

# 2018

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# 2019

Annual statement



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# Introduction from the Managing Director



**Nick Chapallaz**  
Managing Director

This Business Plan highlights the work packages we intend to deliver in 2018-19 and alongside delivering these specific areas of work, we will continue to deliver what we refer to as 'business area' operations around address and street data.

Geospatial information plays an important role in underpinning the UK's digital economy and the transformation of public services, to improve the lives of citizens. This has been recognised at the highest levels in Government through the creation of the new Geospatial Commission. Government and businesses and services need access to the very best data and to be able to precisely pinpoint location. We are determined to provide the data that to enhance public services, benefit businesses and improve how the public receive goods.

Business as usual for GeoPlace is the maintenance of an end to end process starting with supporting local authorities in maximising their efficiency and opportunity for transformation through the maintenance and use of address and street data. We work closely with local authorities to support improvement and ever increasing data quality through an ongoing annual process. This results in improved system and data integration and ultimately better, more cost-effective service delivery, as well as updates of standardised data being provided to GeoPlace. We process local authority data, and other third party datasets, continuously looking at how the data can be improved.

We create the National Street Gazetteer which feeds into the Ordnance Survey Highways product, and the AddressBase products which are provided to users by Ordnance Survey. At the end of the process we provide data matching and consultancy services, maximising the value to the user.

Our work is set against a landscape that is fast adopting 'location' as a key to linking information and delivering services as part of a wider digital environment. We are also working in a public sector environment where service expectations are high and real term budgets are being reduced. Local authorities, at the front line of service delivery, are being asked to do more for less. It is our aim that the work we do will help local authorities capitalise on the 4:1 return on investment we have independently identified as being available from good quality, integrated address and street data management.

Organisations in all sectors are now realising the power of standardised, uniquely referenced address and street data by adopting it in their systems. Using our data, particularly the unique reference numbers we attribute, enables organisations to link systems and exchange data and information based on properties and streets. This provides an improved degree of accuracy and efficiency and opens up huge opportunities for service transformation and improvement.

Over the coming years, we will continue to deliver nationally consistent data to meet user requirements. Production of high quality data is a key objective and through detailed analysis and comparison with other national data, we focus on continuous improvement. To this end, our key focus for 2018-19 is to deliver significant improvements to our technical architecture which will enable us and our data provide partners to deliver even better quality data in the most efficient way.

Achievement of these successes to date has only been possible with the enthusiasm and commitment demonstrated on a daily basis by our staff, the Custodians in the local authority community and our partner organisations.



**Nick Chapallaz**  
Managing Director

# An Introduction to GeoPlace

Our vision is to be the **Home of UK Property  
and Street Addressing.**

GeoPlace is **Passionate about data** and we  
aim to **drive improvement, excellence  
and innovation through data.**

GeoPlace is a Limited Liability Partnership jointly owned by the Local Government Association (LGA) and Ordnance Survey. We are a world class expert in address and street information management.

We were set up in 2010 as a result of a government call for a standard index of addresses and streets. We bring together data creators and suppliers to one central place to build the definitive databases of address and street – The National Address Gazetteer and the National Street Gazetteer. The resulting address data is made widely available through Ordnance Survey's AddressBase® products, whilst the National Street Gazetteer is made available by GeoPlace to statutory users to support street works legislation and underpins Ordnance Survey's Highways Network product.

Today, GeoPlace maintains a national scale information infrastructure that supports the needs of both the public sector and a wider commercial market.

# Our strategic aims

**Our three long-term strategic objectives, set by the GeoPlace Board, 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

**Our 2018-19 Business Plan details activities to meet these strategic objectives with a particular focus on:**

1. Data Quality
2. Revenue Growth
3. Costs and Operational efficiency

## Data Quality

We will continue to provide 'best of breed' to market and focus on data quality and speed of data quality improvements to market. We will continue to support capacity building in local authorities with greater access to central resources and targeted training. We will continue to invest in a central maintenance capability for custodians.

## Revenue Growth

We will focus on market content and service needs through market insight. GeoPlace will work with OS to investigate increasing the number of core data providers beyond local authorities, OS, Royal Mail and the Valuation Office. The aim is to increase the data product range provided to the market by OS and the range of products and consultancy services provided by GeoPlace.

We will build on our world class expertise and focus on growing downstream products alongside a consultancy and "packaged work" offering. We will work through OS in the UK and overseas. The pipeline of opportunities will be visible through the GeoPlace/OS Programme Board.

## Costs and operational surplus

We will focus on costs and drive efficiency in the business. Reductions have already been made in 2017-18 and we will continue to reduce costs into future years. Investment over and above the agreed business as usual budget will be based on individual business cases. We will increase our dividend to the two partner Members. Ultimately this will provide revenue to the LGA to support local government improvement and to OS to support their operations.

# Our values & culture

## Our Values

We are:

- Enthusiastic about our work
- Rigorous in our delivery
- Continuously thinking about improvement
- Making a difference to society
- Excelling at what we do best

Overall we take pride in what we achieve together.

## Our Culture

We aim to create a culture where:

- Our people are passionate, talented, and committed to GeoPlace
- Our people like working here because they feel challenged, they can collaborate with others and enjoy freedom in their work
- Our environment is a positive one.

GeoPlace is committed to employee engagement through fostering a culture where staff are valued and supported. GeoPlace is an organisation whose actions are consistent with our values. GeoPlace aims to provide a culture of openness and mutual respect in which a healthy work life balance can be achieved. GeoPlace will provide an environment where all staff can develop to their full potential, whilst also providing a professional, efficient service to stakeholders. GeoPlace will seek to build on its existing Investors in People accreditation. We have been accredited by Investors in People until 2020.



# Our people

## GeoPlace LLP Board

The Board set the overall strategic direction and policy of GeoPlace. This board consists of four non-executive members each of which have one vote. Two are appointed by Local Government (Local Government Association – LGA) one of whom will be nominated as Chairman (who will not have a casting vote) and two are appointed by Ordnance Survey:



**Claire Holloway**  
(Chair), LGA, Head  
of Corporate  
Services



**Juliet Whitworth**  
LGA, Research  
and Information  
Manager



**To Be Appointed**  
Ordnance Survey



**John Kimmance**  
Ordnance Survey,  
Director of  
Government and  
Partner Engagement

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

## Managing Director and Executive Management Team

GeoPlace is managed by the Managing Director and the Executive Management Team which consists of the Managing Director and five senior GeoPlace employees as listed below:



**Nick Chapallaz**  
Managing Director



**Simon Barlow**  
Executive Director  
of Consultancy



**Steve Brandwood**  
Executive Director  
of Engagement



**Radha Chandrasekaran**  
Executive Director  
of IS Development



**Nick Griffiths**  
Executive Director  
of Informatics

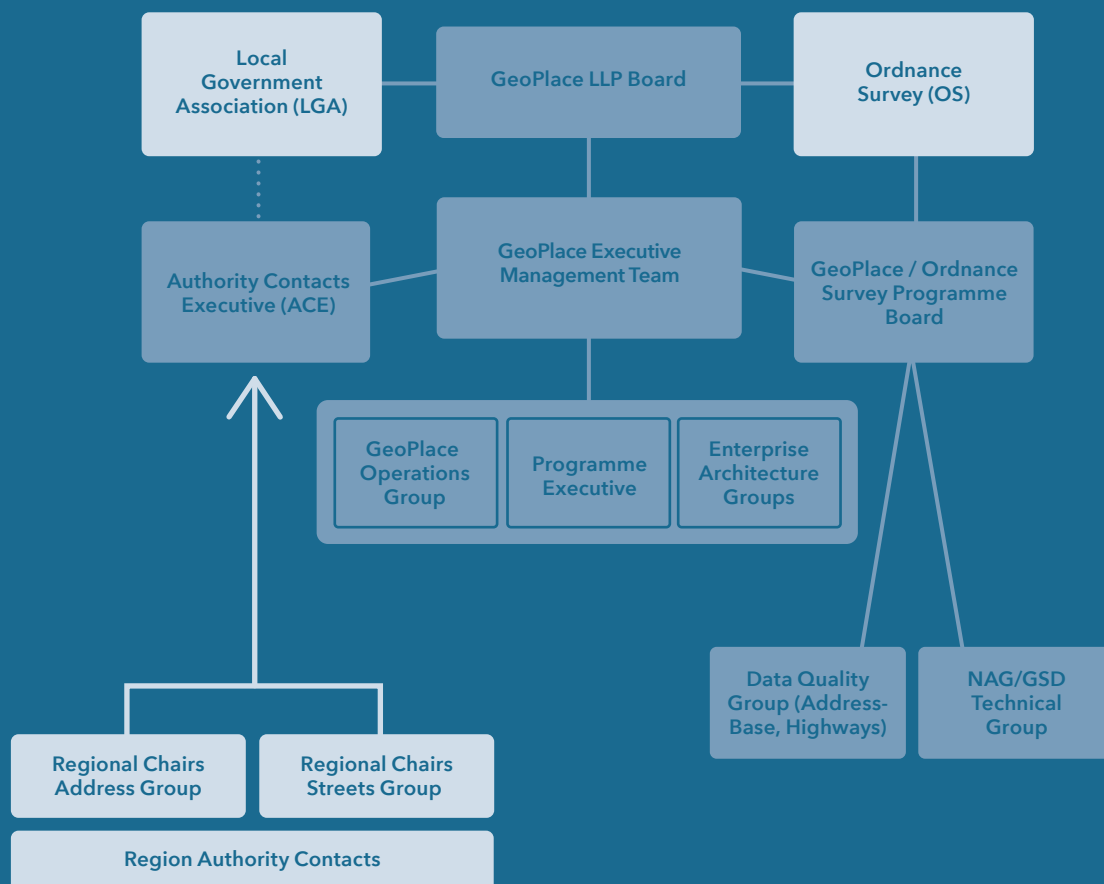


**James Rodger**  
Executive Director  
of IT Services

# Our governance

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 a number of internal and external groups whose members are chosen to appropriately represent the various work items.

The following is an overview of the governance model, and is followed by a table giving an overview of the groups involved and their membership.



Governance	Purpose	Membership
<b>LLP Board</b>	To provide strategic direction to the GeoPlace business. Authorisation of the Business Plan.	Ordnance Survey and Local Government Association Representatives
<b>GeoPlace Executive Management Team LLP Board</b>	To plan and manage the operations of GeoPlace.	GeoPlace (internal)
<b>Authority Contacts Executive (ACE)</b>	To manage the DCA contract on behalf of Local Government.	Local Government with GeoPlace representation (2 votes for each party)
<b>GeoPlace / Ordnance Survey Programme Board</b>	This board is the focus point for the strategic management of NAG and NSG data delivery to OS and the OS AddressBase and New Highways Data product management. It will also include new product development and review of UK and international opportunities.	GeoPlace and Ordnance Survey (strategic and contractual)
<b>Data Quality Group</b>	To analyse and report on data quality issues identified through the Programme Board. To monitor against agreed quality improvement plans.	GeoPlace and Ordnance Survey (technical)
<b>NAG/GSD Technical Group</b>	Manage the on-going BAU and technical work for NAG and GeoPlace Streets Data	GeoPlace and Ordnance Survey (technical)
<b>GeoPlace Operations Group</b>	To manage internal business operations focused around the governance and communications with our data providers around data quality and new requirements.	GeoPlace (internal)
<b>Programme Executive</b>	To manage the overall work programme and coordinate project work within GeoPlace	GeoPlace (internal)
<b>Enterprise Architecture groups</b>	To manage the work being done to deliver Enterprise Architecture transition and implementation	GeoPlace (internal)
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In addition to the above there is also a GI Customer group established as part of the PSMA. This group is chaired by a BEIS appointment and has representatives across the whole public sector. This group has the ability to request changes in the AddressBase product specification from Ordnance Survey. Through the Data Distribution Agreement between Ordnance Survey and GeoPlace, Ordnance Survey has the responsibility for developing the specifications, on the basis that all new specifications or changes to existing specifications will require agreement of GeoPlace and Ordnance Survey.

# Our partners

## LGA

**Vital to the success of GeoPlace and the building of the National Address Gazetteer infrastructure and National Street Gazetteer (NSG) is engagement with the local authorities that produce address and street data.**

There are 348 local authorities in England and Wales providing address updates and 174 authorities providing street updates to GeoPlace. These updates form the bulk of the National Address Gazetteer, AddressBase products and the NSG. The Data Co-operation Agreement (DCA) provides a contractual commitment between each authority (known as a Participating Authority) and GeoPlace.

Shared ownership of the DCA (including technical documentation, the continuous improvement programme and the performance management framework) with Participating Authorities is critical to ensure commitment by local government to GeoPlace's work. GeoPlace balances Participating Authority requirements against requirements from other stakeholders identified in section of Appendix 1 of this plan – PSMA members in particular.

Through this shared ownership, GeoPlace has worked extremely successfully in building a Participating Authority community, committed to the success of the National Address Gazetteer and the NSG.

The DCA provides local government's operational contribution to the GeoPlace partnership. Contract management and governance arrangements have been put in place to reflect the need to manage a standard agreement across a large number of Participating Authorities. The DCA sets out a variation procedure whereby variation may be made to the DCA in writing between the Participating Authority and GeoPlace, where such amendment has the unanimous agreement of the Authority Contacts Executive (ACE) – the body formed from representatives of Participating Authorities, elected by their peers and representatives of GeoPlace.

The DCA specifically highlights areas where change may be expected, to reflect existing strategic thinking and discussion, operational development over time and to enable the utilisation of newer technologies – such as the planned introduction of Central Maintenance. It also puts in place processes for the agreement, management and evolution of the improvement targets and performance measures.

Due to the risks of implementing change via ACE, which may be challenged by individual authorities, it is extremely important that the sector is engaged through communication and consultation to build consensus before change is implemented. To this end GeoPlace manages a network of officer contacts which, as detailed in the DCA governance, elect peers to represent them at regional level. These regional representatives elect the Participating Authority representatives on ACE who ultimately manage communication and consultation with Participating Authorities prior to any formal contract change process being implemented.

Local authorities gain benefit through efficiencies; savings; and a platform for transformation through this joint work. The central collation of data by GeoPlace is at no direct cost to authorities and adds value through standardisation and quality assurance, and GeoPlace acts as focus and leadership to ensure return on local investment. The wider public-sector benefits as a result and this opens the door for service transformation and efficiency between councils and other bodies they work with.

We will work more closely with the LGA to form a closer strategic relationship that showcases the success of GeoPlace and the benefits this brings to the local government sector and develop closer collaboration in location/place based projects.

We will continue to grow our relationship with local government practitioner associations like SOCITM and local government 'think tanks' like NESTA in order to highlight our work to wider local government audiences. We will organise a core group of local government influencers that we can work with to promote our work even wider.

## Ordnance Survey

**Our production of AddressBase products for both public sector and commercial use continues to be taken to market by Ordnance Survey who are seeing year on year growth in uptake of the product portfolio. GeoPlace is now producing daily updates of AddressBase Premium and Ordnance Survey is working to exploit this capability.**

Work is currently being conducted with OSGB to establish joint strategic aims for the GeoPlace / OS Programme.

Whilst GeoPlace continues to compile and publish the National Street Gazetteer directly to the street works community we will look at potential new ways for this data to be utilised in new outputs and services including enhancements to the OS Highways product. The depth of information that GeoPlace collates from local authorities and in particular the legal status of streets, rights of way and speed information is increasingly in demand from customers to support innovation in the smart city, autonomous vehicle and integrated transport system agendas. Working with OS we will further assess customer requirements and gain more insight into commercial markets for this data.

Our partnership with OS and OS International strengthened during last year and we will continue to invest in supporting opportunities both domestically and internationally that provide mutual benefit to our developing business strategies.

The pipeline of advisory services looking at utilising GeoPlace's know-how around address and street data management is growing on the back of some work delivered over the last 12 months. Using our own existing business relationships, we will also look to further promote and benefit from other advisory service opportunities directly as GeoPlace in order to meet customer requirements.

Our work with sector leads at OS has seen us increase awareness of the capability at GeoPlace and during the coming year we will look to capitalise further on this with new opportunities for data matching and service innovation. In this space, we are working on proposals and services to further AddressBase adoption, customer systems integration with AddressBase as well as constantly improving and adding data content.

We will explore the market for other nationally compiled local authority data and during the year, our work will continue with TRO 'Traffic Regulation Orders' information in maturing the offering we can make to local authorities in collection and maintenance activities as well as possible outlets for accessing this data. This will test our business case and abilities to collect other data and take it to market.

## Relationships with Other Interested Parties

**Beyond our direct owner-stakeholders and staff, we work in an environment that impacts on a large number of interested and affected parties.**

Our engagement strategy to manage these relationships is at all times linked to our business plan and ties into the business plans of the Authority Contacts Executive and the Regional Chairs Groups. We have a framework in place with Ordnance Survey to ensure that our communications and wider engagement is dovetailed with their activities and priorities.

# Our business

## GeoPlace revenues are derived from two main sources:

- Public sector - an allocation from the Ordnance Survey PSMA contract;
- Private sector – based on existing and new Ordnance Survey contracts across a wide range of organisations. Private sector growth is anticipated in line with Ordnance Survey's business plan;

In addition, the provision of services for consultancy, data matching, training and data migration generates additional revenue and has the potential to grow in the future. We will be developing both upstream and downstream opportunities connected to existing address and street offering and exploring other areas of data collation that could generate revenue and further upstream and downstream opportunities.

Investment to deliver the GET 'GeoPlace Enterprise Transition' and Central Maintenance development will tail off after 2018-19 which will release further savings to the business. Further savings can be achieved by migrating our database platform towards open source solutions and by off-siting our technology.

Future investment will be agreed with the Board on a case by case basis, and we expect this investment to be directly linked to increased revenue generation, cost savings or opportunity benefit.

We would expect public sector revenues to be maintained over the 5 year period and to see a growth in commercial revenues. This will be achieved with OS by securing new customers, extending product content and developing new products. We expect a modest growth in GeoPlace generated revenues as a result of data matching and consultancy services.

# Our work plan

**In addition to our core activities, GeoPlace will undertake the following work packages:**

## **Street manager project**

Work with DfT to support the strategic importance of this project and manage the impact on local highway authorities through advisory and street data management services.

## **JAG(UK) / GeoPlace strategy**

Development of professional services through JAG(UK)

## **Traffic Regulation Orders**

Creation of national TRO platform.

## **Public Rights of Way**

The provision of a web-based search tool to enable interested parties to search NSG and List of Streets to establish the recording of PROW before any extinguishment in 2026.

## **Research and Development**

Increasing our skill base and capabilities in data aggregation and analysis to showcase the potential of our data infrastructure to customers.

## **Supporting the Census**

Building the ONS Census Address list. Engagement with local authorities to ensure data is fit for the Census.

## **Central Maintenance**

To create the ability for local authorities to update data directly into our databases.

## **Data quality / product enhancements**

- Agreement with OS on data quality and product enhancements
- Work with Scottish Assessors / Registers of Scotland for improved classifications in Scotland

## **GET transition**

Migration to new service-based architecture.

## **Infrastructure off-site migration**

Migration of peripheral software to the cloud.

## **Research and Development of new database platform**

To investigate the possible migration away from Oracle.

## **Street Naming and Numbering**

- Build and support a SNN officer network.
- Develop best practice materials.
- Improve data flows with Royal Mail
- Document legal responsibilities
- Produce SNN practice and policy
- Lobby for changes to SNN legislation



GeoPlace is a public sector limited liability partnership between the Local Government Association and Ordnance Survey