



NATIONAL LAND SURVEY OF FINLAND

Down to earth in winning quality


A report on the NLS's quality award winning year 2009





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Introduction

The annual report of the National Land Survey of Finland (NLS) is a report of the award winning year 2009. The NLS won the Finnish Quality Award in the category for public sector and non-profit corporations. In addition, the NLS received the recognition EFQM Recognised for Excellence 5 stars - with the total sum of 550–600 points. During the year the NLS also received a recognitions and good placements. The way we do our work

has been proven to be excellent. The theme of this year's annual report is down to earth in winning quality. It is a summary of our quality award application and the assessments provided by the assessment group and the jury.

This report presents the strategic map, process scheme and annual clock that determine the NLS operations. The values guiding the operation have

proven to be good and sustainable. When our customers are satisfied, our finances are in good shape, we know what we are doing and our staff is satisfied.

Registration of real estate has completed our range of services since the beginning of 2010. The NLS is today after nearly 400 years of operation still a respected expert authority in real estate and maps.

Director General's Review

The most significant events of 2009 for the National Land Survey of Finland were our success in winning the Finnish Quality Award and the smooth transfer of real estate registration issues from the district courts to the district survey offices. This shows that the purposeful quality improvement work carried on over a period of ten years has produced the desired results. An external assessment group compiled an in-depth report on the activities of the National Land Survey, which provides a good springboard for developing the operations further. The National Land Survey is proud that the assessment also led to our winning the Finnish Quality Award Competition. This Annual Report is in effect a summary of our Quality Award application process.

The transfer of real estate registration issues from the district courts to the NLS is an important reform that will increase the productivity of administration, while for the client it brings the possibility of one-stop shopping: the formation and registration of rights relating to real estate are now primarily the task of a single authority. Exceptions to the rule are the municipalities that have their own real estate formation systems. The objective of the project was that the only difference noticed by the client would be the change in the responsible authority's name and address. After the transfer of registration, the clients were to receive services of an equally high quality in the district survey offices as they had received in the district courts. This objective

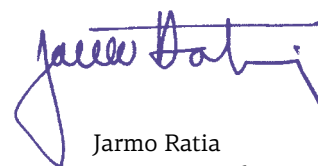
was achieved with excellent success. Our thanks go to all the registration secretaries who moved from the district courts to the service of the district survey offices. In the course of various projects more than a hundred people were involved in preparing the transfer over a period of two and a half years. They, too, deserve our thanks for their contribution to the preparatory work, which was one hundred per cent successful.

In other ways, too, 2009 was a year of success. The time taken to carry out and complete parcelling procedures was cut to less than eight months and the basic improvement target set for the cadastre was surpassed. The "Yhteismetsä tutuksi" campaign aimed at familiarising the public with jointly owned forests was implemented in cooperation with the Forestry Development Centre TAPIO. A project preparing a new registration system was launched, which once completed, will make it possible to carry out real estate transactions on-line.

The national INSPIRE (Infrastructure for Spatial Information Europe) legislation came into force, and with it the NLS took on an important role as the body responsible for implementing the legislation. For this purpose the NLS set up a pilot spatial data portal based on open source codes, which was made available to the community of spatial information users. Aerial photography using digital cameras was started. The photography was successful and the quality of the photographs was good. Airborne Laser

Scanning, started as a cooperative project by various organisations, became established, and the information produced found many further uses. The NLS's human resources strategy for 2010-2015 "Building the future of the NLS" together with the strategy for the execution of cadastral procedures provides a good foundation for operational and financial planning. With the transfer of HR administration services to the State Treasury Service Centre, the Human Resources Management personnel were placed in other posts in the NLS. The payroll system was developed, particularly as regards the performance-based personal salary component.

A customer satisfaction survey gave excellent ratings for the service standard provided by the NLS, and internal satisfaction was also highly rated. Performance targets were exceeded and in financial terms, too, the year was a success. My warm thanks go to the NLS personnel for their efforts in all the above achievements. Without your commitment and competence, these results could not have been achieved. I also wish to thank the Ministry of Agriculture and Forestry and the Ministry of Justice for their constructive and productive cooperation.



Jarmo Ratia
Director General

Grounds for the Finnish Quality Award

The National Land Survey of Finland (NLS) produces cadastral, topographic and environmental information with the help of advanced data systems and a staff of competent, committed professionals. The NLS operates in the whole of Finland and has offices in 35 localities, from Mariehamn to Ivalo. The NLS is a net budgeted government agency subordinated to the Ministry of Agriculture and Forestry. Its task is to manage Finland's cadastral system and mapping activities.

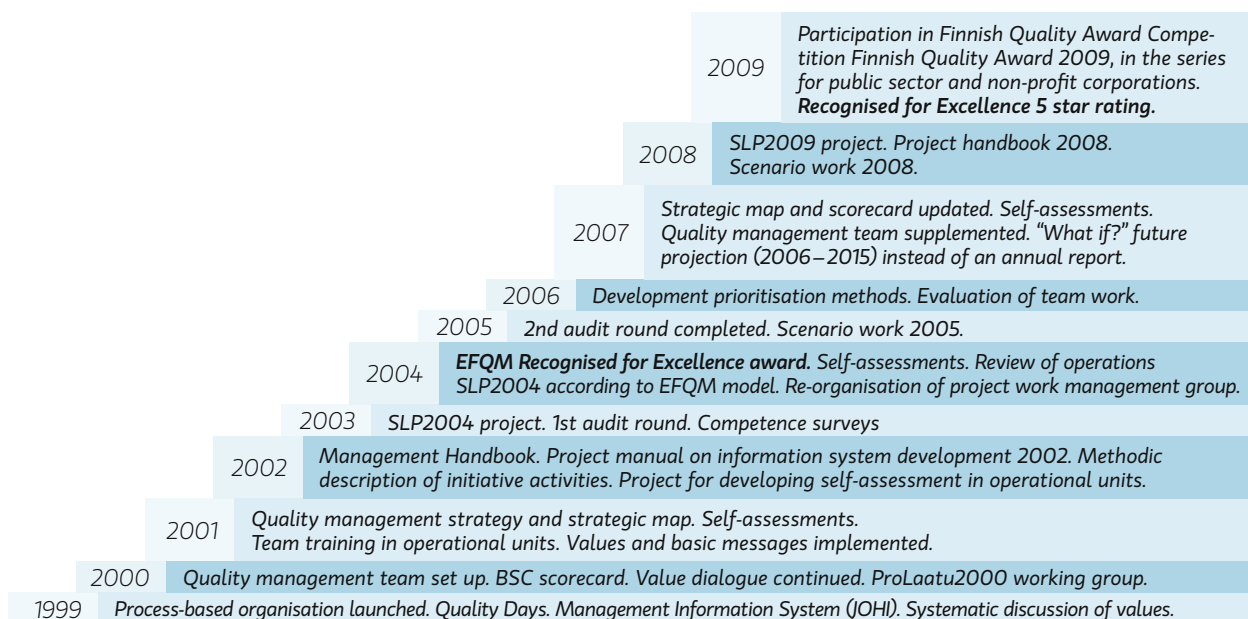
The two key forces driving the operations of the NLS are utilisation of rapidly developing technology and management of the continuously expanding store of information. The assessment group for the 2009 Finnish Quality Award competition found that the NLS meets the standards of excellence in

performing its functions. The NLS has gained recognition for the exemplary use made of information technology in its operations. Examples of NLS functions that reflect the progressive nature of the operations include the use of open source codes, the systems serving stakeholders and enterprises, such as the Land Information System, and services aimed at the public, such as the Citizens' Map Site, which brings the information accumulated by the NLS within everyone's reach.

In its grounds for the award, the Finnish Quality Award jury drew particular attention to competent leadership and committed personnel as strengths of the NLS. The NLS has an open leadership culture: information on operations, results and development projects is disseminated through many

different communication channels and also through regular meetings practices. The senior management interacts regularly with the personnel in the course of annually made provincial visits. The management works in a goal-directed manner to implement the objectives set by the Ministry. The NLS has also proved its excellence by acting as a groundbreaker in development projects combining strategic choices and information technology in the administrative sector of the Ministry of Agriculture and Forestry. According to surveys the personnel take pride in their workplace and competence.

The operations of the NLS were evaluated as excellent in the 2009 Finnish Quality Award competition, and the organisation was given a five star rating.



Steps towards Developing Leadership and Quality Management in the National Land Survey of Finland

General Review of the Operation of the National Land Survey of Finland

The NLS as a builder of the information society

The NLS carries out cadastral surveys, collects and maintains information on real estate, topography and the environment and also promotes the shared use of geographic information¹⁾. Through the quality of its operations, now evaluated as excellent by the Finnish Quality Award jury, the organisation plays its own role in guaranteeing the stability and infrastructure of the society.

In 2009, the total turnover of NLS operations amounted to EUR 110 million, of which EUR 56.8 million comprised production ordered and financed by the Ministry of Agriculture and Forestry. Production paid for by clients accounted for EUR 62.2 million. The NLS had a payroll of some 1,800 employees²⁾. The operation is governed by legislation. As an organisation producing services governed by public law, the NLS must take into account the needs imposed by the effective functioning of society. The objective is to make the information stored by the NLS available

widely to the general public and to meet the needs of various stakeholder groups.

Impartial and reliable information

For the public, the work done by the NLS is seen as efficiently performed cadastral surveys, correct and up-to-date information on real estate as well as maps. For enterprises and public administration the NLS's successful implementation of its tasks means effective information services, good management of data stores and registers and cost-effective performance of its core tasks.

Annually land survey assignments are carried out for 100,000 clients and chargeable web services are used by 10,000 clients. Households form the largest client group. Major public sector clients are the Finnish Transport Agency³⁾, the Population Register Centre and the Finnish Defence Forces. Important corporate clients include

electricity and gas distribution companies, the forest industry, teleoperators and enterprises in the field of mapping and spatial information.

Work under control

The continuous provision and development of services requires far-sighted application of new technologies. Some 4% of the National Land Survey's overall annual costs are invested in development. The latest major reform was the new cadastre component of the national Land Information System, constructed in cooperation with the municipalities and the Ministry of Justice.

The confidence that the NLS has gained in public administration was shown by the Government's decision to transfer the registration of real estate from the district courts to the district survey offices as from the beginning of 2010. This major project, involving about 100 people, was implemented in the years 2008–2009.

¹⁾ As from 2010 also responsible for real estate registration.

²⁾ In 2010, with the transfer of registration, some 2000 persons.

³⁾ Until 2010 Road Administration

⁴⁾ Until 2010 there were 13 district survey offices

⁵⁾ Until 2010 Sales and Marketing Services



It was preceded by extensive preparatory work, on the basis of which the transfer of registration took place. At the same time development of the cadastre component included in the Land Information System and an on-line real estate exchange information system was launched.

The NLS today

The history of land surveying in Finland goes back to the 17th century, and society's need for information on land has remained unchanged throughout the centuries. Today, the National Land Survey of Finland consists of a Central Administration, six national operational units and 12⁴⁾ district survey offices. The operating model is decentralised, and decision-making powers have been transferred to the district survey offices, which are responsible for tasks relating to the production of cadastral and topographical data in respective areas and for customer service. Central Administration

is responsible for the steering of operations and finances, for strategic planning and for communications with the Ministry of Agriculture and Forestry, under which the NLS operates.

Of the national operational units, the Computer Centre has responsibility for the proper functioning of computer applications, and the Administrative Services for personnel and financial administration of the NLS. In the year 2009, HR administration was transferred to the State Treasury Service Centre in Pori. The Information Services⁵⁾ is responsible for major clients and the Archive Centre manages the archiving of documents and cadastral maps. The archives of the NLS increase by 46 shelf metres yearly. The transfer of the land registration archives in 2009 added 5 kilometres to the shelf space.

In 2009, an important challenge to leadership was the process of merging the Uusimaa and Häme

district survey offices and in the same context the decentralisation of 80 person work years from Helsinki to Porvoo, Lohja and Lahti. The main focus of management was on creating the new South Finland District Survey Office, organising and planning its operations, planning the regionalisation of its operations and on measures required for its implementation.

In the Uusimaa and Häme District Survey Offices a total of 721 working days were spent on building and regionalising the new district survey office.

Since the European Union's INSPIRE Spatial Information Directive came into force, European cooperation and common European standards now guide the operations of the NLS as well as national and Nordic perspectives. The NLS has been entrusted with the task of supporting the development of the spatial information infrastructure



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