

# LANTMÄTERIET´S ROLE AND WORK IN ENSURING TRUSTED PUBLIC REGISTERS IN SWEDEN

PERMANENT COMMITTEE ON CADASTRE IN THE EUROPEAN UNION, 2026

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LANTMÄTERIET, THE SWEDISH AUTHORITY FOR CADASTRE, LAND REGISTRATION AND MAPPING

LANTMÄTERIET

# A GOVERNMENT AUTHORITY

**Lantmäteriet**

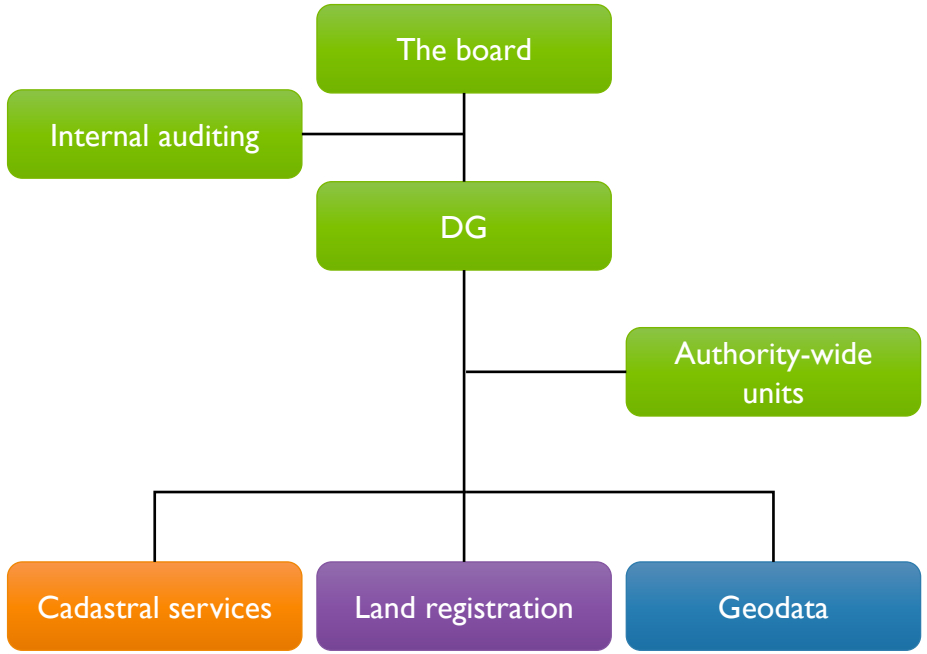
**Swedish mapping, cadastral and land registration authority**

We belong to the Ministry of Rural Affairs and Infrastructure.





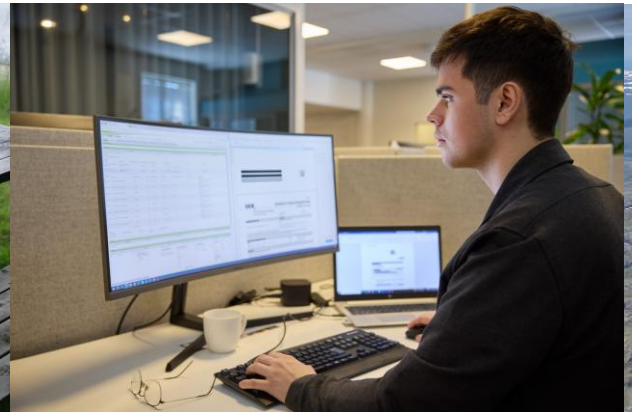

# OUR ORGANIZATION



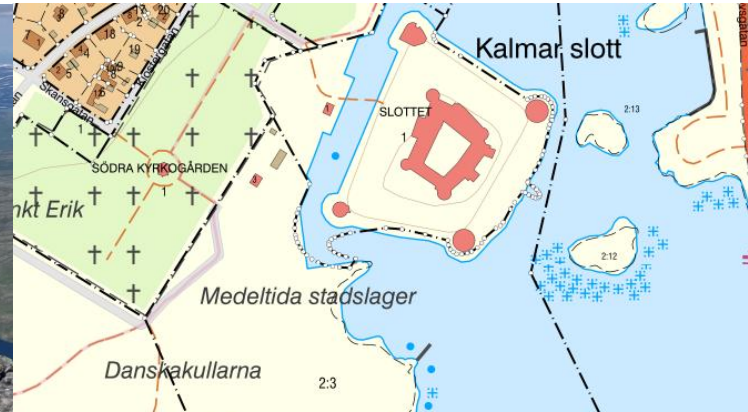



Fredrik Holmberg
*Director general*





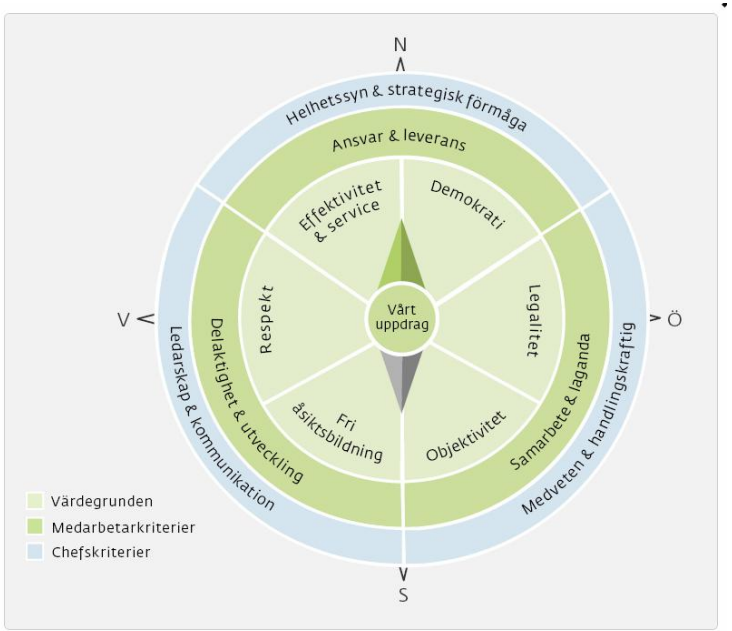




# ORGANIZATION

- Lantmäteriet is led by a board of directors including the agency's Director General.
- Lantmäteriet is located in 50 locations in Sweden with its headquarters in Gävle. Property Formation is represented in 48 locations, Land Registration in 9 locations and Geodata in 6 locations.
- New employee policy from the 1st of September, for both employees and managers



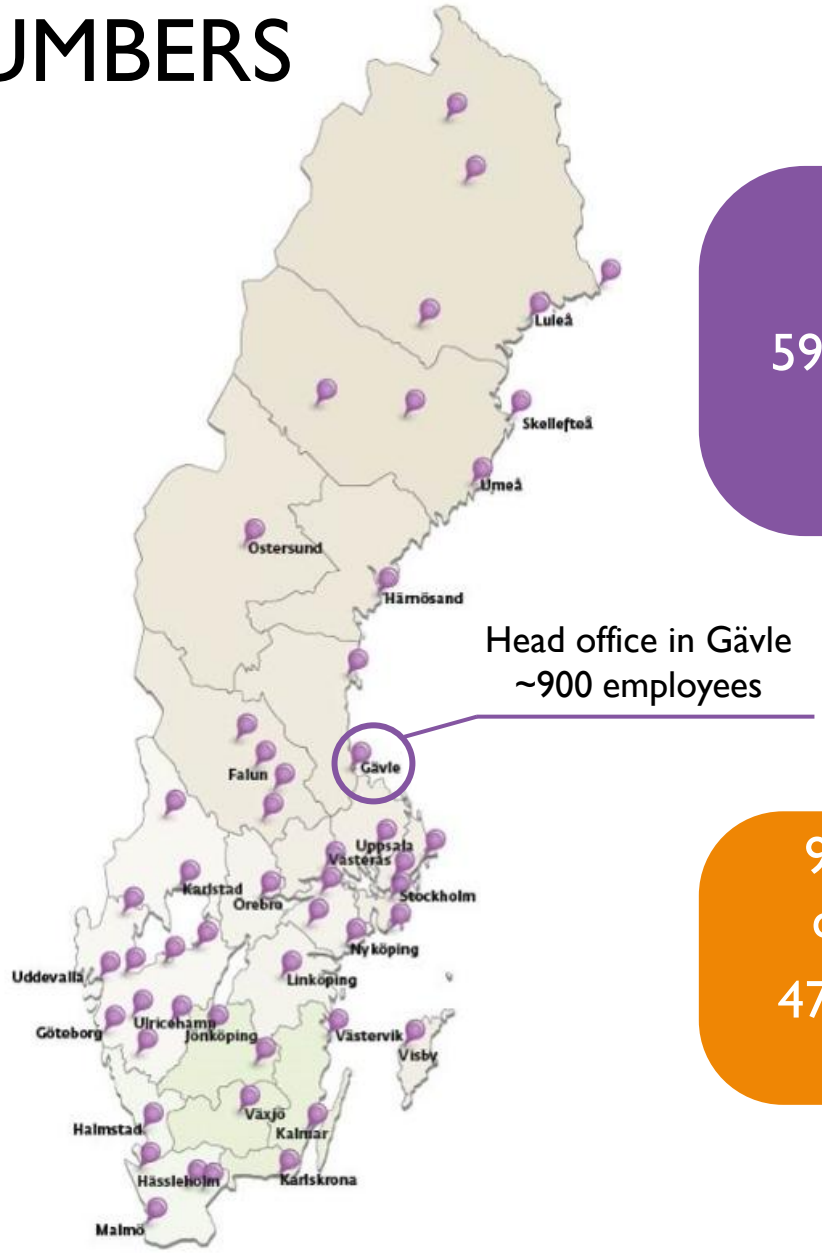

- Our Authority-wide business areas:

Legal | Finance/ economy | HR | Development and IT | Communication | Security

# LANTMÄTERIET IN NUMBERS

Founded in 1628

2 years left to 400 years!




Head office in Gävle
~900 employees

~2100 employees

59 % women, 41 % men

Average age is 45

2,4 billion SEK (~225 million EURO)

62 % from fees and other charges

38 % from government grants

9 500 application for cadastral procedure

472 000 application for land registration

# EU REGULATIONS AND LANTMÄTERIET – EXAMPLES



## Directives

- Geographical environmental data
- High value data
- General Data Protection Regulation

## Current initiatives

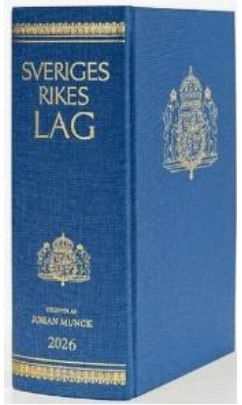
- The Swedish Environmental Protection Agency shall, in cooperation with other authorities, develop proposals for the implementation of the EU directive on soil monitoring and soil resilience
- The memorandum on the EU anti-money laundering package (reference number Fi2026/01654) circulated for consultation
- The European Commission's proposal for the first European housing law - called the Affordable Housing Act - has been sent out for national consultation.

# LEGAL FRAMEWORK IN SWEDEN

## The Constitution

Sweden has four legal acts that together form the constitution and govern how the country is run

- The Instrument of Government
- The Freedom of the Press Act (includes the principle of public access to official documents)
- The Law on Freedom of Expression
- The Act of Succession



# LEGAL FRAMEWORK IN SWEDEN
# EXAMPLES



## General legislation

- Public Access to Information and Secrecy Act
- the Administrative Procedure Act
- Act on plain language

## Specific register legislation

- Law on Real Property Register
- Regulation on the Real Property register

Consultation process on proposal on a new register legislation has been circulated

# CHARACTERISTICS OF THE REAL PROPERTY REGISTER

A snapshot:

- Sweden's official register of how land is divided and who owns what; with a purpose to give publicity
- Complete - all Swedish territory (except public water areas)
- One of Sweden's base registers and defined as a critical information system for society; putting high requirements on reliability and availability and usability; thereby also setting high demands on information security



# LANTMÄTERIET IS GOVERNED BY

## Ordinance containing instructions for Lantmäteriet (SFS 2009:946)

*"1§ Lantmäteriet is the state land survey authority.*

*2§ Lantmäteriet is the administrative authority responsible for matters concerning real property division, basic geographic information and real property information, registration under the Land Code, and geodetic reference systems.*

*3§ Lantmäteriet shall work towards*

*1. uniform and efficient cadastral operations and an efficient real property division,*
*2. a well-functioning supply of basic geographic information and real property information of such scope, quality, and currency that the needs of society are met,*
*3. uniform and efficient registration operations, and*
*4. a nationally uniform geodetic infrastructure*

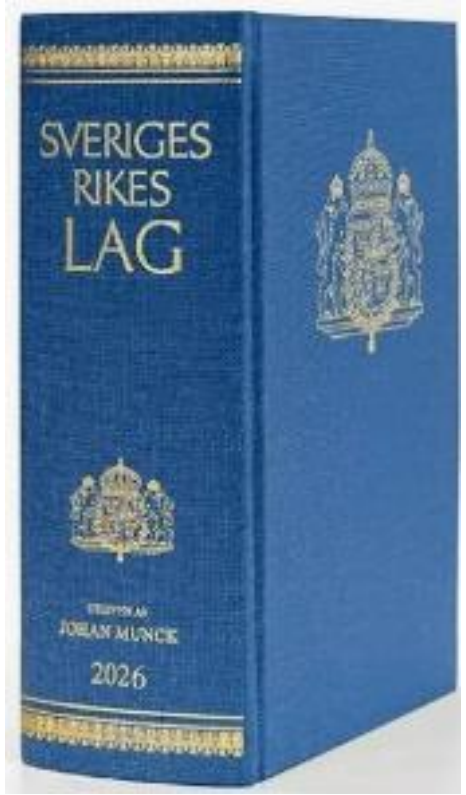
*6§ Within the scope of its area of operations, Lantmäteriet shall also*
*1. safeguard Sweden's interests in international work,*
*2. contribute to Sweden's policy for global development and the implementation of that policy,*
*3. cooperate with authorities and organizations in other countries on matters of relevance to Lantmäteriet,*
*4. be responsible for coordination and support in the implementation of EU directives,*
*5. conduct investigations and provide opinions in cases and matters before courts and other government agencies, if requested to do so by an authority, and*
*6. otherwise provide advice and support. Ordinance (2010:1771).*

*7§ Lantmäteriet should take advantage of opportunities to engage in the export of services, provided that such activities are compatible with the agency's duties and area of operations. Ordinance (2012:206).*

*8§ Lantmäteriet is a contingency authority under the Ordinance (2022:524) on the Preparedness of Government Agencies. Ordinance (2022:544).*

*9§ Lantmäteriet shall ensure that the regulatory frameworks and procedures at its disposal are cost-effective and simple for citizens and businesses.*

*10 – 32§§"*



# COMPLEMENTARY ASSIGNMENTS

- Government assignments (16 at the moment)
- Examples:
  - Assignment to follow up on targets regarding processing times as well as treatment and service at certain government agencies, yearly until 2029
  - Assignment to the National Board of Housing, Building and Planning, the Swedish Mapping, Cadastral and Land Registration Authority, the County Administrative Boards, the Swedish Environmental Protection Agency, the National Archives, and the Swedish Transport Administration to continue establishing an unbroken digital process for community development during the period 2026–2030.
  - Proactivity and decisive action in the event of a crisis or war
  - Conduct laser scanning of Sweden's forest land
  - Update, develop, and provide digital knowledge resources containing foundational forestry data
  - Assignment to the Swedish Environmental Protection Agency to prepare a basis for the implementation of the Directive on Soil Monitoring and Soil Resilience
  - Joint agency initiative for shorter lead times in the processing of grid concessions
  - Assignment to the Swedish Post and Telecom Authority to support the implementation of the Government's policy regarding the use of cloud services within public administration

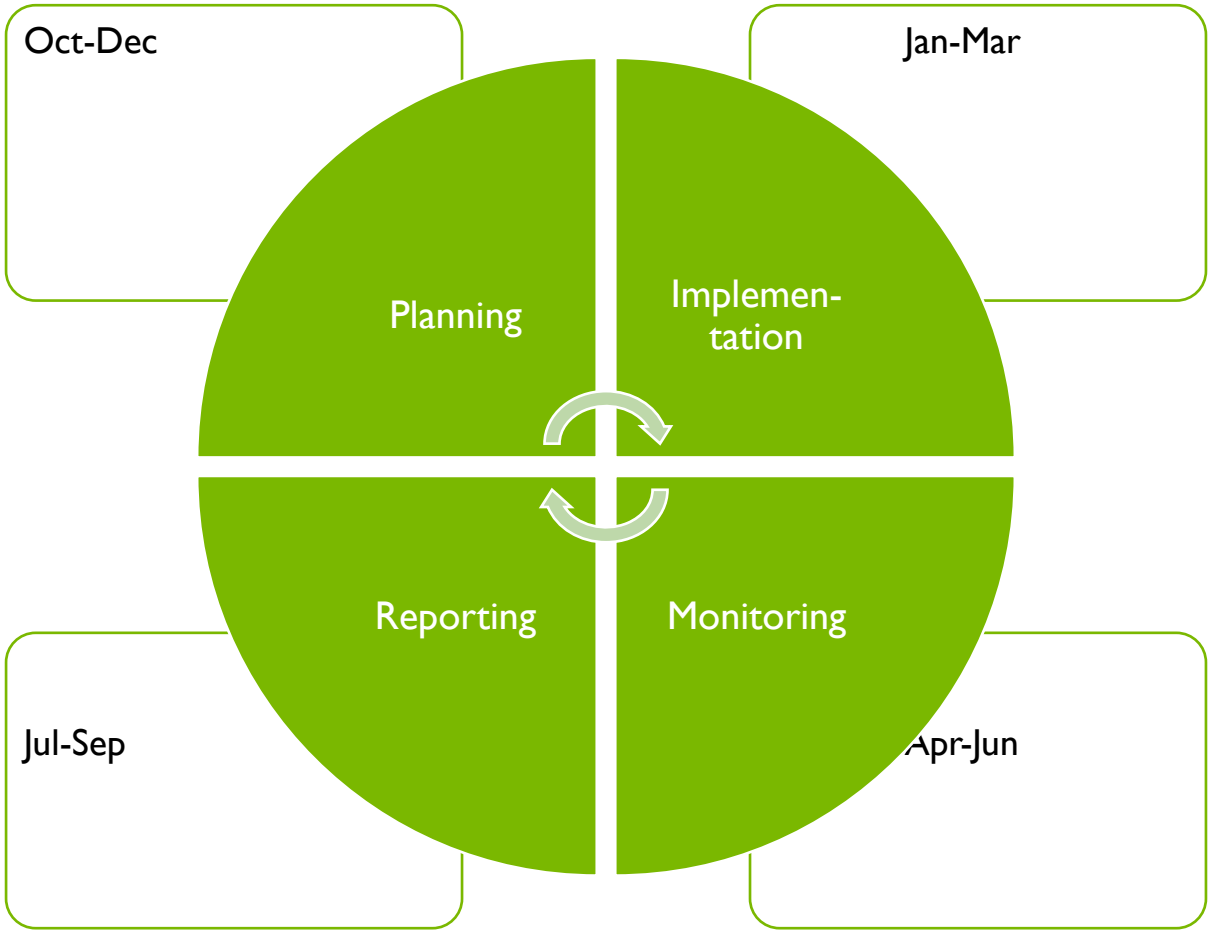


# THE ANNUAL CYCLE OF SWEDISH GOVERNMENT AGENCIES

The operational and financial management process is primarily governed by :

- the budget bill
- letters of appropriation from 1 Jan
- the Ordinance on Annual Reports and Budget Documentation

The process runs parallel to the Government's budget year and is divided into four recurring phases: planning, implementation, monitoring, and reporting.








# THE CORE VALUES OF THE SWEDISH STATE

The core values consist of six principles, as compiled by the Swedish Agency for Public Management (Statskontoret):

**Democracy**: You work on behalf of the citizens and must promote democratic values.

**Legality**: Public authorities must comply with applicable laws and regulations (official accountability).

**Objectivity**: Public authorities must act factually, impartially, and without conflicts of interest or personal agendas.

**Freedom of opinion**: You must respect openness, and you possess extensive rights regarding freedom of expression and the right to provide information (to the media).

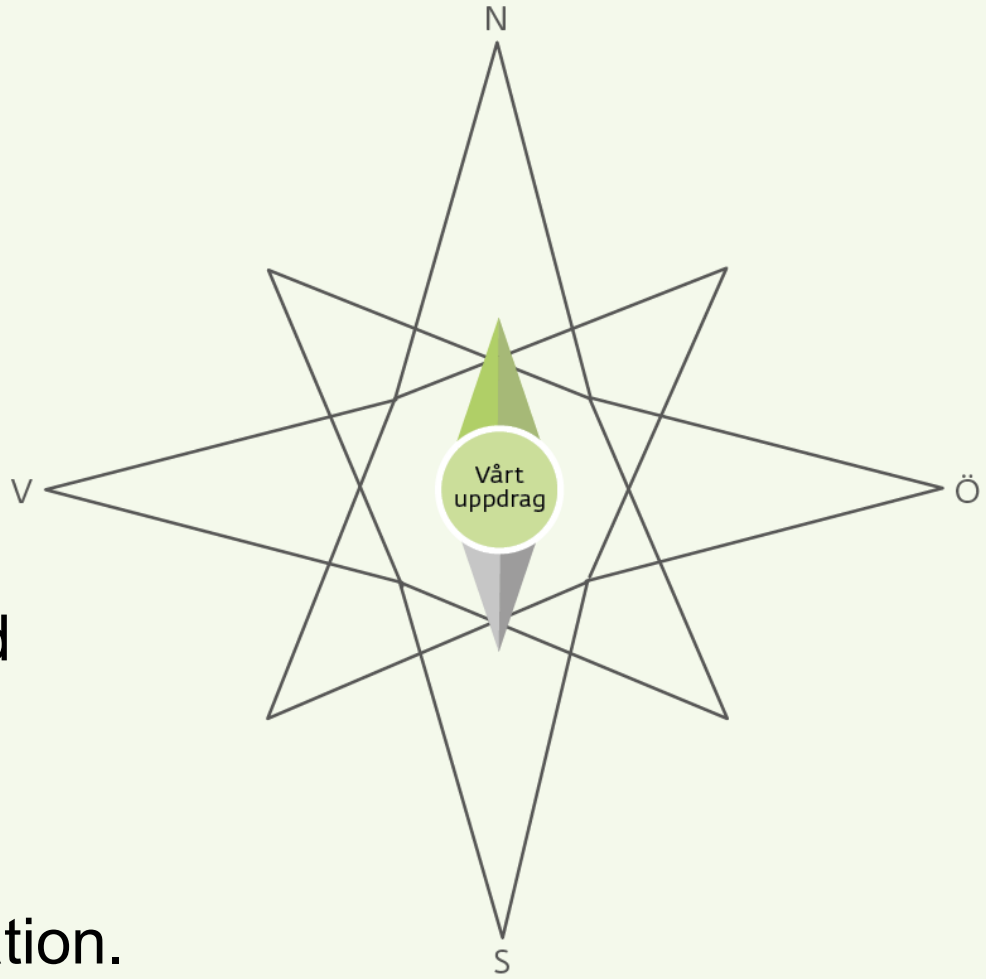
**Respect**: Public power must be exercised with respect for the equal worth, freedom, and dignity of all individuals (for example, in accordance with the Discrimination Act).

**Efficiency and service**: You must manage state resources prudently and provide citizens with respectful treatment and good service (this principle is subordinate to the others, as it is not directly rooted in the Fundamental Laws). [1, 2, 3]



# Employee Policy Goals and Purpose

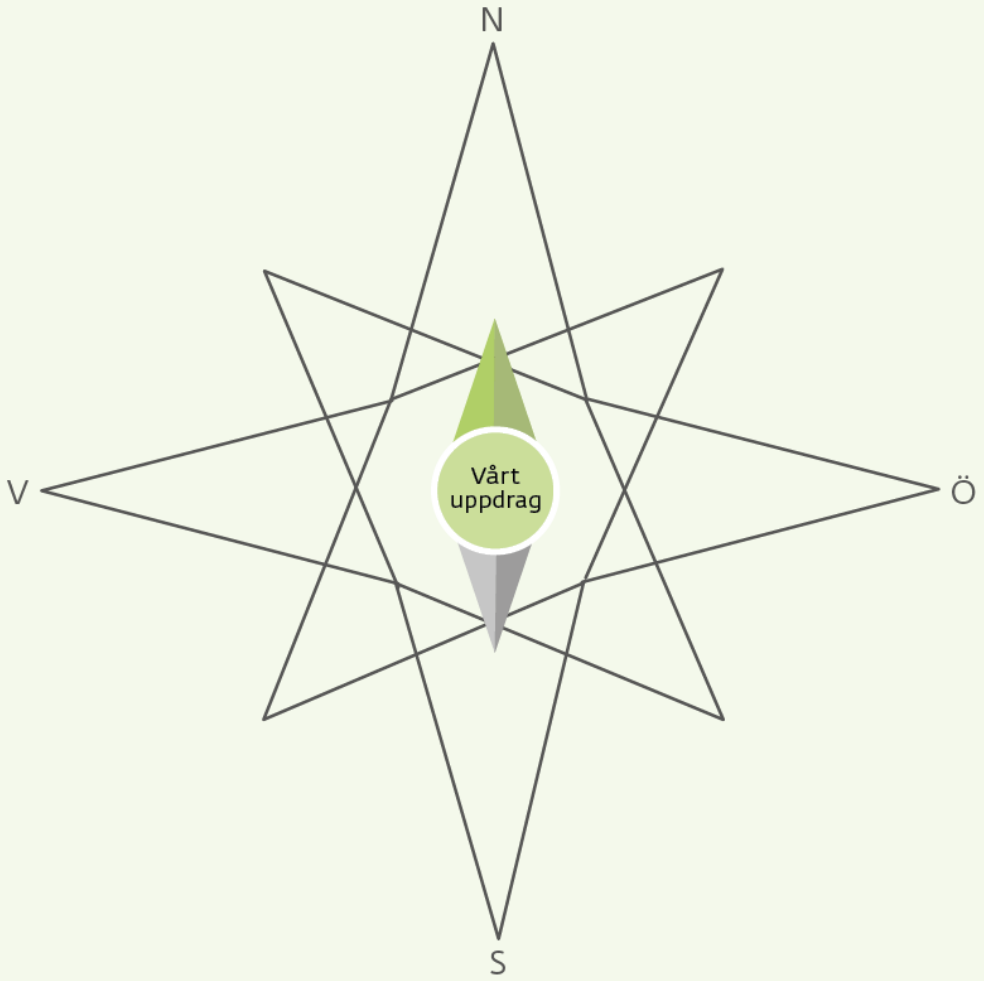
- ✓ Defines Lantmäteriet's shared values, approaches, and expectations.
- ✓ It clarifies an interaction in which both employees and managers have rights and obligations, and are provided with the conditions necessary to engage with one another.
- ✓ The goal is to establish a common foundation.
- ✓ The policy applies to all employees and managers, and gives practical effect to the roles of employee, manager, and leader.




LANTMÄTERIET

# Mission

- ✓ We secure property ownership and make geodata available to society.
- ✓ We develop society and, in collaboration with others, actively drive the digitalization of the community-building process.




# Vision

- ✓ Secure, safe, and accessible—regarding the location and ownership

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# EMPLOYEE POLICY

## The core - Lantmäteriets mission

## The core values of the Swedish state

- Democracy
- Legality
- Objectivity
- Free formation of opinion
- Respect
- Efficiency & service

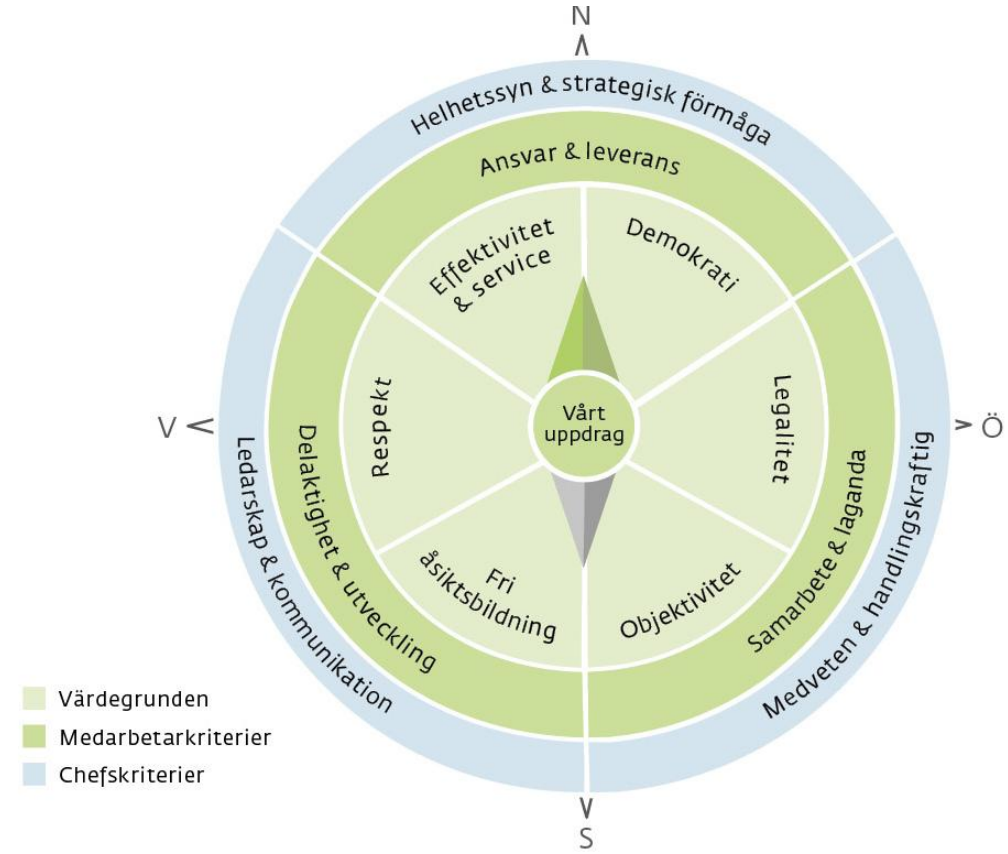
## Employee criteria

- Responsibility & delivery
- Collaboration & team spirit
- Involvement & development

### Leadership criteria

- Holistic perspective & strategic capability
- Awareness & a proactive approach
- Leadership & communication

1. Annual cycle for the assignment and development plan
2. Follow-up discussion
3. Performance review
4. Salary-setting discussion



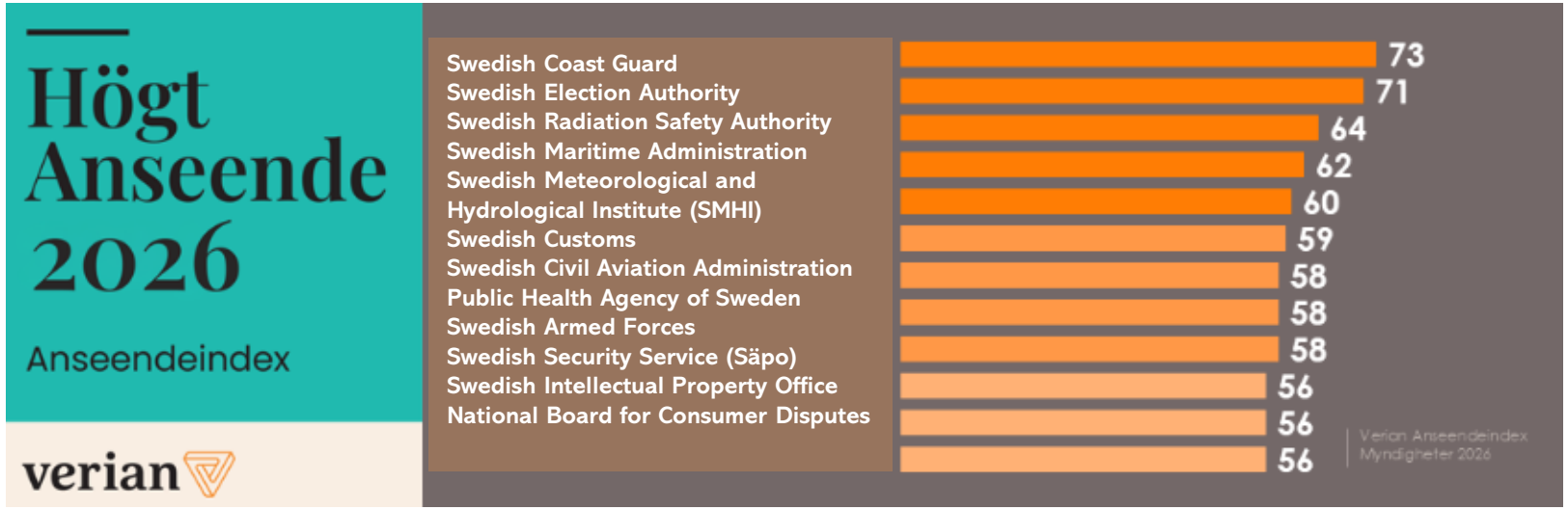

LANTMÄTERIET

# REPUTATION INDEX FOR GOVERNMENT AGENCIES

The 2026 Government Agency Reputation Index is the seventeenth annual assessment of the reputations of Swedish government agencies. The study is conducted to build knowledge, while also offering it as a resource for deeper insights—for instance, by identifying which factors have the greatest (and least) impact on an agency's reputation.

Reputation encompasses more than just the Swedish public's trust in a specific agency. It also reflects the perceived quality of the agency's output and whether or not it is viewed as successful. A strong reputation affords greater autonomy and fosters pride within the organization; it also provides advantages when engaging with citizens, politicians, journalists, and potential future employees.

Government agencies with a strong reputation can communicate credibly with the public. Their advice is heeded rather than questioned. Their employees do not need to explain or defend their employer's activities, and recruiting new colleagues becomes easier.



# REPUTATION INDEX

Lantmäteriet (the Swedish Mapping, Cadastral and Land Registration Authority) is one of the government agencies that has seen the most significant improvement in this year's Reputation Index from Verian. The agency's reputation has strengthened by seven index points compared to last year.

Last year's assessment showed that Lantmäteriet's reputation had declined sharply following negative media coverage regarding security flaws at the agency. In this year's report, Lantmäteriet is highlighted as an example of an agency that has recovered following the coverage seen in 2024 and 2025. According to the analysis, this year's upturn offsets approximately 70 percent of the previous decline.

Lantmäteriet's Customer Satisfaction Index (NKI) has also improved, rising by five index points in the latest assessment.

"It is gratifying to see that things are moving in the right direction. It serves as a testament to the work being carried out every day across the entire organization," says Fredrik Holmberg, Director General of Lantmäteriet.

The Reputation Index is based on over 11,000 interviews with the general public and covers 51 Swedish government agencies.





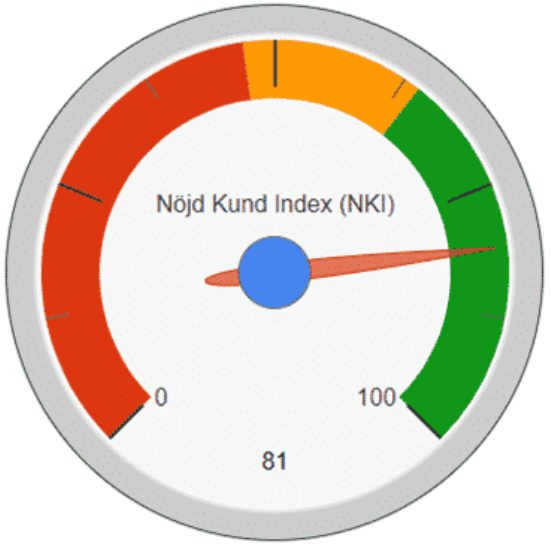

Fredrik Holmberg
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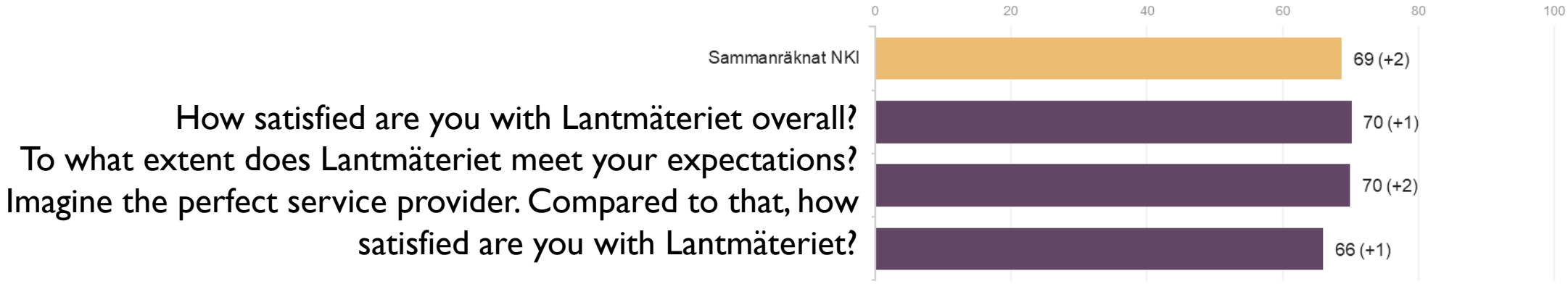
# NKI – CUSTOMER SATISFACTION INDEX

- NKI (Customer Satisfaction Index) measures customer satisfaction, but the electronic survey can also gather comments so that improvement work can be done
- Regarded as a common view of Lantmäteriet's customer contacts, regardless of business
- Ability to break down index per service and offer
- The customer's perception is a combination of all the contacts the customer has had with Lantmäteriet
- If the customer responds fairly closely in time after delivery or in close connection with the customer having bought, used or applied for any product or completed business – it provides better quality of the answers and the opportunity to act, correct in the near future
- The frequency of presentation to management should be done on a quarterly basis
- A working group from the business areas (Divisions) and Communication department was appointed
- Legal clearance from the lawyers at Lantmäteriet

# BACKGROUND

- NKI (Customer Satisfaction Index) is a key metric for customer satisfaction used in numerous businesses/authorities/ - primarily in Sweden that is based on three questions, the combined results of which form the NKI score itself
- The exact wording of the questions varies slightly from business to business or authority to authority
- Lantmäteriet management took the decision in 2018 that Lantmäteriet should be using NKI in a more structured way



# OVERALL RESULTS Q2 2026

## Improved CSI – Customer Satisfaction Index 69 (0-100) +2

### BRAND IMAGE AND ATTITUDES

"Plays an important role in society" ranks highest at 92 percent—a stable and high level. Reliability stands at 81 percent. Accessibility, being open/responsive, and a service-oriented approach all score around 73–75 percent. Efficiency/speed reaches 70 percent. The lowest scores are for "innovative and forward-looking" (54 percent) and "good value for money" (56 percent)—attributes with which the largest number of respondents disagree.

### EXPERIENCES WITH INTERACTIONS AND SERVICES

The ease of handling matters and the quality of communication receive the highest ratings—74 percent of respondents agree with both statements. Understanding of fees and costs reaches 68 percent, yet this remains the area with the highest proportion of negative feedback. The opportunity to provide input and suggestions scores 71 percent—though a large share (47%) expressed no opinion, likely because they have not utilized this feature.

### PROCESSING TIMES – A CONTINUED PRIORITY FOR IMPROVEMENT

Processing times are a recurring area for improvement, appearing throughout the open-ended responses. It is the single most frequently mentioned theme in these responses. Respondents call for shorter wait times, clearer timelines, and better follow-up throughout the process—particularly regarding land survey procedures and property registration matters.

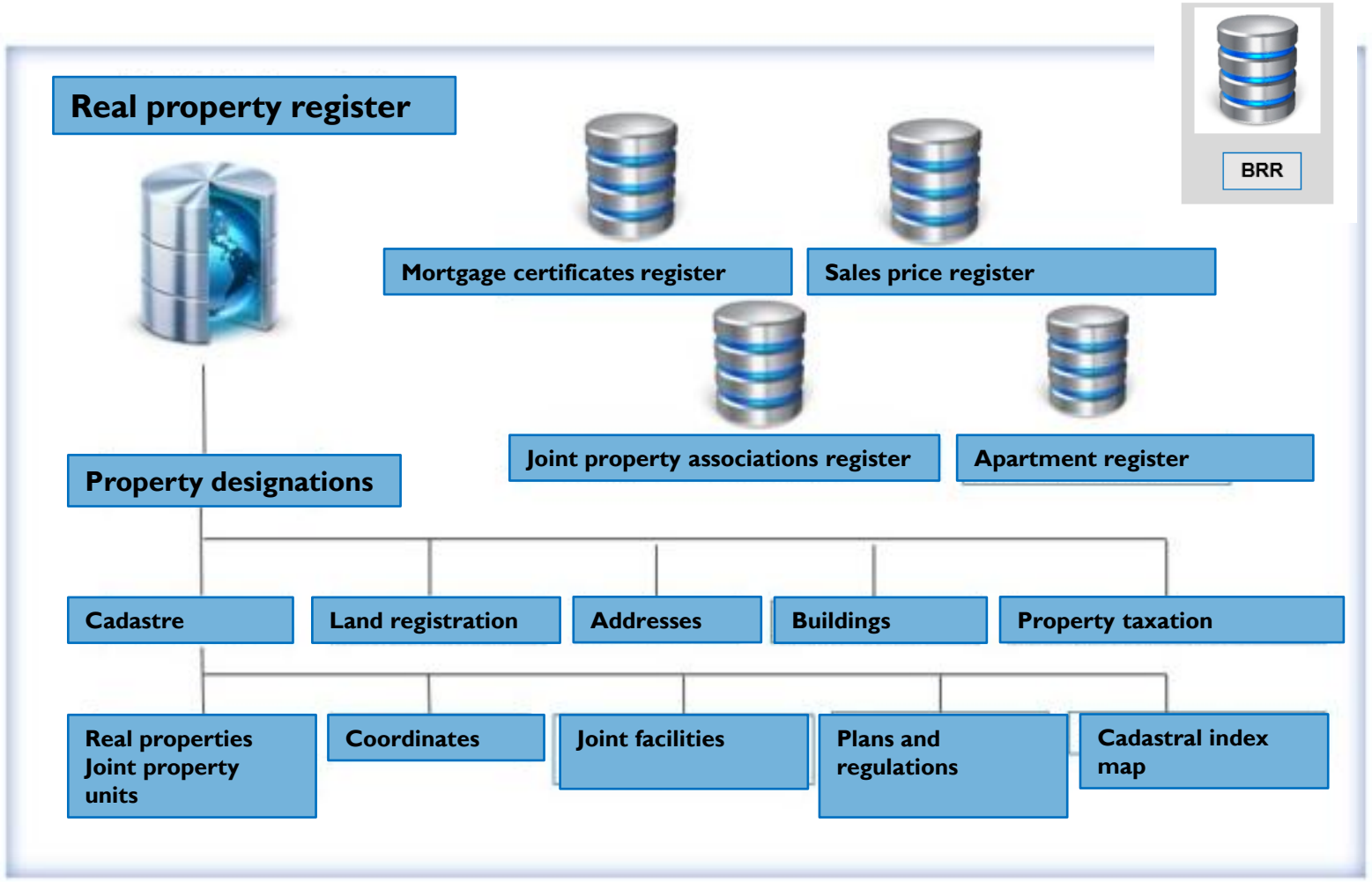
# THE SWEDISH REAL PROPERTY REGISTER – AND ADJACENT REGISTERS

Overview legal framework

Focus on quality, co-operation, interoperability, information security,

Proposal on digital transfer documents for land registration

Stricter requirements for land registration and property transfers




Marine cadastre, integration of domains

Register of condominiums / property market

Co-ordination number/ person numbers – obligatory for land registration

Digital planning and building process, national platform

New handling system for cadastral services and new interface to the RPR.

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# THANK YOU!

# QUESTIONS?

# THANK YOU! FIND US AT

| | |
|---|---|
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