GeoPlace LLP
Annual Business Plan
2023–24

23/24

geoplace®

Contents

Introduction from the Managing Director

⟶ GeoPlace is recognised world-wide as an established expert in managing addressing data and its associated infrastructure. We do this to a standard and in a way that can inspire innovation and transform people's lives on a national scale.

The GeoPlace Board has set us three long-term strategic objectives:

1 To deliver national benefit from the use of spatial addressing and streets data,

2 To create efficiencies and improvements in the Public Sector, and

3 To strengthen the business to provide an operational surplus supporting investment.

We have four long-term strategic objectives:

Quality	To develop the quality and enhance the richness of our data
Partnerships	To enhance our data workflow and data community partnerships
Operations	Reinforcing our operations to deliver market needs
Adoption	To increase the use of our data to extend the long-term financial stability of GeoPlace

Our Annual Statement is defined by these objectives and activities and our remit is to build, develop and expand national address and street data infrastructures to meet the needs of public sector and commercial markets working closely with Ordnance Survey (OS) and the Local Government Association (LGA) joint venture partners.

Our vision for 'a world in which everyone benefits from the power of location data' drives our focus on the quality, completeness and frequency of update to support its use in every part of the UK economy. Our investments and developments in data, system, people, and partnerships relate directly to this and underpin our mission 'to excel in delivering street and addressing data that inspires innovation and transforms people's lives'.

Our objectives for 2023/24 focus on enhancing the completeness, richness and timeliness of our data to meet the increasingly diverse range of market applications; developing our relationships and partnerships related to data provision; operational

excellence to ensure long-term resilience and process efficiency and supporting and enabling adoption across the public and commercial sectors to underpin the delivery of our vision and growth.

The PSGA including open data agreements and the Government Digital Service (GDS) mandate support our vision, help to guarantee the medium-term future. Adoption by government and the re-signature of the PSGA in 2030 will be a mark of our success. Our street and address data continues to create opportunities for our partners and customers in all sectors from government to retail and transport to banking, insurance, utilities and property to increase certainty and automate processes. This ever-growing demand and the realisation of the National Geographic Database (NGD) including frequent data update give us even greater confidence to invest for the long-term.

GeoPlace is a financially successful business. Our approach to meeting budgets agreed by the Board is to reduce business as usual costs wherever possible, to deliver

efficiencies from investments and to support increased adoption by continuing to improve the quality of our data and the robustness and performance of our operations.

The plans and investments for 23/24 set out are wide ranging - from enhancing our role as the primary source of land and property lifecycle data in the UK and OS-GeoPlace architectural improvements to career progression planning and Street works and Statutory Undertaker market development. They aim to encompass the goals of our board to realise the potential of the GeoPlace model and expertise for bulk adoption of our data to deliver value across society and economy.

Nick Chapallaz
Managing Director

Who we are

⟶ We deliver geospatial information that underpins the UK's digital economy and transforms public services. The use of our data lowers risks and costs; raises productivity and profitability and brings down many of the practical barriers to transformation and innovation across both the public and private sector.

GeoPlace is recognised world-wide as an established expert in managing addressing and street data and its associated infrastructure. These are complete reference datasets that enable data linking. We do this to a standard, at the heart of which are two powerful identifiers: Unique Property Reference Numbers (UPRNs) and Unique Street Reference Numbers (USRNs). These enable many different data sources within and between organisations to be connected with ease and confidence, avoiding duplication and ambiguity.

We manage established data exchange and processes to maintain the National Address Gazetteer (NAG) and the National Street Gazetteer (NSG) and support our partners creating and maintaining that data. Our work involves balancing our stakeholders' needs for a common purpose: maintaining the definitive geospatial databases for Great Britain, Northern Ireland, the Isle of Man and the Channel Islands.

Vital to the success of GeoPlace is our relationship with local authorities that produce address and street data. Local authorities gain benefit through efficiencies, savings, and a platform for transformation through our joint work. The central collation of data by GeoPlace is at no direct cost to authorities and adds value through standardisation, quality assurance, and leadership to ensure return on local investment.

GeoPlace LLP is owned equally by the Local Government Association (LGA) and Ordnance Survey (OS). We deliver data to the market – either through OS as the AddressBase products or, in the case of the NSG, directly to statutory users.

Strategic market context

⟶ GeoPlace is a provider of UK national data infrastructure – utilities, emergency services, the NHS, government organisations and global businesses depend on the data we produce. Without it many would find it difficult to operate as efficiently or effectively as they do.

For example, HMRC depend on our data to validate taxation processes through their Transaction Hub; DfT for local highway funding; DWP use the data for Universal Credit; utilities for street works and resource management; DLUHC for Energy Performance Certificates; NHS for patient index and referencing; Cabinet Office for electoral registration; ONS and National Records for the Census and core data management; DVLA for vehicle logbook and licensing, and the blue light services to find and deliver life-saving support in emergency situations.

These are a vote of confidence in geospatial street and address data and USRNs and UPRNs - supported by the mandate for government for their use. And the evidence is for continued take-up across all sectors driven by competitive, political and economic pressures to innovate and deliver efficiencies through high-quality data. Examples include Bank of England Climate stress testing for major banks and insurers - necessitating analysis based on precise asset location. Competition and efficiency are driving lenders such as Nationwide to automate lending decisions using location-based risk hubs. Energy prices push supermarkets to increase delivery capacity and improve routes capacity, stop missed-deliveries and take shortest routes – enabled by accurate street and address data. Often the triggers for commercial adoption stem from government initiatives – Landlord register, Energy Performance Certificates, Street Manager. All require commercial sector use of UPRNs or USRNs.

Organisations commonly recognise our data as the foundation for a single source of truth for master data management from which they can link, integrate and automate. Increasingly organisations have more analytical requirements such as 'show me where' or 'show me all' properties or streets of a certain type. This places new demands on the UK-wide consistency and completeness of our data. PSGA data asks have given us the platform to support these requirements and we will continue to invest in through 2023/24.

In addition, NGD brings many new opportunities to link and connect data. NGD Address Theme provides daily update for the first time and a format that is simpler to load and use. This is a major milestone for the geospatial sector offering our customers and partners a wealth of potential to innovate and improve analysis, processes, and services

including tracking real-world change. Our investments in Street Naming and Numbering, Lifecycle and Third-Party data are critical to continuing to enable this.

GeoPlace is also at the forefront of major innovations in the Street works and Statutory Undertaker market. Projects such as 'Road to Net Zero', 5G and fibre, NUAR, EV Charging and Digital Traffic Regulation Orders all depend on our street data and expertise. These and new initiatives present significant opportunities for us over the next few years – we are and will continue to build data quality, services, and resource capacity to realise them.

Our challenge is to provide for this growth in breath and diversity of application of our data and expertise. As operators of national data infrastructure, it is our responsibility to develop our world-leading model to ensure it is scalable, secure and robust.

Our plans and investments for 2023/24 are set out under quality, partnerships, operations and adoption. They aim to continue the development of our people, infrastructure, systems and processes to provide the growth, expertise, services and street and address data required by UK economy and society.

GeoPlace business objectives

GeoPlace vision and mission

⟶ The opportunity for GeoPlace is to realise our vision by delivering our mission.

Our vision

Our vision is a world in which everyone benefits from the power of location data.

Our mission

Our mission is to excel in delivering street and addressing data that inspires innovation and transforms people's lives.

Bringing our vision to life

We imagine a world in which our identifiers and street, address and location data are part of every relevant transaction, service and process across the UK economy. Our data helps reduce the cost of operating government and enables businesses to innovate - minimising errors in processes, analysis and services, connecting data and organisations and increasing transparency and certainty to make a direct and positive impact on society.

That means giving certainty to identity and financial transactions; ensuring utilities always dig up the right section of road; enabling the most accurate and on time deliveries for logistics and delivery companies or enabling banks, building societies, lenders, estate agents, government agencies and individuals to be certain they are dealing with the right piece of land or property.

Our opportunity is to maximise the quality and richness of our data. We do this to support the highest possible quality adoption in our markets through our own expertise and Ordnance Survey and their partners and customers.

GeoPlace Board aims

GeoPlace's Board have set three long-term aims for the company which are:

1 To deliver national benefit from the use of spatial addressing and streets data,

2 To create efficiencies and improvements in the Public Sector, and

3 To strengthen the business to provide an operational surplus supporting investment.

GeoPlace strategic objectives

⟶ To support the GeoPlace Board Aims, GeoPlace has determined a set of four five-year strategic objectives first defined in the 2022/23 plan. A minor refinement to naming of our fourth objective is made below for 2023/24.

These objectives incorporate annual targets and measures as well as the GeoPlace board strategic items as set out in Annex A.

GEOPLACE STRATEGIC OBJECTIVE 1

Quality

1

⟶ **To develop the quality and enhance the richness of our data**

We strive for excellence in our data by continuously monitoring and integrating change, as well as identifying and incorporating new sources of data content. We do this by working in close partnership with local authorities, OS and a growing number of other originating data sources – all to enrich NSG and NAG content and develop quality.

PRIMARY DATA

To build the richness and completeness of attribution of our data to meet market needs. This includes meeting the measures set out in GeoPlace's agreements and to become the **clearing house for all local authority spatial data.**

Measures are as set out in Streets and Address improvement Schedules, Quarterly Quality and Improvement plans, and other Service Level Agreements. This includes continuing update of content originally specified in the PSGA data asks

Overhaul of Scotland and Islands data processes, reviewing and improving specifications and design. Relationships will be further developed to maximise the benefit of the quality improvement work. Move to change only updates during 23/24.

LIFECYCLE

to develop our position and role as the primary source of the most up to date street, land and property change lifecycle content for the UK to enhance our differentiation and support NGD. overseen by the Lifecycle Steering Group. Developments through 2023/24 include:

Local authority analysis: Reviewing lifecycle content to ensure completeness and consistency at a national level by monitoring local authority data submissions. Provide information and feedback to support their improvement as appropriate. Additional support will be through SNN developments

Planning system connectivity: To investigate and test GeoPlace connectivity with individual local authority Highway, Development Control and Building Control systems to enhance and validate our lifecycle content

Shared intelligence: Further develop our relationships with National House Building Council (NHBC), Valuation Office Agency (VOA) (see Partnerships), Property Developers, Royal Mail and HM Land Registry (HMLR) to analyse and improve integration of lifecycle data and processes in which we have a common interest

Candidate data: To enhance processes established as part of PSGA data asks for local authority / OS surveyor shared change intelligence with efficiencies for both organisations

Data services: To scope potential for street and land and property change data services using proof-of-concepts working with utilities, property developers and federations to identify precise requirements and understand market potential.

THIRD PARTY DATA

To validate and enrich the content of the NSG and NAG using third-party data from originating sources where available, overseen by the Third-Party Data Steering Group. A focus on development of content including:

Classification schema analysis: Review to identify new and existing classification usage and opportunities for GeoPlace, OS, and local authorities, to refine classifications and capture at the most granular level

Market use cases: Understanding market use cases to inform content and classification requirements from local Authorities, Statutory Undertakers and other third-parties

Populate content and classifications: using the framework GeoPlace have implemented during 22/23 to populate content and classification requirements, ensuring accuracy, consistency and completeness. Example sources include Transport for Greater Manchester, DWP Job Centres, General Pharmaceutical Register.

DATA AGGREGATION

Research new agile data aggregation capabilities, to improve collection of inbound data and ability to provide collated data outbound e.g., for capture of TRO data.

EMERGENCY SERVICES GAZETTEER

Deliver Emergency Services Gazetteer (ESG) requirements as agreed with OS and local authorities.

Partnerships

⟶ **To enhance our data workflow and data community partnerships**

Our data provider community and operating model are the foundation of our collective success. To improve and add value we will grow our partnerships and data offering to benefit all, ensuring we maintain our reputation as the **Centre of Excellence for streets and addresses.** This includes using our market network to develop more partnerships.

2

DATA PROVIDER RELATIONSHIPS

To develop our trusted partnerships with all data providers, showing a continuous improvement in the feedback received over the next 5 years.

Improvement measured through expanded use of satisfaction surveys, consultancy and helpdesk feedback as well as direct contact with the community

Increase our services to the Streetworks and Statutory Undertaker market by capitalising on our growing reputation to develop our current commercial services and enhance the integration of our data in this sector.

LOCAL GOVERNMENT

To provide relevant services and support for our local government community through collaboration and senior leadership engagement.

LGA collaboration: to increase awareness of the role and value of geospatial data across senior local authority leadership. We will simplify the message as needed using priority policy themes such as Net Zero, local taxation, planning and social care to do so. We will further offer **a delivery partner for LGA improvement support**

Improvement Service: we will seek to build our relationship with the Improvement Service for greater collaboration and sharing of expertise

Government processes: We will collaborate with LGA, the Geospatial Commission and potentially DLUHC to identify transactions between central government and local government that are enhanced by the adoption of the UPRN and USRN. The aim is to highlight the potential efficiencies for all parties.

HIGHWAYS OFFER

Collaborate with OS and LGA to evaluate the Streets data business model with a focus on the benefits of streamlined data integration and a single authoritative geospatial highways offer. This will include agreements needed to open-up OS MasterMap Highways and licencing of NSG/USRN.

STREET NAMING AND NUMBERING

to continue our coordination and leadership of the UK street naming and numbering community to increase quality and consistency.

Best practise: Promoting best practise and the adoption of the SNN Code of Practice across English and Welsh authorities including in capturing street and property lifecycle in the gazetteers. Formal launch in Q1 23/24, adoption targets for Q2, Q3 and Q4

Community awareness: Create a clearer community structure for SNN officers within the DCA framework planned for Q2, promoting this across local government from Q1 23/23

Capacity building: In collaboration with the SNN working group, develop cost recovery work packages and training services to further develop the capacity and capability of the SNN officer community. Training services from Q1 23/24

Third party relationships: Develop links with relevant third-party organisations and suppliers including 'originating sources' to provide further data supply options (see Lifecycle above)

VOA ADDRESSING

to coordinate VOA and local authority address management processes to increase efficiency and accuracy for all parties.

Complete initial phase of collaborative research with VOA and local authorities in Q1 23/24 and then seek to undertake next steps identified and implement recommendations of this work.

GEOPLACE STRATEGIC OBJECTIVE 3

Operations

⟶ **Reinforcing our operations to deliver market needs**

GeoPlace is a successful business. To remain so we recognise that the more efficiently and effectively we operate, the better we can respond and develop in a rapidly changing market. We will place a priority on internal improvements over new work where possible to reduce reactive work and focus on incident prevention actions.

3

OPERATIONAL EFFICIENCY

reducing our business-as-usual costs wherever possible and automating our core systems and processes, measured and monitored through a selection of Key Performance Indicators (KPIs).

Review of our progress against the 22/23 annual plan including KPIs to identify improvements

Focus on our business planning process, developing our capacity and capability to respond to new leads, to rely less on outsourcing and more on developing GeoPlace skills.

AURORA SYSTEM UPGRADES

in placing a priority on internal improvements we will invest in resolving changes identified through the use of our primary Aurora system. This will prioritise processes and methods to reduce reactive work.

TECHNICAL ARCHITECTURE

To evolve our technology architecture to increase efficiency and long-term reliability:

Research and development of a 5-year architectural roadmap for product and data exchange between GeoPlace and OS, seeking to increase flexibility and 'de-coupling' wherever possible. Required for NGD data population and related product and service requirements

Implement changes to data transfer processes between local authorities, other data providers and GeoPlace to improve efficiency and security. Phase 1 to be complete by end Q3 23/24

To conduct a high-level review of future GeoPlace core system and process architecture and design requirements and assess against current plans in the first half of 23/24.

SCOTLAND AND ISLANDS PROCESSES

Support the overhaul of Scotland and Islands data processes, relationships will be further developed to maximise the benefit of the quality improvement work.

PEOPLE DEVELOPMENT

To support our staff through providing support, career and knowledge growth opportunities, which will in turn benefit GeoPlace as a whole.

GeoPlace wishes to become a Learning Organisation by aiming to allow staff to allocate 10% of their time to learning, by increasing training options and providing support

- We will help staff plan their career progression, as part of a comprehensive staff development strategy

Fully incorporate 360-degree review process into the appraisal process by end of Q1 23/24

Provide career progression planning as part of a comprehensive staff development strategy. This will build on completed CMI qualifications, offering CPD training options, including succession planning as well as further reducing single points of failure.

NET ZERO

Increase GeoPlace's sustainability as part of our commitment to Corporate Social Responsibility – we aim to halve emissions by 2030 and achieve net zero by 2050.

BUSINESS FRAMEWORKS AND COMPLIANCE

We will continue to utilise ISO management standards to provide an improvement framework for the business, measured through maintaining our certification following external audits.

Adoption

4

$\longrightarrow$ **To increase the use of our data to extend the long-term financial stability of GeoPlace**

The adoption of GeoPlace data across the pubic and commercial sectors underpins the financial stability of the organisation and its continued development. This contributes to the realisation of our vision by being the **''go to'' place for bulk addressing'**, **'Centre of Excellence for streets and addresses'** and **'the national authority for streets and associated data'**.

COMMERCIAL MARKET GROWTH

To continue revenue growth from address products to commercial markets working via OS and their partners. Our focus remains high quality data production to maintain product differentiation (see Quality above)

Providing our street and address Master Data Management Advisory expertise working with OS Connects across the Energy & Infrastructure market

International market advisory services in partnership with OS International.

JOINT GEOPLACE-OS BUSINESS OPPORTUNITIES

to enable the adoption of our data by exploiting GeoPlace market position, expertise and capabilities in partnership with OS.

To agree, prioritise and plan business opportunities identified in the strategic review undertaken in 2022/23 by the end of Q1 23/24.

STREETWORKS AND STATUTORY UNDERTAKER MARKET DEVELOPMENT

build on successes through 23/24 to develop our current commercial services and enhance the integration of our data into the utility sector.

Capitalise on our networks of advocate and strong reputation in the Highways and transport sector to create more opportunities and increase our influence in the sector

Facilitation of solutions to customer and market problems undertaking Programme Oversight, Management and Delivery through external partner for example as with NUAR, Road to Net Zero and HAUC App development

Development and delivery of data services such as DataVia. We will use proof of concepts to research the potential for street change intelligence services by the end of Q2 23/24

Knowledge sharing in the market through training, events and conferences.

HIGH-QUALITY ADOPTION

growing the use and reliance on our data across the public ensuring 'high-quality adoption' to support the re-signature of the PSGA in July 2030.

Develop and implement quarterly engagement plans for all Tier 1 and Tier 2 government departments as identified in our Stakeholder Maturity Matrix through

A coordinated strategy of promotion of the mandate for government use of the UPRN and USRN and network building and advocacy to 'seed' in government organisations that can gain value from our data

- Includes responses to consultations published by government and industry associations e.g. financial services sectors, regulators and government departments

- Pursue 'clusters of interest' building on the success of the 'vulnerability' theme in areas such as fraud, identity, property and housing, health, and climate

Services to support adoption by developing and investing in our UPRN / USRN matching, validation and authentication services - UPRN finder service for the public sector.

⟶ Additionally, the following items have been identified by the Board as strategic priorities for GeoPlace for 2023/24.

1 The "go to" place for (bulk) addressing

GeoPlace model produces the most definitive source of street and address data in the UK but is underrepresented in the market.

Our address market assessment in 2021 provided evidence of our position in the market, our market share and potential to grow that through un-tapped sectors for the use of our data. Strong growth in new partner business in 2022-23 is backed-up by further investment in this team. There are many signs of positive market progress with wider recognition of the need for the UPRN across the financial services and property sectors; adoption by platform providers; integration based on UPRN in energy & infrastructure sector and growing adoption by major retailers for customer analysis and logistics operational efficiency. The on-going investment in quality and the introduction of NGD Address Theme will support an event wider range of applications of our data and further growth through 2023-24.

2 The Centre of Excellence for streets and addresses

recognised for our expertise and knowledge of street and address data and related issues.

GeoPlace continues to grow its reputation as the primary expert for all matters related to street and address referencing. Through 2022-23, GeoPlace has become more deeply involved in helping organisations to adopt our data as a core component of their master data management strategies – DESNEZ's National Energy Efficiency Data-Framework (NEED) initiative and Ofgem are good examples. This has enhanced our reputation and we will continue to build on this through 2023/24 to ensure the widest possible high-quality adoption of our data in all sectors.

3 The leader for the UK land and property change lifecycle

the leadership in the processes and improvement for SNN and property lifecycle communities.

Property lifecycle and consistent local authority street naming and numbering processes are laying a foundation for dynamic data delivery and meeting the change intelligence needs in end-user markets. With the launch of the SNN CoP, local authority addressing project with VoA and the work of the GeoPlace Lifecycle Steering Group, significant progress has been made in 2022/23. Clear development plans are set out for each of these through 2023/24. In addition, GeoPlace will seek to prove the concept of connectivity with local authority planning and building control and other data systems to inform lifecycle updates. Also GeoPlace is further developing our relationships with NHBC, Property Developers, Royal Mail and HMLR to analyse and improve lifecycle data and processes in which we have a common interest. There is potential to create a single change intelligence portal as a next step.

4 The clearing house for all local authority spatial data

local authorities are a major source of geospatial data and GeoPlace is ideally placed to collate this.

GeoPlace is seeking to connect with planning, building control as well as housing, licensing and trading standards under our DCA agreement to inform core processes and establish national datasets. GeoPlace is also well placed to aggregate data in several government initiatives ranging from EV charging points, Digital Traffic Regulation Orders, National Underground Asset Register, PSGA data asks (including Transport) and Emergency Services Gazetteer (ESG. In 2023/24 GeoPlace will investigate agile aggregation tools to bring new data together.

⑤ The national authority for streets and associated data

through data sources including the NSG and Trunk Roads we will offer up to date data, training, advice and advisory services.

GeoPlace is increasingly able to leverage its position as the authoritative source for national street reference data to support organisations in their street works and related interests. GeoPlace has a significant role and network working with HAUC and JAG (UK) and others across the sector. It is building a significant reputation for Project and Programme oversight, training services and data services across the Statutory Undertaker market. The further development of our role in this sector is referenced throughout the 2023/24 plan including the development of new data services.

⑥ A delivery partner for LGA improvement support to councils

GeoPlace will work with LGA to identify and deliver improvement solutions with LGA.

The GeoPlace move to take desk space in LGA headquarters in March 2023 enabled closer collaboration between the organisations. The purpose will be to increase awareness of the role and value of geospatial data across senior local authority leadership. We will simplify the message as needed using priority policy themes such as Net Zero, local taxation, Planning and social care to do so. Government process project is a further opportunity for collaboration in 2023/24.

GeoPlace Board, governance, and management

GeoPlace LLP Board

⟶ The GeoPlace LLP Board consists of four non-executive members each of which have one vote. As stated in the GeoPlace Agreement two are appointed by Local Government (Local Government Association – LGA) one of whom will be nominated as Chair (who will not have a casting vote) and two are appointed by Ordnance Survey:

The Managing Director, Nick Chapallaz reports to the GeoPlace LLP Board. He attends board meetings but does not have a vote.

Claire Holloway (Chair)
LGA, Head of Corporate Services

Juliet Whitworth
LGA, Research and Information Manager

Paul French
Ordnance Survey, Chief Commercial Officer

John Kimmance
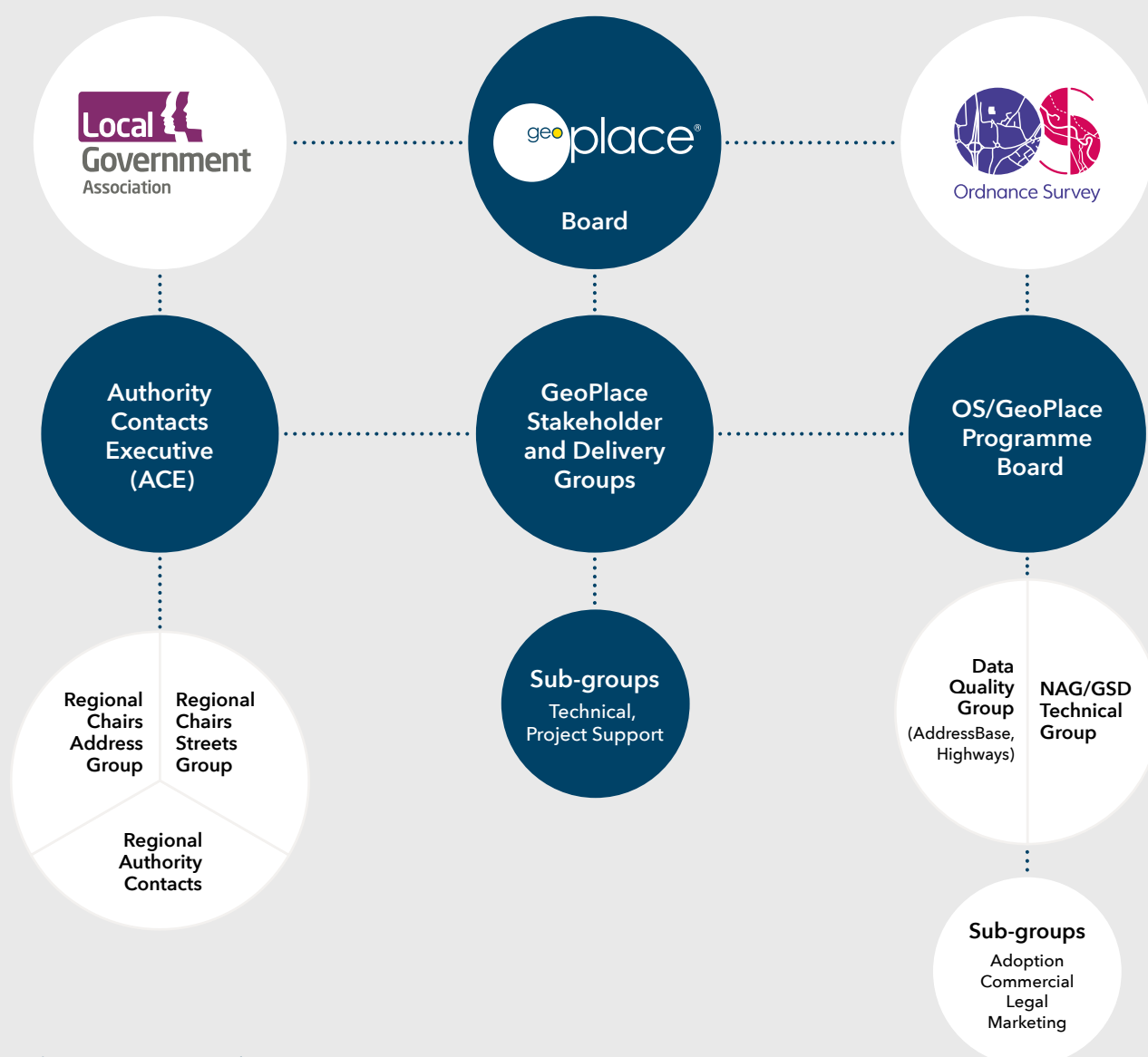Ordnance Survey, Managing Director, National Mapping Services

Management of GeoPlace

GeoPlace is managed by its Stakeholder Group and Delivery Group who work together to define and agree plans and ensure the company delivers on its annual business plan commitments.

Governance and other representative groups

Further to the GeoPlace LLP Board, close links are maintained with Ordnance Survey through the GeoPlace / Ordnance Survey Programme Board, and with local government through the Authority Contacts Executive (ACE). The governance model for GeoPlace consists of several internal and external groups whose members are chosen to appropriately represent the various work items.

An overview of our governance and management model and groups involved is set out below.

Local Government Association

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Board

Ordnance Survey

Authority Contacts Executive (ACE)

GeoPlace Stakeholder and Delivery Groups

OS/GeoPlace Programme Board

Regional Chairs Address Group

Regional Chairs Streets Group

Regional Authority Contacts

Sub-groups
Technical, Project Support

Data Quality Group (AddressBase, Highways)

NAG/GSD Technical Group

Sub-groups
Adoption
Commercial
Legal
Marketing

GeoPlace governance and management structure.

GeoPlace organisation

⟶ GeoPlace is structured into five new business groups with a focus on our end to end processes, operations and engagements. The five groups are set out and described below.
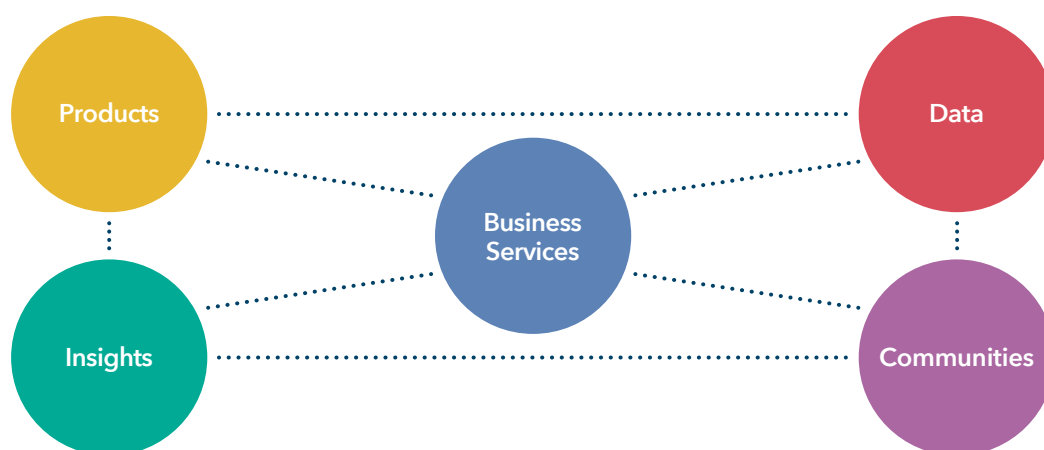
Communities

a focus on developing our relationships with our local authority custodian and growing third data party provider communities, providing governance and services and facilitating exchange of knowledge and expertise including marketing, strategic engagement in relation to streets and highways, helpdesk and direct support services in relation to open data.

Data

the development and management of the Aurora system including ingestion of data and review of all externally sourced data to maintain the NAG and NSG as well as provision of technical and data support to local custodians and other data providers.

Products

product management and publication to external sources including OS, statutory undertakers and other third parties to agreed specifications and timescales through appropriate means and technologies.

Insights

Data and Customer Insights – street and address expertise responsible for data quality insights, related research and analytics. Development of propositions and projects and process development commercial and public sector organisations in the take-up and use of the UPRN and USRN, driving GeoPlace's recognition as a centre of excellence and related market identity.

Business Services

foundation services and capabilities that enable and ensure the operation of GeoPlace to ensure we have the right skills and expertise, hardware and software tools and capabilities, business governance frameworks and process and Service desk.

The operational management of the business is through two leadership groups:

GeoPlace Delivery Group

oversight of the day-to-day GeoPlace operations with membership drawn from functional groups to deliver day to day workflows and operations e.g. embedding Aurora, quarterly business and team planning, business incidents, people, data workflows and local authority performance.

GeoPlace Stakeholder Group

leads GeoPlace interests in relationships with external stakeholders including industry associations with a focus on the six strategic objectives identified by the GeoPlace board for the medium to long-term.

Business planning and reviews of progress will be undertaken by the combined membership of the Delivery and Stakeholder groups through joint quarterly progress and review meetings. Business planning will be part of this to ensure rolling plans are established.

Financial plan

Approach

⟶ GeoPlace is a financially successful business. Through 2023-24 we will continue to manage costs and operational efficiency within our budgets as agreed with the GeoPlace Board. Our approach to delivering against these budgets is set out in the objectives above including focus on:

Continuing our drive for quality, timeliness, consistency and completeness of our data to enhance the unique selling points of our data

Reducing business as usual costs wherever possible (whilst being aware of price increases due to inflation against budgets originally set in 2023)

Delivering efficiencies based on improvements in our working practises, processes and underlying technology and infrastructure and adopting open-source solutions where appropriate.

Investments

⟶ As a national data infrastructure provider, GeoPlace will continue to invest to ensure our data, processes and systems are highly reliable and resilient for the long-term. In addition, we will understand emerging market uses and needs and identify how we might respond. A summary of our planned investments for 2023/24 include:

Project & leadership development

Continued investment in our management and leadership skills and capabilities has been identified as a key contributor to our long-term success. We will build on our progress with CMI and look to develop line management and CPD programmes as well as career development support through coaching.

Aurora systems upgrade

In placing a priority on internal improvements we will invest in resolving a back log of changes identified through the use of our primary Aurora system. This will prioritise processes and methods to reduce reactive work. This will be undertaken by additional staff with specialist java and database skills for a defined period.

Technology infrastructure improvements

Robust, secure and reliable technology infrastructure is critical to our processes and underpins role as a national data infrastructure provider. It is crucial GeoPlace continues to invest in this to future proof what we do. Activities include external data connectivity; software migrations; cyber and security upgrades; penetration testing and database migration.

Net Zero project

GeoPlace have set an objective of achieving Net Zero by 2050. This investment is to support that objective.

Applications and services

GeoPlace maintain and publish a range of applications and services for data providers and external bodies. FindMyAddress and FindMyStreet (FMS) have been highly significant in raising the profile of the UPRN and USRN and supporting local authority commitments for lists of streets, public rights or ways reporting and open data mitigations.

Services for Statutory Undertakers

GeoPlace is highly respected in the sector as experts who can provide trusted advice and provide key facilitation in a complex market. This sector covers numerous, rapidly evolving markets, several legislative policy areas and diverse stakeholders with mixed and conflicting interest.

We will use our position to develop three core areas.

- Data use through NSG API services to support more dynamic use of our data

- Knowledge sharing in the market through training, events and conferences

- Advisory and Facilitation supporting the sector though our professional service to deliver advice best practice and solutions to the market e.g. Road to Net Zero

We will build on project successes with National Highways / Trunk Road Street Gazetteer (TRSG) integration, National Underground Assets Register (NUAR), Road to Net Zero, 5G and Fibre, EV charging, Digital TROs.

Data linking and enhancement

For third party data sourcing and connectivity to support NSG and NAG enrichment, external support for resolving and linking data and work with organisations such as VOA and HM Land Registry.

It is also anticipated to undertake proof of concepts to link to third party data planning and building control data and systems as part of Lifecycle objectives.

Externally funded investments

PSGA data asks

The Geospatial Commission specified a range of additional data asks as part of the PSGA. GeoPlace working through local authorities and the Improvement Schedule process completed these during 2022/23. Final payments will be made to local authorities who have achieved their Acceptable Quality Levels (AQLs) will be made at the beginning of 2023/24.

Geospatial Commission open data and mitigations

A programme of work and investments made by GeoPlace to reduce the impact of any burdens on local authorities by centralising services and responses as far as possible.

National Underground Asset Register (NUAR)

GeoPlace provide services to NUAR to support engagement of local authorities in joining the initiative. NUAR has also adopted the USRN, NSG and ASD as part of the NUAR data model. We are aware follow-on operating models for NUAR are being considered and this offer further potential for the GeoPlace model. We will continue to maintain internal oversight through our Stakeholder Group.

Investment projects – business case dependent

Further investments can be made at any point in the year as opportunities arise. We will consider their relevance to our core strategy or not and are likely require business cases potentially including additional sources of funding. These will need to be signed-off as required by the GeoPlace Board.

Potential candidate projects and sources of projects at this stage include Key Registers – a recommendation resulting from our address market assessment and Digital Traffic Regulation Orders that moved to beta phase in early 2023. The potential for a national data service will be funded by DfT.

Data adoption

Data adoption investment is to support GeoPlace objectives for the re-signature of the PSGA. We will work closely with OS government relations colleagues and LGA Research and Policy teams to support cross-government projects. This is also to respond to an increase in the volume of enquiries received from government departments.

Street Naming and Numbering

The opportunity to build a Street Naming and Numbering (SNN) community across local authorities to confirm our Codes of Practice and establish greater consistency in the way such processes are conducted. This investment includes promoting best practise; community awareness; capacity building and development of third-party relationships.

Database migration

A long-term incremental strategy continues is to reduce our reliance on proprietary software solutions to reduce costs, technical restrictions imposed through licensing and reliance on dedicated technical expertise. This also opens the potential for greater automation of repeatable operations, the ability to retire older servers, greater integration with other systems, and more flexibility to take on new projects.

Ensuring Our Success

1

Business plan and progress

GeoPlace business planning involves input from all staff, and it is the role of all staff to help deliver our annual and strategic objectives.

Quarterly plans are set at the business and team levels to make sure GeoPlace's work remains focused on our business plan objectives throughout the year. This is done before the start of each quarter, and each piece of work has its own one-page description to make sure everyone knows what the work involves, why it is being done, and what it will achieve. The Delivery Group oversee this process and bring team plans together to identify gaps, dependencies and overlaps between them, prioritising work as necessary against what is most beneficial to the business.

Group leads oversee the production of their own team's plans, working directly with line managers. Objectives are set within teams against their plans ensuring everyone is pulling in the same direction, and that everyone knows how their work helps move GeoPlace forward.

Progress reporting is done by all teams to the Delivery Group fortnightly, and exceptions will be identified and managed as they arise. Progress is made available to all staff via our Confluence pages to share successes and lessons learned.

2

Management information

Regular measurements are taken across the business to track progress and performance, making sure we realise value from our investments. These can be part of our SLAs, as industry best practice, or to track our own improvement.

Measures are vital to supporting successful delivery and are chosen to best benefit GeoPlace, our staff and our customers, and are reviewed for suitability as appropriate. These cover data quality, content and timeliness of services and include

- Achieving KPIs
- Customer and event feedback
- Service Disruptions
- Complaints
- Success against objectives
- Cost
- Training
- Appraisals

At any time where additional action is necessary to avoid or correct an issue, issues are flagged to the Delivery Group. Business Incidents where there has been or nearly was a disruption to services are reviewed weekly by the Delivery Group as a minimum to ensure issues are dealt with as quickly as possible and long-term solutions implemented as necessary.

3

Management systems

Management System Standards are at the heart of our business. For example, BS 7666: 2006 Spatial datasets for geographical referencing are the foundation of the NAG and NSG and the day-to-day interactions with data providers. In addition, we also apply ISO 19160-1 Addressing: Conceptual model.

Internationally recognised business management standards are a key part of our governance strategy. GeoPlace operates a Quality Management System (QMS) which has been certified since 2008 to meet the requirements of ISO 9001. This certification is done by an external body who regularly audit the system to make sure its requirements are met.

In addition, GeoPlace also operates an Information Security Management System (ISMS) which meets the requirements of ISO 27001, which has again been externally certified since October 2009. GeoPlace's approach has been to apply these two standards intelligently to get the maximum benefit for our business.

Whilst not certified to these two standards, GeoPlace has used elements of ISO31000 Risk Management and ISO14001 Environmental Management that provide the most benefit to our processes.

The GeoPlace Board manage risks at a high strategic level, and Business level risks are managed by the Delivery Group and can be raised at any time, with progress against mitigating actions reviewed fortnightly.