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

We deliver these through four long-term strategic objectives:

- **1.** Quality To develop the quality and enhance the richness of our data
- **2.** Partnerships To enhance our data workflow and data community partnerships
- **3.** Operations Reinforcing our operations to deliver market needs
- **4.** Financial 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 investments for 2022/23 focus on supporting the dynamic delivery, data enrichment supported by building new 3rd party data capabilities as well as data linking and enhancement programmes to further enhance quality meeting market needs, PSGA requirements and populating the new NGD. Our Street Naming and Numbering investments will aim to grow our leadership of the UK land and property change and we will further invest in services for Statutory Undertakers that build on our data and expertise to support our users and build our presence in this market. In addition, we will enhance our technology infrastructure, progress our database migration and enhance our leadership and project management capabilities.

The PSGA including open data agreements and the Government Digital Service (GDS) mandate support our vision, help to guarantee the mediumterm future, and give us greater confidence to make investments for the long-term of GeoPlace. We will collaborate with LGA, OS and PSGA members to succeed. The re-signature of the PSGA in 2030 will be a mark of our success.

Increased commercial sector adoption is also critical. The interest in our data and model has never been greater. The daily release of our data through the NGD will grow this further. It will create opportunities for innovation by our partners and customers across every sector from retail and transport to banking, property, insurance and utilities and property, increasing certainty, enabling efficiencies and automating processes.

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.





Nick Chapallaz Managing Director

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The interest in our data and model has never been greater. The daily release of our data through the NGD will grow this further."

Who we are

GEOPLACE LLP IS OWNED EQUALLY BY THE LOCAL GOVERNMENT ASSOCIATION AND ORDNANCE SURVEY.

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.

GeoPlace is recognised worldwide as an established expert in managing addressing and street data and its associated infrastructure.

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.

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Strategic market direction

GEOPLACE HAS BEEN A FINANCIALLY STABLE AND SUCCESSFUL BUSINESS WITH A STRONG NATIONAL AND INTERNATIONAL REPUTATION FOR MORE THAN A DECADE. THE NUMBER OF GOVERNMENT ORGANISATIONS AND MAJOR UK AND GLOBAL BUSINESSES THAT ARE ADOPTING AND NOW DEPEND ON OUR DATA CONTINUES TO GROW RAPIDLY AND THE EVIDENCE IS THAT THIS WILL CONTINUE.

The PSGA, the Government Digital Service (GDS) mandate for the use of the UPRN and USRN and our agreements with government for the release of the open data help to guarantee the medium-term future of GeoPlace. They directly support our vision giving us greater confidence to make investments for the long-term. The re-signature of the PSGA in 2030 will be a mark of our success.

To help achieve this we will continue to build our reputation as the UK centre of excellence for street and address data always seeking the highest levels of quality of adoption and matching to ensure accuracy in the use of our data.

We will grow awareness for the mandate for the use of our data to ensure as many departments as possible maximise its value in meeting their process, analysis, and efficiency objectives. We will enhance our collaboration with LGA and OS and increasingly other PSGA members to succeed.

Commercial sector adoption is also fundamental to the sustainability of GeoPlace and realising our vision in the longer-term. Political and economic pressures point to our data having a critical role to play in delivering efficiencies through automation, reducing overheads, and increasing certainty particularly in logistics, property and financial services sectors. As part of this we will support the wider adoption of our data through enhanced services to Statutory Undertakers market.

We are highly encouraged by the support from industry for the adoption of the UPRN and USRN by default - the USRN is a National Underground Asset Register (NUAR) reference, the Law Society now advocate the UPRN as part of their standards, and it is core to the Home Building and Selling groups Property Trust Framework proposals and the Department of Levelling-Up, Housing and Communities have embedded the UPRN alongside Energy Performance Certificates (EPC). Bank of England regulatory requirements mean banks and lenders sector must review the location of their assets and exposure to flood and climatic changes - again driving the need for the authority and quality of our data. The growing breath and diversity of application of our data constantly challenge us to further develop its richness, timeliness, and quality. Our drive for perfection in our data means we work constantly with local authorities, data providers and OS colleagues to evolve the quality and richness of our data.

Working with OS we will be releasing our address data daily for the first time this year. As part of the National Geographic Database (NGD) this is a major milestone for the geospatial sector offering our customers and partners a wealth of opportunity to improve analysis, processes, and services and to automate and track real-world change.

Deeper attribution and classification content are growing requirements of the NSG and NAG from both commercial and public sectors that will underpin the success of the NGD. Through 2022/23 we will strengthen our relationships with existing data providers and further expand data from originating sources. We will complete our delivery of new PSGA data asks and support the new Emergency Services Gazetteer in further focusing on new classifications and entities of greatest interest to the blue light services.

We provide national data infrastructure - organisations depend on what we do, and our responsibility is to invest in our world-leading model to ensure it is secure and highly robust. We will continue to develop our people, infrastructure, systems and processes to provide dynamic street and address data delivery, strengthening our position for the future. Our Aurora platform is crucial, and our investments through 2022/23 will include refining processes, adding new 3rd party data sources and streamlining candidate / lifecycle processes.

GeoPlace business objectives



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



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

THE OPPORTUNITY FOR GEOPLACE IS TO REALISE OUR VISION BY DELIVERING OUR MISSION.

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 strategic objectives

TO SUPPORT THE GEOPLACE BOARD AIMS, GEOPLACE HAS DETERMINED A SET OF FOUR FIVE-YEAR STRATEGIC OBJECTIVES WHICH ARE DETAILED BELOW. THESE ARE REVIEWED ON AN ANNUAL BASIS AND FORM THE BASIS FOR PRIORITISATION OF OUR WORK THROUGHOUT THE YEAR.



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 aspire to be the clearing house for all local authority spatial data, and we move towards this by working in close partnership with local authorities, OS and other data providers.

- To build the richness and completeness of attribution of our data to meet market needs and to support the adoption of our data, meeting the measures set out in GeoPlace's agreements and to become the clearing house for all local authority spatial data
- Measures will include those set out in Streets and Address improvement Schedules, Quarterly Quality and Improvement plans, and other Service Level Agreements
- To support and provide data services to local authorities and distribute allocated funds as they achieve agreed PSGA standards and delivery timescales throughout 2022/23
- The PSGA commitments include Actual Quality Levels (AQLs)

- To process and validate all data provider inputs and publish data to meet all contractual commitments throughout the year
- All epochs, street and address feeds to be published to schedule and to specification throughout 2022/23
- To become the leader for the UK land and property change lifecycle including excellence for UK street naming and numbering processes and community
- Formally establish the UK street naming and numbering community
- To launch a new Street Naming and Numbering Code of Practise
- To deliver Lifecycle objective including engagement with suppliers and a single organisational process map of the property lifecycle.



To enhance our data workflow and data community partnerships

Our 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, making sure we maintain our reputation as the Centre of Excellence for streets and addresses.

- To develop our trusted partnership with all data providers, showing a continuous improvement in the feedback received over the next 5 years
- Improvement will be measured through the expanded use of satisfaction surveys, consultancy and helpdesk feedback, and direct contact with the community to identify areas to improve
- To provide relevant services and support for our local custodian community - to councils through collaboration and senior leadership, open data mitigations and as a delivery partner for LGA improvement
- We will continue to meet DCA commitments including activities that support and promote Custodian's work. We will continue to engage with senior levels, beyond the Custodian to maintain a sustainable relationship and data supply from local authorities
- We will raise awareness of the mandate across government and support authorities through services such as FindMyStreet and FindMyAddress to mitigate the impacts of the open UPRN and USRN and related geometry.



Reinforcing our operations to deliver market needs

GeoPlace is a successful business. To remain so we know that the more effectively we operate, the better we can respond to and evolve with a rapidly changing market.

- Maintaining our operational efficiency to deliver improvements, reducing our businessas-usual costs wherever possible and automating our core systems and processes, measured and monitored through a selection of dashboard metrics
- To support our staff through providing career and knowledge growth opportunities, which will in turn benefit GeoPlace as a whole
- We will enable staff to be able to devote 10% of their time to learning
- We will encourage staff to investigate new solutions or ways of working that will benefit GeoPlace

- Increase GeoPlace's sustainability as part of our commitment to Corporate Social Responsibility - we intend to halve emissions by 2030 and achieve net zero by 2050
- Continue to utilise
 ISO management
 standards to provide
 an improvement
 framework for the
 business, measured
 through maintaining our
 certification following
 external audits.



To extend the long-term financial stability of GeoPlace

Financial stability provides the foundation for the continued development of GeoPlace contributing 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'.

- Growing the use and reliance on our data and its value to the public and commercial sectors ensuring 'high-quality adoption' to support the re-signature of the PSGA in July 2030
- Oversight by Stakeholder Group with key government organisations and in support of OS government relations and sales activity
- To continue revenue growth from address products to commercial markets via OS. We will continue to focus on improving data quality to maintain product differentiation measured by tracking improvement schedules, and completeness, timeliness and accuracy of NAG content

- Further OS marketing and market development investments planned for 2023
- To build our services and position in the Statutory Undertakers market, capitalising on our core competencies and capabilities
- We will launch enhanced data services, training and support services building on our expertise and NSG data
- To continue to secure our market position in light of the release of low-cost address data product alternatives resulting from the release of UPRN, USRN and related geometry as open data.

GeoPlace annual objectives for 2022/23

IN ORDER TO MEET OUR STRATEGIC OBJECTIVES, AT THE START OF EACH FINANCIAL YEAR GEOPLACE REVIEWS THE MARKETPLACE, ANALYSES CHANGING CUSTOMER DEMANDS, AND USES THIS TO PRIORITISE WORK THAT WILL DETERMINE WHERE OUR EFFORTS WOULD BE BEST SPENT TO HAVE THE MOST BENEFIT TO OURSELVES AND OUR PARTNERS. This work has created seven annual objectives for the year ahead. Progress against will be determined using measures set and monitored by GeoPlace's Delivery and Stakeholder Groups. Some of these measures are shown below, whilst others will be set throughout the year to best meet the needs of the work as it progresses.

- Supporting the mandate and resignature of PSGA, by driving high quality adoption of the UPRN and USRN. Providing our expertise for quality reviews and other audit checks. This work will increase reliance and value to public and commercial sectors
- Developing plans for all Tier 1 and Tier 2 government departments as identified in our Stakeholder Maturity Matrix

- Improving our overall maturity matrix scores each quarter by 5% per quarter
- Data development, increased 3rd party data capability, and other data enrichment of the NAG in response to market requirements and improvements identified by us, Ordnance Survey, and through annual Improvement Schedules
- Set and monitor Improvement Schedule targets in conjunction with ACE
- Complete PSGA data asks and achieve all AQLs
- ESG data content will be delivered
- Operational changes to meet more frequent supply requirements, including NGD preparations and support and increased automation

GeoPlace reviews the marketplace, analyses changing customer demands, and uses this to prioritise work that will determine where our efforts would be best spent to have the most benefit to ourselves and our partners.

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- We will provide support to staff and address single points of failure to allow better management of workloads
- Full requirements for April 2023 are still to be defined.
- Requirements of NGD Address by June 2022 and September 2023
- Provide services to the Statutory Undertaker market. This work will develop commercial services and enhance the integration of our data into the utility sector. We will expand our understanding and presence in the utility sector market
- Our service provision will include training, data services and related advisory services and will be available from the end of 2022
- We aim to have reached agreements with at least ten statutory undertakers
- Undertake further market assessments to understand the competitive landscape, assess the direction of travel, determine any emerging or possible competitive threats, and investigate specific

market opportunities all in collaboration with Ordnance Survey

- This work will be commissioned in the first quarter of 2022/23
- We will review recommendations and create appropriate actions
- Further adapt GeoPlace's working practices to better align them with changes to working patterns as a result of increased remote working
- Look at operational, working practice and technological changes to make sure the company continues to operate well remotely
- All new starters will have a defined integration plan for their first six months
- Enhancing GeoPlace's ways of working through closer cooperation across the business and detailed quarterly work planning
- Joint quarterly planning between Delivery Group, Stakeholder Group and subgroups will be further integrated

- There will be a focus on cross team working and communication to break down silos
- Staff survey results to be collated and reviewed to see if they have improved and to gauge our progress
- We will invest in our people, providing them support, development and opportunities for growth to benefit both them and GeoPlace
- Develop a Career development and coaching programme
- Incorporate 360-degree reviews into the 2022/23 appraisal process
- We will enable staff to devote 10% of their time to learning throughout the year.

Figure 1 - Overview of GeoPlace 2022/23 objectives

Strategic Objectives	2022/23 annual objectives	2022/23 related investments			
• Quality - To develop the quality and enhance the	• Data development and enrichment, in response to market requirements and identified improvements.	 PSGA Data Asks * National Underground Asset Register (NUAR) * 			
richness of our data	• Providing quality review services and auditing expertise.				
	 Operational changes to meet more frequent supply requirements of NGD. 	• ESG funding *			
	• All epochs, street and address feeds to be published to schedule and to specification.				
	• Launch of the new Street Naming and Numbering code of practise				
• Partnerships - To	Deliver GeoGateway Candidates capabilities.	• Data linking - to support			
enhance our data workflow and	• Engage with senior local authority levels beyond the Custodian.	additional third-party data sources			
data community partnerships	 Meet DCA commitments including activities that support and promote Custodian's work. 	Data enhancementStreet Naming and			
	 Identifying and establishing new 3rd party data relationships. 	Numbering			
	 Leading UK property change lifecycle and establishing SNN community 				
Operations - Excellence	• Supporting the mandate and re-signature of PSGA.	Project and leadership			
in our operations to deliver market needs	 Operational changes to meet more frequent supply requirements. 	development Technology Infrastructure 			
	• Provide services to the Statutory Undertaker market.	Improvements Database Migration 			
	• Further adapt working practices to better align them with remote working.				
	 Closer cooperation across the business and detailed quarterly work planning. 				
	 We will invest in our people, providing them support, development and opportunities for growth. 				
	 Acknowledgement of sustainability and Social Responsibility 				
• Financial - To extend the long-term stability of	 Supporting the mandate and re-signature of PSGA, by driving high quality adoption of the UPRN and USRN 	Services for Statutory Undertakers			
GeoPlace	• Undertake further market assessments to understand opportunities, the competitive landscape and threats.	 Open Data and Mitigations* 			
	• Support further OS marketing investment and market development resourcing planned for 2023.				
	• Provide services to the Statutory Undertaker market, including data services, training and support.				
	• To mitigate the impacts of the release of UPRN, USRN and related geometry as open data				



GeoPlace Board, Governance, and Management

THE GEOPLACE BOARD AND GEOPLACE MANAGEMENT AND THEIR RESPECTIVE MEMBERSHIP AND GOVERNANCE OF GEOPLACE ARE SET OUT BELOW, TOGETHER WITH THE STRUCTURE OF THE GEOPLACE ORGANISATION AND AN OUTLINE OF THE RESPONSIBILITIES OF THE FUNCTIONS OF THE BUSINESS.

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:



Claire Holloway (Chair) Head of Corporate Services LGA



Juliet Whitworth Research and Information Manager LGA



Paul French Chief Commercial Officer *Ordnance Survey*



John Kimmance Managing Director, National Mapping Services Ordnance Survey

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 in Figure 4 below-





Figure 4 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 IN FIGURE 5 AND DESCRIBED BELOW.



Figure 5 GeoPlace organisation

Communities

A focus on developing our relationships with our local authority custodian and growing 3rd 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 dayto-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. Includes Project Oversight and a focus on continuous improvement. Sub-groups will manage specific aspects of day-to-day operations for example maintaining oversight of data processing and technical developments. This group is chaired by Nick Chapallaz, Managing Director
- 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. The objectives of this group are set out within the business plan and are based on a changing marketplace as a result of open UPRN/USRN, PSGA, and changes to OS product strategy and as a result the growing number of organisations with an interest in GeoPlace. We will conduct surveys to understand and track our identity amongst stakeholders. This group will be chaired by Nick Chapallaz, Managing Director.

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.

EMT will remain with responsibility for the business as documented in the Members Agreement but with members split across the Delivery and Stakeholder Groups, it will meet only as required.

Financial Plan

GEOPLACE IS A FINANCIALLY SUCCESSFUL BUSINESS. THROUGH 2022-23 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:

- supporting activities to increase in commercial revenues
- reducing business as usual costs wherever possible (whilst also aware of potential increases in supplier prices due to inflation against budgets set in 2021)
- delivering efficiencies based on improvements in our working practises, processes and underlying technology and infrastructure and adopting open-source solutions where appropriate
- delivering PSGA data asks to agreed levels and mitigating burdens and negative impacts of the release of Open UPRNs and USRNs.





Investments

CONTINUING TO MAKE INVESTMENTS TO ENHANCE AND STRENGTHEN OUR CAPABILITIES IS ESSENTIAL TO MEETING OUR STRATEGIC OBJECTIVES. OUR FOCUS IS TO CONSOLIDATE MAJOR INVESTMENTS TO SECURE OUR DATA MANAGEMENT AND EXCHANGE CHAIN IN TERMS OF PROCESSES, SYSTEMS AND RELATIONSHIPS.

Primary planned investments for 2022/23 to deliver current commitments objectives and support long-term strategic growth are set out below.

Project and leadership development

An outcome of delivering major internal projects including Aurora was the realisation of the need to increase the investment in our management and leadership skills and capabilities. Through 2022/23 we will build on our progress in 2021/22 developing technical, management and leadership capabilities through experience and training and improve project delivery and processes including for example the Chartered Management Institute certification.

Consultancy projects

External consultancy costs to supplement internal knowledge or skills and / or capacity when delivering external customer project requirements. Costs incurred off-set against income from direct GeoPlace consultancy income.



Technology infrastructure improvements

Our technology environments have remained operationally robust through the demands placed on them by the COVID 19 pandemic. In 2022-23 we will continue to make enhancements to ensure our infrastructure remains scalable, secure and resilient into the future.

This includes security, working practices, performance and resilience of our cloud-based technologies. The activities include significant projects in replacing firewalls and the virtual private network to a review of deployment tools and a roadmap of upgrades to keep key systems up-to-date.

Services for Statutory Undertakers

GeoPlace has identified a significant opportunity to grow our influence, income and use of our data from the 'Statutory Undertakers' market with utilities and telecoms market with over 300 organisations in scope. This is based on the foundation of the authority of Local Street Gazetteer (LSG), National Street Gazetteer (NSG) and Associated Street Data (ASD) as well as our leadership through organisations including Highway Authorities and Utilities Committee (HAUC) and JAG (UK) and market influence with key government departments.

We will use our NSG API services to support more dynamic use of our data and build knowledge in the market through training, events and conferences. We will build on project successes with National Highways / Trunk Road Street Gazetteer (TRSG) integration, National Underground Assets Register (NUAR), 5G and Fibre, EV charging.

We will invest in resourcing, services and market development and marketing to capitalise on these market opportunities.

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 has direct positive impact on data quality and timeliness and is highly relevant as we move towards dynamic release of data. GeoPlace is a figurehead for local authority SNN Officers whose role is crucial in the land and property change lifecycle where they are well connected with local street and address gazetteer custodians, the quality of updates GeoPlace receives is high. We will roll-out the new Code of Practise and undertake events and activities to bring this community together through GeoPlace.

Data linking

Data linking is to support the connection of additional third-party

data sources from government agencies and other originating sources with the NAG and NSG. This investment is for elements of quality improvements not within scope of PSGA data asks and automated and manual data matching as well as the introduction of elements of master data management to incorporate data not sourced from local authorities.

Data enhancements

Data enrichment is focused on enhancing the richness of the data support of the additional attribution and initial population of data in the NAG particularly to improve data outside core street and address reference data, principally classification data from 3rd parties. Some elements may be identified as part of Emergency Services Gazetteer (ESG) requirements analysis or other initiatives such as 'UPRN Everywhere'.

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.

New PostgreSQL environments have been established for new requirements such as receipt and processing of new 3rd party datasets. External support and services will be required to operate a new environment and a practical migration path that minimises staff re-skilling overtime.

Externally funded investments

PSGA data asks

The Geospatial Commission have specified a range of additional data asks as part of the PSGA. GeoPlace is being contracted to deliver five of these from 2020 through to 2023 working through local authorities and the current Improvement Schedule process and directly through our own skills and expertise.

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. Investments include marketing to ensure clarity of understanding in the wider market of the UPRN and USRN; building knowledge of the mandate across government; helpdesk services including self-help; training services; UPRN and USRN data finder services for which FindMyAddress and FindMyStreet have become critical services and seen significant growth in development as well as resources dedicated to supporting local authorities.

National Underground Asset Register (NUAR)

GeoPlace provide services to NUAR to support engagement of local authorities in joining the initiative. This is funded via the lead supplier - Atkins on an annual basis. We are also discussing the adoption of the USRN, NSG and ASD as part of the NUAR framework as well as the longerterm management of the register. We will 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 Traffic regulation Orders - the potential for a national data service funded by DfT.





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FindMyAddress and FindMyStreet have become critical services and seen significant growth in development as well as resources dedicated to supporting local authorities.

Ensuring Our Success

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 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, or when issues arise. Progress is made available to all staff via our Confluence pages. Exceptions will be identified and managed as they arise.

Management information

Regular measurements are taken across the business in order to track our performance. These track progress and make sure we realise value from our investments and are vital to supporting successful delivery. Measures are chosen to best benefit GeoPlace, our staff and our customers, and are reviewed for suitability as appropriate.

As part of our SLAs, as industry best practice, or in order to track our own improvement GeoPlace has KPIs in place that cover data quality, content and timeliness of services. These measures 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.

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 dayto-day interactions with data providers.

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.





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

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