



**The Swedish Road  
Administration's Focus**

**2008-2017**





# Where we're heading >

*Our vision is: "We make the good journey possible". Good mobility is important for social well-being and we should be able to provide a transport system with safe, efficient and reliable travel for citizens and the business community. It should be accessible to all on equal terms and contribute to employment and growth in the whole country.*

The Swedish Road Administration (SRA) has established focus for the next decade in the Strategic Plan 2008-2017. Here we note that we cannot achieve "the good journey" alone. We need healthy cooperation with other players in the transport system and a good dialogue with our customers. We also want to be a creative part at an early stage of community planning in order to achieve a society in which the transport system is efficient and the living environment attractive.

At the SRA we are proficient at looking after roads and intend to continue to rank among the foremost in the world in this regard. We can make better use of the existing road network and improve and streamline road management, thereby increasing customer benefit. But resources for upgrading the road network are limited. This is why we are also looking at alternative financing solutions to enable us to carry out important new investments at a faster rate.

Investments in safer roads are continuing through traffic flow separation and camera surveillance. We want to increase knowledge among road users to facilitate intelligent choices in traffic. Road users should also have access to support systems that help them to comply with speed limits, remember seat belts and drive sober.



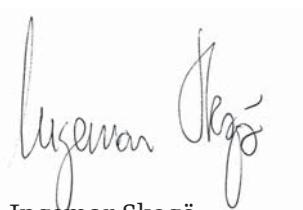
We want to remove troublesome traffic bottlenecks in metropolitan areas and increase accessibility for public transport. Particular efforts are to be made on key commuter routes in order to promote growth and welfare across the country. We are also investing in measures to facilitate goods transports, which is important for our export industry.

The impact of the transport system on the climate must be reduced. We have set up tough goals, including targets for carbon dioxide emissions from vehicles and a greater use of biofuels. These goals require collaboration between authorities and the private sector and purposeful planning to achieve a society characterised by an efficient transport system.

We will strengthen expertise within the SRA and throughout the transport sector by utilising the creativity surrounding us and through collaboration with other players and networks of excellence both in Sweden and abroad. This will better equip us to handle new and rapidly changing conditions for our operations.

It should also be simple to contact us. In this connection, the SRA as an e-Administration is an exciting information channel and meeting place where the principle of "one case – one contact" makes this easier for our customers.

I am convinced that with this focus the SRA can provide a significant contribution to good mobility and a transport system that is sustainable in the long-term in Sweden.

A handwritten signature in black ink, appearing to read "Ingemar Skogö". The signature is written in a cursive style with a large, stylized 'S' at the end.

Ingemar Skogö

Director-General

## **OUR VISION AND MISSION**

In planning our operations the SRA vision is our guiding principle: *We make the good journey possible.*

This vision is the basis for a common approach when we carry out activities. Our approach is to lead to benefits for road users – our customers.

The results of our activities should offer the greatest possible value to citizens and the business community. The goals in the Swedish national transport policy specify the direction. This is why the SRA's mission is: *Focusing on people, the SRA creates opportunities for efficient, safe and environmentally-sound transport for individuals and the business community.*

## **OUR CHARACTERISTICS AND GUIDING PRINCIPLES**

Our characteristics and guiding principles help us develop a common approach to interpret the vision and goals in a homogeneous way. A common approach supports employees in making decisions and being able to act in situations when goals and regulations do not offer sufficient guidance.

A common approach also makes it clear to the surrounding world how we are aiming to achieve the goals in transport policy. This is why the image of the SRA should be clear to the outside world and we as employees should be seen as *open, reliable and creative community builders.*

In the daily work, our guiding principles are *customer focus, a holistic approach, and efficiency.*

## **THIS PUBLICATION**

“The Swedish Road Administration’s Focus 2008-2017” is based on the SRA’s Strategic Plan<sup>1</sup> and uses goals and strategies named in the nine challenges highlighted in the plan, supplemented by goals and strategies in established activities.

The intention of this document is to provide the SRA’s own employees with an overview of the direction the SRA is moving and where its priorities lie for the next ten year period. It is also designed for politicians, planners, partners and customers that are affected by SRA activities or who themselves influence SRA activities.

A “focus” is presented for each challenge, showing the goals the SRA is working towards in its capacity as a public authority and the body responsible for the road transport sector. While the focus is fixed during the period, the timetable for goal achievement is largely governed by the SRA’s financial frameworks.

Under “measures”, important strategies are presented for how the SRA and the sector are to achieve these goals. Several require dialogue with customers and cooperation with other players to be successful.

Both the goals under “focus” and strategies under “measures” provide a summary of corresponding sections in the unabridged document, “Strategic Plan 2008-2017”.

By way of conclusion, there is a presentation of common approaches that are to permeate all activities at the SRA.

<sup>1</sup> Strategisk plan 2008-2017 (VV Publ 2007:37) in Swedish can be downloaded from the SRA’s intranet, Infarten, or from the SRA’s website [www.vv.se](http://www.vv.se)

**Focus for  
the next  
ten years**



# Society with an efficient transport system and a good accessibility

*One of our greatest challenges is to significantly reduce greenhouse gas emissions, which presupposes a society in which the transport system is efficient. The road transport system is also to contribute to good level of service as regards access and mobility. This places substantial demands on the SRA as a creative community builder. Being part of community planning at the early stages enables us to contribute with constructive suggestions and impact assessments.*

## FOCUS

Our intention is that carbon dioxide emissions from road transport will have stabilised at the 1990 level by 2010, and that they will have fallen by 10 per cent by 2020.

Local and regional planning managers should see the SRA as a natural partner for dialogue in community planning at an early stage.

Women and men's participation in the planning of the transport system should be at least 40 per cent respectively. Transport policy goals are to be achieved to the same extent for women and men.

All road projects on the state road network are to include a landscape analysis and an aesthetic design programme, and the road network is to harmonise with the surrounding natural and cultural environments. The highest priority shortcomings as regards landmarks of natural and cultural value along state roads are to be rectified.

## MEASURES

Measures are to be implemented to reduce carbon dioxide emissions and thereby limit climate impact. Meeting the carbon dioxide targets requires both

considerably higher energy efficiency with regard to the infrastructure, vehicles and traffic along with purposeful planning for a society in which the transport system is efficient.

The SRA will actively promote development towards a social structure that is sustainable in the long-term with sound economic growth and social cohesion.

We want to increase opportunities for customers and partners to participate in planning through different forms of consultation and joint projects. Women and men should have equal opportunity to exert influence.

We will develop dialogue and provide planning managers in local and regional development programmes with relevant input. We will also work to ensure that social services are located so that the existing infrastructure can be used wisely. The four stage principle<sup>2</sup> should be applied.

The SRA is striving to set a good example as regards road infrastructure characterised by good performance, well thought-out form and durable design. High quality road architecture that is coordinated and balanced as a whole is necessary for road projects in densely populated urban regions and sensitive landscapes.

<sup>2</sup> The four stage principle, see page 26.



# Better mobility for commuters and goods transports

*Efficient travel to and from work and favourable conditions for goods transports are crucial for sustainable growth and welfare. Access and mobility on the most important busy roads needs to be improved through more traffic information, better interaction between modes of transport and customer-adapted road maintenance standards. Investments must be adapted to the needs of commuters and the business community.*

## FOCUS

The general public is to become more satisfied with the reliability of commuting on the road transport system, and the percentage of commuting by public transport is to increase.

Transport providers and those who procure transports are to become more satisfied with accessibility, reliability and security as regards goods transports. Commercial traffic is to become more satisfied with maintenance and operations services.

All roads are to be accessible for light vehicles all year round and a minimum maintenance standard is to be ensured for individuals and the business community. The percentage of roads (including bridges) with full bearing capacity important to trade and industry is to increase, particularly in rural areas.

Insufficient bearing capacity on roads important to trade and industry is to be rectified, so that restrictions during the spring thaw will not normally have to be imposed.

All major water catchment areas along the state road network that are used for drinking water are to meet the standards for good quality drinking water.

Migration barriers for marine species are to be removed in the most valuable watercourses meriting protection along the state road network. The highest priority shortcomings in landmarks of natural and cultural value along state roads are to be rectified.

The energy-efficiency of goods and passenger transports is to increase.



## MEASURES

The SRA is to intensify a dialogue with individuals and the business community and facilitate commuting and goods transports via measures and service commitments. For goods transport this means winter maintenance measures, road maintenance and rest and parking areas. For designated commuter routes this concerns winter maintenance, park-and-ride facilities and information services.

We will help commuters choose a mode of transport that results in sustainable travel. Services for customer-adapted information before and during a journey and services to ensure mobility in the event of sudden traffic disruptions are to be further developed. In addition, new services for public transport and carpooling are to be developed together with market players.

The SRA will also increase collaboration with the police, emergency services, etc. to minimise the effects of traffic disruptions. New systems and services for traffic management are to be developed to increase efficiency in the utilisation of the road network.

Work on setting up median barriers is to continue and new solutions are to be developed to increase road safety in connection with on-coming traffic, overtaking and at intersections.

We will to a larger extent steer maintenance and improvement measures in dialogue with customers, and adapt measures to local conditions. This applies particularly to the road network with little traffic. It should be clear what is meant by an acceptable standard.

The SRA is to support Banverket (The Swedish Rail Administration) and other players with good connecting roads when strategic combi-terminals and ports are set up.

To protect vulnerable water catchment areas we will reduce the use of road salt, work to make the consequences of accidents involving dangerous goods less serious, and where necessary collect stormwater from roads. We will also improve our own handling of chemicals through systematically monitoring and phasing out dangerous substances.

# Better transport system for attractive cities and population centres

*Streets and roads in urban areas are to offer a safe meeting place for people and provide reasonable access and mobility for commuters and goods transports. Particularly great demands are made on accessibility and reliability in the transport system in larger cities, at the same time as the negative impact of traffic on health and the environment must be reduced. Lack of accessibility in the transport system, in part because of congestion, should not have to limit economic growth.*

## **FOCUS**

The public should be able to spend time securely and safely in urban street and road environments. More children in urban and rural areas should be able to make their own way to school securely and safely. The percentage of bicycle traffic for short-distance travel should increase and cyclist and pedestrian safety should improve.

Public transport should increase its share of short-distance journeys. It should also be accessible to persons with physical disabilities on a designated traffic network, both in urban and rural areas. Accessibility for goods and service transports is to improve in larger cities.

Travel time and travel time variations in big cities are to be reduced for goods on designated routes and for public transport during the rush hour. Travel time and travel time variations for vehicles on approach roads and bypasses are not to increase.

Nitrogen dioxide and particulate matter levels in urban air are not to exceed established environmental quality standards. The number of people that are exposed at home to noise disruption in excess of current target values is to decrease. Those exposed to the highest noise levels are to be given priority.

Ugly and run down road environments along the state road network are being inventoried and prioritised environments rectified.

## **MEASURES**

The SRA together with municipal authorities and other players is when necessary to actively promote efforts to draw up a target image for the physical structure of urban areas. Transports and buildings should form a well-functioning entity where accessibility, socio-economic, road safety, environmental, and aesthetic design requirements are to be taken into consideration.

The SRA, local authorities, and other players are to work towards more and safer pedestrian and cycle traffic in urban areas. Commuting and children's school routes are to be prioritised. New solutions and services that support a safe and secure street environment will be developed, including speed surveillance cameras for urban environments.

For state-managed urban roads the SRA is implementing measures to increase safety, limit the number of people exposed to noise and improve air quality.

Together with relevant players measures are to be implemented to improve access and mobility for

public transport and create attractive and efficient transfer points. Together we are working for better coordination of public transport and mobility services for those with special needs.

Accessibility for commercial transports is to be improved, such as through providing parking facilities in proximity to larger cities.

In Stockholm, Göteborg and Malmö, the SRA is working with relevant players on measures that contribute towards a sustainable and accessible transport system and reduce congestion. Examples include traffic management, encouragement to use public transport, financial control mechanisms and streamlining traffic systems. We are also focusing on further customer-adapted services for traffic management and traffic control.

We will work to ensure that major projects such as the new link across the Göta Älv River in Göteborg and north-south links in Greater Stockholm are carried out, which will reduce congestion and vulnerability in the transport system.

In these three cities the SRA is planning to draw up an action plan that reduces the barrier effect roads have as regards biological diversity and outdoor recreation.



# Wise use of the transport system

*It should be easy to understand and make the correct decisions in traffic. The road transport system should through its design support and make it easy for people to make good choices and follow traffic rules. Improved safety and security, less environmental impact, and more efficient use of energy in traffic can be achieved through better awareness, knowledge, motivation, support and encouragement, and surveillance. Sobriety, seat belts, cycle helmets, and adapted speeds are particularly important for safety.*

## FOCUS

The number of fatalities and injuries resulting from road accidents is to decrease.

People should feel more secure when using the road transport system, as well as be more well-informed about the basis for safe traffic and a sustainable use of the road transport system.

The short term focus is that all new vehicles should be equipped with seat belt reminders and half of all new company and fringe benefit cars should have an alcohol ignition lock. Speed camera surveillance is to double. Cycle helmet use is also to increase.

## MEASURES

The SRA has changed its focus from influencing people on how to act in the road transport system to influencing the design of the transport system via other players so that this supports, protects and helps people make wise choices. Together with other players, we contribute our know-how, expertise and experience.

Together with customers and relevant players, we will develop courses on traffic and driver education to achieve a safer and more sustainable use of the

road transport system. The education courses are to contribute to greater knowledge about the requirements and conditions and as a result promote road safety, the environment and security in the transport system.

The SRA is working together with other players on better incentives for road users to use the road transport system in a sustainable way, such as through obvious reductions in insurance and fuel costs.

The SRA is also to continue its work towards a more effective monitoring of traffic regulation compliance in order to create security in the road transport system. We are also working to combat the problem of driver fatigue in traffic.

Through influence and hard facts targeting trade organisations along with transport and vehicle purchasers, the SRA is aiming to increase the demand for safe and environmentally-friendly vehicles.

We will be active at national and international levels in developing and introducing intelligent control and support systems. We also aim to improve international regulations that influence the utilisation of the road transport system.



# Sound and dynamic transport industry

*A well-functioning transport industry is highly important for Swedish exports, for consumers, and for a transport system that is sustainable in the long-term. Together with the industry, the SRA is working to combat problems such as excess loads, speeding offences, violations of driving and rest regulations and tax regulations, as well as driving under the influence of alcohol and drugs. This has a positive effect on the environment, road safety and the working environment and increases the quality of transport services.*

## **FOCUS**

Transport providers are to be more satisfied with the conditions for their business operations. Transport purchasers are to be more satisfied with the availability and quality of transports.

Compliance with rules for excess loads, driving and rest times, and tax regulations is continually to increase in commercial traffic.

## **MEASURES**

The SRA is to continue to develop the dialogue with the transport industry and transport purchasers. Knowledge about the transport sector and its conditions is to be extended.

We will contribute to defining and quality-assuring “good transport”. In addition we will help players to develop national and international instruments and services, such as quality systems for road safety and

consultancy support, and work to ensure that these are used.

We will ensure that our own transports and those we procure meet environmental, road safety, working environment and economic requirements for “good transport”.

We will work for a more effective monitoring of traffic rules and inspection of commercial traffic with regard to driving and rest time regulations. Financial incentives to encourage compliance with rules are to be developed. This will be achieved in cooperation with the police, the Swedish Motor Vehicle Inspection Company, the Swedish Work Environment Authority, Swedish Customs, and the National Tax Board.

The SRA will actively promote harmonised regulations for heavy vehicles within the EU, so that competition neutrality can be achieved for road transports in Europe.



# Safe and energy efficient vehicles run on sustainable fuels

*To achieve road safety and environmental goals, vehicle safety and energy efficiency must be improved. Harmful emissions from road traffic must be reduced, as well as noise. The SRA is to be a source of knowledge and inspiration to reduce the negative impact of traffic and supply decision-makers with data for long-term sustainable environmental and road safety efforts, both nationally and internationally.*

## **FOCUS**

Better vehicle technology and use of driver support systems is to reduce the number of road deaths.

Emissions of carbon dioxide and noise are to fall in newly registered vehicles. New heavy vehicles are to be more energy efficient.

The percentage of biofuels used in the road transport sector is to rise.

## **MEASURES**

The SRA is to participate in industry-wide research programmes that stimulate the development and introduction of better vehicle technology and support systems. Particular consideration is to be given to senior citizens.

We will also contribute with decision-making data for decisions on amending vehicle regulations to fa-

cilitate developments for safe and energy efficient means of transport.

Further, the SRA is to contribute with decision-making data for the taxation of benefits and other control mechanisms, to stimulate the demand for energy efficient and safe vehicles and fuel.

Within the EU and ECE<sup>3</sup>, we will work to improve vehicle and fuel properties. We will also work to develop and adapt emission requirements within the EU to the capacity of different types of vehicle.

The SRA will continue to actively participate in developing consumer programmes such as Euro NCAP<sup>4</sup> and to support similar programmes within the environmental field.

We will increase our efforts to reduce road noise at source through quieter vehicles and tyres as well as help other players learn more about measures to combat noise.

<sup>3</sup> United Nations Economic Commission for Europe

<sup>4</sup> European Car Assessment Programme



# Easier and clearer for customers

*The SRA is to be open and listen to customer needs and requirements. At the same time, we are to be clear towards our customers in terms of our role and circumstances. It should be easy for individuals and the business community to deal with the SRA.*

## **FOCUS**

Our customers should be satisfied with their journeys and transports within the road transport system as well as with their contact with the SRA.

The general public should see the SRA as an open, reliable and a creative community builder, as well as being aware that the SRA has been assigned the overall responsibility for the road transport sector.

Several of the SRA's IT-based information services are to be transferred to and run by commercial players.

## **MEASURES**

We are to develop our customer-oriented working approach and improve our dialogue with customers by adapting information channels and meeting places to suit customer needs. We will also try to establish meeting and information places together with other authorities and organisations.

We ourselves and our suppliers are to be accessible for customers and treat them in a friendly and respectful manner.

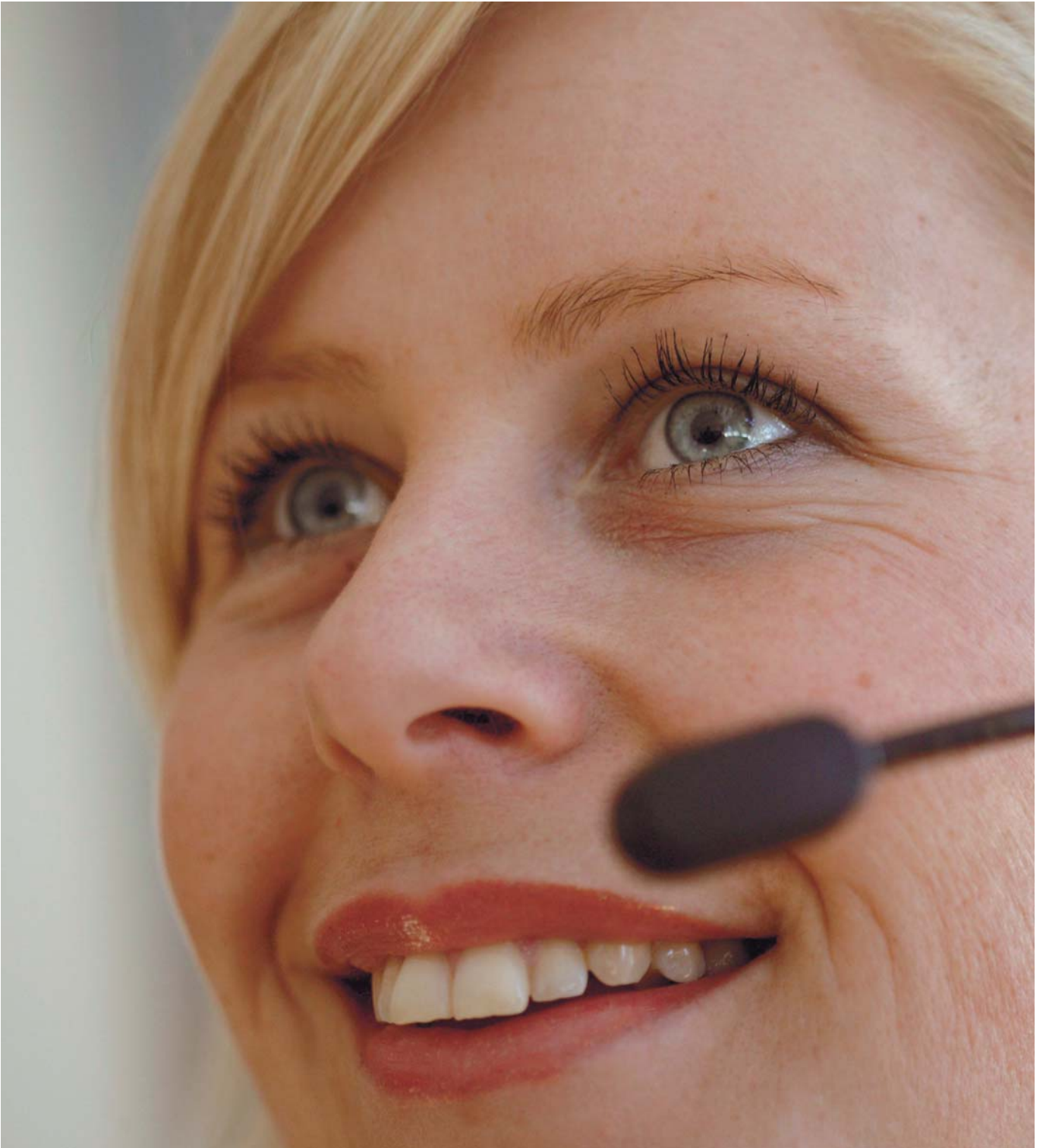
Groups with special needs and requirements are to be offered greater access to the SRA and opportunity to take part in the customer dialogue. Women and men are to be offered the same chance in this regard.

The SRA is to cooperate with authorities, organisations and commercial players to develop new services for customers. Through service commitments, what we offer our customers shall be made clear.

Our exercise of public authority is to be characterised by customer orientation, efficiency and the rule of law. Applicable regulations are to be continually and systematically reviewed to become more functional and meet changing demands from customers and principals.

It should also be easier for customers to gain access to SRA services and information. At the same time, we are improving the quality of information in our registers and databases.

We will develop the SRA as an e-Administration aimed at "one case – one contact".



# Efficient road management

*Road management must become more efficient in order to better meet demands from customers. The SRA is to be an active client and supplier and contribute to increasing efficiency in the civil works industry. Developments in production technology are to be stimulated. Road management financing is to be robust and flexible. This enables the SRA to plan and efficiently carry out its operations in the long term.*

## **FOCUS**

Society's costs for road management are to decrease. At the same time, customers are to become more satisfied with the quality.

The SRA is to reduce costs for national road management through increasing efficiency.

## **MEASURES**

To stimulate innovation and promote higher productivity in the civil works sector, the SRA will develop new modes of contract and collaboration as well as performance requirements for products and services.

We will actively utilise our procurement volumes to safeguard competition in the civil works market. We will also encourage more Swedish and foreign contractors to submit tenders, in part through the harmonisation of rules and requirements.

The SRA aims to influence and develop a well-functioning suppliers market with a wide range of capa-

city and quality as well as efficient pricing. Collaboration is to be developed with larger national clients and other road managers both in Sweden and abroad to achieve more uniform market behaviour.

The work on development within road management is to target efficiency measures. We will also use life-cycle analyses to a greater extent to achieve a low total cost for a road construction.

The SRA will actively promote new modes of financing that increase flexibility, efficiency and benefit in the operations, for example, more flexible use of appropriations, private public partnerships (PPP), short-term loans for road construction and road user charges. Advantage will be taken of opportunities for EU financing and other joint financing.

To increase efficiency in road management we are planning to introduce changes in road manager responsibility, in accordance with intentions in the Road Act, so that road management can better reflect how the road network is used today.



# Attractive and competent road administration in an attractive transport sector

*Access to a competent workforce is important for a functional transport system. The road transport sector must therefore attract and keep creative, committed and competent employees. For the SRA this means that its activities should be characterised by stimulating work tasks, good working conditions, equality and diversity.*

## FOCUS

The number of applicants whose first choice is to study in a field that leads to employment in the transport and civil works sector is to increase.

The working environment in the transport and civil works sector is to be improved and there is to be a greater number of people with a licence to drive buses, taxis or lorries.

The number of satisfied employees at the SRA is to increase.

The SRA's expertise is to continuously increase. Staff composition should meet the needs and expectations of different groups for SRA services.

Our premises, activities and information should be accessible for disabled persons and we should set a good example to other authorities.

## MEASURES

The SRA will strive for large, combined and qualified agreements and contracts that offer partners in collaboration and suppliers an opportunity to offer their employees interesting and stimulating work.

We will contribute to strengthening the attractiveness of the sector through active work with schools in vocational areas that are interesting for the SRA. We are to clearly highlight the broad development opportunities present in the sector.

Together with the industry we are also planning to start an apprentice scheme in road management.

We will create a working climate at the SRA characterised by respect, openness, and acceptance. This is a prerequisite to be able to utilise and develop diversity within the organisation.



# Common approach

## **Use the existing road transport system efficiently and apply the four stage principle**

The SRA has resources to implement physical measures on a very small part of the road network. Therefore, we need to find alternative solutions in all areas to gain the greatest possible benefit from the existing transport system in the short and long term and thereby ensure mobility.

The four stage principle is to be used in all planning, both at an overall level and in connection with individual initiatives within the road transport system.

This means firstly to consider and test measures that could influence the transport need and choice of transport mode, secondly to implement measures that lead to a more efficient use of the existing road network, thirdly to implement improvement measures, and as a fourth and final option, carry out new construction.

## **Balance goal achievement and apply a holistic approach when choosing measures**

The SRA strives for a balanced goal achievement for the subsidiary goals in transport policy and for the needs and desires of different customer categories. This means one goal could be prioritised in the short term, but overall during the planning period no goal is to be prioritised ahead of another.

We are to have a holistic approach and choose measures that can contribute to the achievement of several goals simultaneously, and that solve most short and intermediate-range problems at the lowest cost. Synergies are to be taken advantage of in the SRA's own activities and in cooperation with other road managers and players in the transport system.

## **Integrate equality between women and men in all activities**

Gender equality is to be integrated in all SRA activities, and decisions in all areas are to be characterised by equality. Women and men are to be provided road transport system services on equal terms. The sub-goals in transport policy are to be monitored from a gender perspective.

## **Respect diversity in gender, age, ethnic and cultural background, disabilities, sexual preferences**

We are to be open and customer-oriented and show respect for the capacity, desires and demands of different individuals. The work on diversity at the SRA is to be goal-oriented and integrated, both in connection with the recruitment and skills development of employees and when planning the operations.

## **Increase commitment and take advantage of the creativity in the surrounding world and in internal development efforts**

We are to be more committed and systematic in both our international efforts, mainly in the EU and its research programmes, and in our own work on further development. We collaborate with other national and international players, and strive for co-financing in sector programmes and with other road management authorities. In addition, we want to develop long-term access to competent supplier environments and establish good collaboration with these.

The SRA is to contribute to developments in the transport sector by focusing on new and improved services for customers and through streamlining operations aimed at performance rather than detail.



## DOWNLOAD

"Strategisk plan 2008-2017" and "Vägverkets inriktning 2008-2017" in Swedish, and "The Swedish Road Administration's Focus 2008-2017" in English, are available for download on the SRA intranet, Infarten. They are also published at the SRA's website, [www.vv.se](http://www.vv.se). These publications can also be ordered as printed copies via the SRA intranet or website, or by calling +46 243 755 00.

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