01

Focused, efficient and effective geospatial information production & management

Continue to focus on, development and implementation of fundamental production systems and process, underpinned by robust data governance and quality strategies. In delivering this goal, we will:

- Work in partnership with Government on the implementation of the Public Service Reform agenda, in particular to deliver against the national Public Service Data Strategy.

- Maintain a programme to provide national coverage of high resolution imagery.

- Put in place a mechanism for the publication of quarterly geospatial data quality statements and develop a web portal for data quality related reports and dashboards.

- Further enhance OSi's Data Governance Strategy, including key principles and metrics, for the optimum management of high quality authoritative geospatial data.

- Ensure that OSi's geospatial data holding complies with geospatial industry standards - Open Geospatial Consortium (OGC), World Wide Web Consortium (W3C) and the International Standards Organisation (ISO).

- Build on the establishment of Absolute Gravity network infrastructure through the densification of the network.

- Further develop the State's geospatial information through the creation and maintenance of a national authoritative height model.

- Develop and implement a strategy to integrate authoritative 3rd party geospatial data into OSi's core geospatial reference data.

- In partnership with the Public Sector Land Cover / Land Use Working Group, develop a Land Cover / Land Use dataset for the State.

- Work closely with the Placenames Branch and Fiontar in Dublin City University to ensure that OSi is the authoritative source for the publishing of Placenames in accordance with the OSi Act.

02

Production of integrated geospatial information systems, platforms and services

Consistent with our commitment to further develop OSi's geospatial information systems and services so that they produce reliable, accessible and easily used data and services for citizens, business and policy-makers, we will:

- Further enhance and develop our geospatial platforms and services, including GeoHive, MapGenie and e-Commerce, to meet the changing needs of citizens, business and government.

- Develop a strategy to transition OSi to a services-led organisation.

- Develop data hosting and publishing services for the provision of national geospatial services, including the development of innovative collaborative web services and geo-processing tools.

- Publish an Information and Communications Technology (ICT) Strategy covering the period of this strategy in line with best international practice to advance OSi's enterprise architecture.

- Develop and implement further Information Security Management System (ISMS) and related policies and procedures across the organisation.

- Develop and implement a hybrid operating environment strategy (cloud and on-premise) to meet changing business needs and for business continuity and disaster recovery purposes.

- Further enhance OSi's core geospatial reference data by utilising best available survey methodology and practices taking advantage of emerging technologies.

- Maintain and develop the national Global Navigation Satellite System (GNSS) Network.

- Migrate OSi's products and services to utilise key automated product generation flowlines to allow for a more cost-effective product offering.

- Ensure that OSi's geospatial platforms and services reflect legislative drivers at National and European level.

- Publish additional OSi datasets where appropriate in accordance with the National Open Data Strategy 2017 - 2022.

03

Develop collaboration and partnerships

OSi will ensure that collaborative relationships and partnerships are leveraged in a way that strengthen information sharing between providers and users of geospatial data to reduce duplication of effort and to further support national initiatives. To this end, we will:

- Identify and develop opportunities for collaboration with academic and research institutions to enable the attainment of key policy or organisational objectives in a cost and resource effective way.

- Where appropriate, establish product and service innovation partner initiatives to develop new geospatial products and services in collaboration with industry partners.

- Collaborate with academia to further develop OSi's approach to data dissemination via the Semantic Web and the Internet of Things (IoT).

- Work in partnership with the Central Statistics Office (CSO) in the development of national data infrastructure, ensuring integration and avoiding duplication in national geospatial data initiatives.

- Work in partnership with the Department of Communication, Climate Action and Environment (DCCAE) to deliver Ireland's Sustainable Development Goals (SDG) National Implementation Plan 2018-2020, including the integration of Statistical and Earth Observation data and services to support its aims.

- Further develop and maintain the national INSPIRE Geoportal on behalf of the Department of Housing, Planning & Local Government (DHPLG).

04

Leadership, communication and engagement

OSi will provide strong leadership and commitment to the geospatial industry in Ireland, to enhance the long-term value of investments in geospatial information. To champion the value and use of geospatial information, promote capacity, capability building and to drive innovation, we will:

- Respond to our customers to ensure that they can more easily discover, access and use the State's authoritative geospatial data. We will accelerate the digital delivery of services for citizens, business and government.

- Work in partnership with the Office of the Government Chief Information Officer (OGCIO) on the implementation of the Public Service Data Strategy, and in particular, take a leading role in the geospatial related initiatives.

- Represent the State at international level on matters relating to mapping and geospatial information, particularly in the United Nations Committee of Experts on Global Geospatial Information Management (UN-GGIM), EuroGeographics, the association of European National Mapping, Cadastre and Land Registry Authorities and in the Interoperability solutions for public administrations, businesses and citizens (ISA² Programme).

- Ensure that OSi's Marketing and Communications plan includes content led marketing initiatives via the OSi website, social media channels and other OSi platforms.

- Actively represent Ireland in EUREF, the International Association of Geodesy's Geodetic Reference Frame Sub-Commission for Europe.

- Respond to Workforce Planning (WFP) 2020, identify and manage capacity/capability challenges.

- Conduct annual employee engagement surveys and implement improvements as identified.

- Improve and enhance internal communications through the 'OSi News' medium.

- Identify, negotiate and support change management initiatives such as the Tailte Éireann merger.

05

Deliver a highly transparent, accountable, sustainable and skilled organisation

OSi operations are conducted according to best practice governance framework, legislative, accountability and transparency guidelines. OSi will ensure that a return on investment is realised through best practice cost management. OSi will support our staff in the acquisition and development of skills which match the needs of the organisation and its goals. It will work to ensure that the use of OSi's geospatial data and services enhances national efficiency and productivity. In delivering this goal, we will:

- Ensure OSi has the right staff in the right place with knowledge, skills and competencies to deliver on the business requirements.
- Actively promote and support OSi staff in gaining formal professional recognition and further develop an academic accreditation process for OSi staff based on their experience and further develop our Continuous Professional Development (CPD) programme.
- Further develop OSi's Succession and Talent management policies, supported with internal mentoring and coaching initiatives and lateral mobility.
- Foster a culture of accountability and value for money across the organisation so that expenditure is appropriately appraised for benefits to the organisation and the customer.
- Continually enhance OSi's governance and compliance framework to help deliver on objectives, meet obligations, ensure accountability and transparency in OSi operations, identify and mitigate risks and plan in a strategic and focused way how to meet key objectives.
- Manage, with our Parent Department and Government, a centrally funded National Mapping Agreement to provide the public sector and academia with access to the State's authoritative national mapping.
- Develop OSi products and services offerings to address the changing requirements of citizens, business and policy makers whilst ensuring the ability to deliver financial sustainably into the future.
- Deliver on all national interest objectives ensuring that OSi's Service Level Agreement with Government continues to provide value to the State.
- Operate a business model that affords a reasonable return to allow us to reinvest smartly in the organisation, continually improving technology and processes and driving greater efficiencies in the delivery of OSi's products and services.
- Further expand the scope of OSi's International Standards Organisation (ISO) accreditation.
- Further participate in Government's shared services initiatives resulting in cost savings and operational efficiencies.
- In line with the development of a 2019 - 2021 Human Resources Strategy, OSi will develop a diversity and inclusivity policy that will help address our public sector duty to promote equality, eliminate discrimination and protect the human rights of our staff.

STRATEGIC IMPLEMENTATION &
PERFORMANCE MONITORING

Our strategic goals and actions will inform the annual OSi Corporate Business Plan which will detail specific priorities and deliverables across the organisation during the period of this Statement of Strategy. The combination of these deliverables over the life-span of this strategy will ensure that the goals and actions are met.

The implementation of this Statement of Strategy will be monitored and reviewed on a monthly basis by the OSi Senior Management Team (SMT), the OSi Board and the Department of Housing, Planning and Local Government (DHPLG).

The detailed actions in the annual OSi Corporate Business Plans 2019, 2020 and 2021 will be assigned to individual staff members and evaluated as part of the annual Performance Management Process. This integrated approach will deliver cohesion, accountability and purposeful direction to the continued work of OSi so that we can realise our Mission and work towards fulfilling our Vision.