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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.

This plan 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. We work closely with Ordnance Survey (OS) and the Local Government Association (LGA), our 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 2024-25 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 Public Sector Geospatial Agreement (PSGA) including open data agreements and the Central Digital & Data Office 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,

We have 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 **Adoption:** To increase the use of our data to extend the long-term financial stability of GeoPlace.

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 2024-25 set out are wide ranging - from enhancing our role as the primary source of land and property lifecycle data in the UK to OS-GeoPlace architectural improvements to career progression planning to 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



An Introduction to GeoPlace

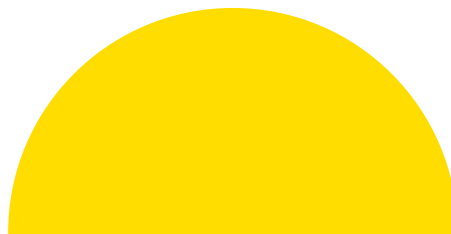
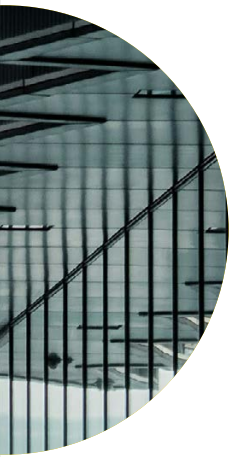
Who we are

We deliver the UK geospatial data infrastructure that underpins almost every aspect of economy and society. The use of our data helps reduce risks and costs; enables innovation; raises productivity and profitability and removes barriers to transformation for organisations across the public and commercial sectors.

GeoPlace is recognised world-wide for its expertise in collating, managing and maintaining the primary UK authoritative geospatial address data which is made widely available to customers as the AddressBase products and specialist addressing services by Ordnance Survey and their partners. We also produce the National Street Gazetteer (NSG), these are the complete authoritative geospatial street and address reference datasets that enable data linking, sharing and efficiency. 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 open data items enable data sources within and between organisations to be connected with ease and confidence, avoiding ambiguity and enabling efficiency and innovation.

Vital to the success of GeoPlace is our relationship with local authorities who produce authoritative 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 products - AddressBase and National Geographic Database (NGD) Address products through OS and NSG directly to Statutory Undertakers – together with a growing range of related expert services.





Strategic market context

Strategic direction

Our vision and mission set our strategic direction and seeks to maximise the value to society and economy of what we produce and our expertise. As a result, we are driven to achieve the widest possible adoption of our data.

Our progress over the last decade means 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.

While the UK economy may be facing challenges, our experience is of continued growth in the take-up of our data across commercial and public sectors and in the breadth and diversity of the application of the data. This may well be driven by the need to innovate and adapt to remain competitive or find efficiencies and respond to legislative and political pressures to develop and succeed. Challenging economic conditions can often result in organisations applying greater focus on maximising the value of available assets – data included.

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. Our on-going experience, for example within the street works and government sector, is of the need to resolve multiple legacy data holdings, validate against authoritative sources, establish linkage using the UPRN and USRN and establish that single canonical reference.

Our strategic direction is driven by the value our society and economy can gain from our work. We encourage and support organisations to adopt a data centric approach using street and address data to provide connectivity between people and places and to create a platform for new ways of operating and driving efficiency through automation.

Governments have recognised this value and invested. The Public Sector Geospatial Agreement (PSGA) provides access to geospatial data for the whole UK public sector and includes our data, the Central Digital & Data Office mandates its use by government and the Geospatial Commission made UPRNs and USRNs and related geometry available under an Open Government Licence. We work closely with OS to understand the current and future needs of government and the commercial sector, and we ensure we meet their requirements through our core processes and our data roadmaps. We ensure the completeness, accuracy and timeliness of our data are the best they can be.

Major organisations depend on what we do: - the Department for Transport (Dft) for local highway funding; Department for Work and Pensions (DWP) for 'Tell US Once'; major lenders for property identification; HMRC to validate taxation processes through their Transaction Hub; utilities for street works and resource management; major retailers for logistics and delivery; DLUHC for Tall Buildings Register and Energy Performance Certificates and NHS for patient registration. In so doing they have placed an even greater reliance and emphasis on the quality of the data we provide.

NGD is OS's single store of all data for Great Britain providing new flexible ways to access and use national geospatial data, supporting a wider range of use cases. GeoPlace data is already core to several themes including Land Use, Buildings, Transport and Address. We aim to contribute further with new data sources collated by GeoPlace and to link and connect data within it. Customers and partners are beginning to exploit the potential this offers to 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.

With our street and address data available with frequent update, the timeliness of the changes we make are crucial – take DLUHC's drive to shorten the home buying – and selling process for example. Customers and partners are beginning to realise the potential to innovate and improve analysis, processes, and services including tracking real-world change. Our investments in our Codes of Practice for SNN, revisions to street and address Data Entry Conventions (DEC), our work with Valuation Office Agency (VOA), the National House Buildings Council (NHBC) and third-party data providers are all part of our programme to enhance consistency and enrich our data.

GeoPlace is also at the forefront of major innovations in the street works and Statutory Undertaker market. Our data analysis services such as permit schemes and traffic sensitive reviews are adding value for authorities and improving the quality of the data. Projects such as the National Underground Asset Register (NUAR), Public Rights of Way (PRoW), lane rental funds, 'Road to Net Zero' and electric vehicle charging all depend on our 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 and add value to our data.

We are also investing for the future. An operating model review to ensure the long-term success and growth of GeoPlace will implement a range of measures to grow and 'evolve' our model. These will take advantage of opportunities and build on a deeper understanding of current and future customer needs.

Our plans and investments for 2024-25 are set out under quality, partnerships, operations and adoption. They aim to continue the development 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, process and decision 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
- 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.

These objectives incorporate annual targets and measures as well as projects that have been identified by the Board as strategic priorities for GeoPlace for 2024-25.



The 'go to' place for (bulk)

addressing - the GeoPlace model produces the most definitive source of street and address data in the UK.

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. Continued growth in new partner business in 2024-25 is backed-up by further investment in this team. Even through challenging economic times, there has been positive market progress. There is default acceptance of the need for UPRN in the insurance, banking 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 Operating Model review has identified the importance of removing disintermediation and building deeper knowledge of end market use cases. This should be supported by increased end-market engagement and marketing. The completion of the PSGA data asks and investment in the Address Data Roadmap will further underpin market growth in 2024-25.

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. Regulators such as Ofcom and Ofgem, government departments such as the National Health Service (NHS), Department for Energy Security and Net Zero (DESNZ), Companies House and commercial businesses regularly defer to GeoPlace on strategies and approaches to street and address master data management. Our street works and Statutory Undertaker services will enable us to build further into that sector through 2024-25.

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 a foundation of dynamic data delivery and change intelligence needs in end-user markets. With the launch of the SNN CoP, the revision of the street and address DEC's, our relationship with NHBC and the addressing project with VOA as well as the strategy work of the GeoPlace Lifecycle Steering Group, mean significant progress has been made in 2024-25. Clear development plans are set out for each of these through 2024-25.

GeoPlace is developing a stronger working relationship with Royal Mail and will collaborate on proof of concept on Not Yet Built (NYB) and redundant data as the basis for data sharing.

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 not only from local authorities as part of a number of government initiatives such as NUAR.

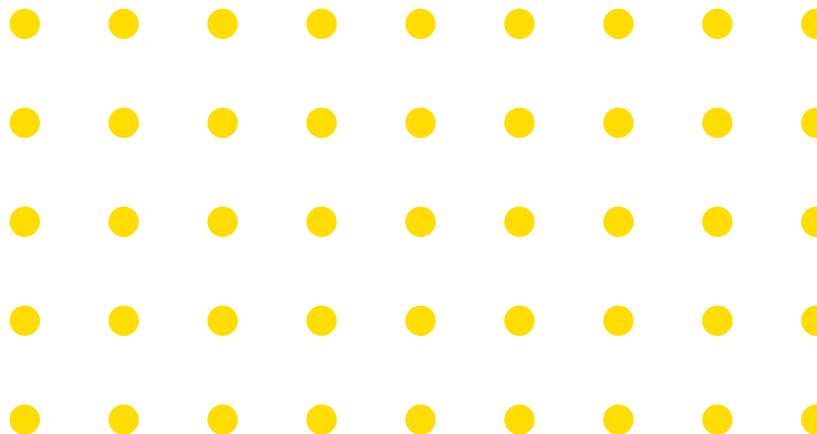
The national authority for streets and associated data - through data sources including the NSG and Trunk Roads we will offer up to date data, training, advice and advisory services

GeoPlace is 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(UK) and JAG (UK) and others across the sector. It has built 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 2024-25 plan.

A delivery partner for LGA improvement support to councils

- We will work with LGA to identify and deliver improvement solutions with LGA

The GeoPlace-LGA collaboration has grown through 2023-24. Example initiatives such as 'Best Kept Secret' webinar 'How to derive efficiencies and insight from the data you didn't know you had' have demonstrated the potential. Implementing the Custodians to Champions theme of the Operating Model will bring commitment from OS, GeoPlace and LGA to increase awareness of the role and value of geospatial data across senior local authority leadership through 2024-25.



Quality

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 AddressBase content and develop quality.



Street and address data quality - to build the richness and completeness of our data and its attribution to meet market needs working with OS. We apply a range of governance, analysis and direct data management methods and processes to respond to these priorities.

Example priorities for 2024-25 include:

Address data roadmap - building on PSGA 'data asks', deliver a data content framework and development programme for the next 3 years as defined by the Address Technical Working Group (ATWG) as joint OS/GeoPlace programme and agreed with the OS/GeoPlace Programme Board

Street and address Data Entry Conventions (DEC) - completion of review of each DEC to create a new baseline for custodian data entry, to be published online as a 'Wiki'

Street process developments - to include Street Assure and DTF implementation to be based on reviews completed in 2023-24 will enhance processing and quality of street data

Further analysis and developments - for example to include embedding Match App improvements, VOA data holding quality review.

Third party data - Enrich the classification content of our data including supporting local authorities by providing them with filtered data from third parties and originating sources.

Examples include:

Classification analysis - analysis of the classification content of AddressBase against emerging market requirements and priorities for NGD

Data sources - identify data sources to meet the data roadmap and classification requirements, establishing mutually beneficial relationships wherever possible

Data aggregation - increase the range of matched published national datasets such as DLUHC's Energy Performance Certificates (EPC), HM Land Registry Price Paid and others and make available to local custodians and others.


Lifecycle - timely and consistent capture and of changes to streets and land and property in our data is fundamental to our success. We will implement a range of enhanced processes and measures to develop the dynamic update of our data and availability to the market.

Examples include:

Lifecycle validation - use external sources of change intelligence such as NHBC and other sources of building control to validate and enhance core data. Partnerships with VOA, NHBC and property developers will be a key part of this

Standards and reporting - use of SNN Code of Practise, new Data Entry Conventions (DEC) definitions and Improvement Schedule framework to enhance national consistency of street and property lifecycle data

Coordinating with OS - further automating 'errors and omissions' processes to reduce review and turnaround time and OS adoption of daily address and shared change intelligence.



Relevant investments to support data quality include: applications & services, Street Naming & Numbering, data linking & enhancements.



HISPANIA

Restaurant & Bar

Partnerships

To enhance our data workflow
and data community

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.

Data provider relationships -

To develop our trusted partnerships with all data providers.

Examples include:

New data providers - to support lifecycle and third party / classification requirements

Existing UK relationships - to establish greater consistency with Improvement Service, Land & Property Services, Isle of Man and Channel Islands

Custodians to champions - broadening and growing our local authority networks as defined in our operating model review programme findings. Examples include:

Broadening our community of expert connections within local authorities including those for SNN, NUAR and geospatial data connections

DCA - Showcasing DCA effectiveness and importance, Bringing DCA community and OS together

Elevating the commitment - to gazetteers and geospatial data in authorities to senior levels through collaboration and consistent messaging with LGA and OS.

Partnership arrangement - establish appropriate business models and agreement to incentivise data all parties.

Examples include:

Highways offer - work with OS and LGA to reevaluate the current streets data business model with a focus on the benefits of streamlined data integration and a single authoritative geospatial highways offer

Public Rights of Way (PRoW) -Agreements needed to open-up Highways and licencing of NSG/USRN. This will require external funding or a business case.

Relevant investments to support partnerships include: Services for Statutory Undertakers, street naming and numbering, operating model implementation.



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.

Examples include:

Operating model review - support relevant aspects of the programme of change identified in the operating model review undertaken in 2023-24 to 'evolve' our model. These include 'end to end thinking', 'exploit and explore', 'aligning governance', 'Custodians to champions' and 'shaping the future'. Aspects will fall within scope of each strategic objective. Programme headings include:

Operational effectiveness - Maintain our ability to keep the business running to acceptable standards of quality, cost, and safety whilst reducing costs wherever possible.

This will be done through:

Technology management - improvements to development practises, software upgrade management and database migration for products

Automation - seeking efficiencies in processes such as helpdesk, testing, deployment and process management e.g. Change only updates, candidate management

Development activities - core system and architectural development following the 5-year architectural roadmap for product and data exchange between GeoPlace and OS, seeking to increase flexibility wherever possible. Required for NGD data population and related product and service requirements.

Examples include:

Aurora - rolling evolution including relevant backlog items of our core system

Architectural roadmap - implementing roadmap changes to support NGD and seeking increased flexibility wherever possible including decommissioning old systems

ISO management - Continuing to utilise ISO management standards as an improvement framework for the business.

People development - our people are critical to our long-term success and we will continue to listen and invest. Key areas include:

People and practise development - continuing to increase take up of CPD with staff devoting 10% of their time to learning and prioritising increased training options and support. Using 360 degree feedback to enable people to learn and grow. Other examples include apprenticeship programme and remote working Practices

Line management development - specific CPD programmes for line managers, recognising their critical role in the operation of the business

IIP - working through the feedback from the IIP audit and to target Gold status in 2025.

Net zero - 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.

Relevant investments to support operations include:
applications & services,
project & leadership, net zero project, Technology infrastructure improvements, database migration, Aurora system upgrades, operating model implementation.



Adoption

To increase the use of our data to extend the long-term financial stability of GeoPlace

The adoption of GeoPlace data across the public 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'**

Revenue growth – support OS direct and indirect commercial sales and marketing activities. GeoPlace remains focused on the data roadmap and completeness, timeliness and consistency to maintain product differentiation.

Target market needs and use cases (operating model)

– collaboration with OS as part of the operating model implementation to ensure current and future market needs are captured, shared and understood.

Street works and Statutory Undertaker market development

– now an established GeoPlace market, continue to develop our major advisory and repeatable services to grow the value and adoption of the NSG.

Examples include:

Delivery of external services – improve efficiency to scale the delivery capacity of repeatable service solutions, for example traffic sensitive reviews, permit schemes, road reinstatement categories and data linking

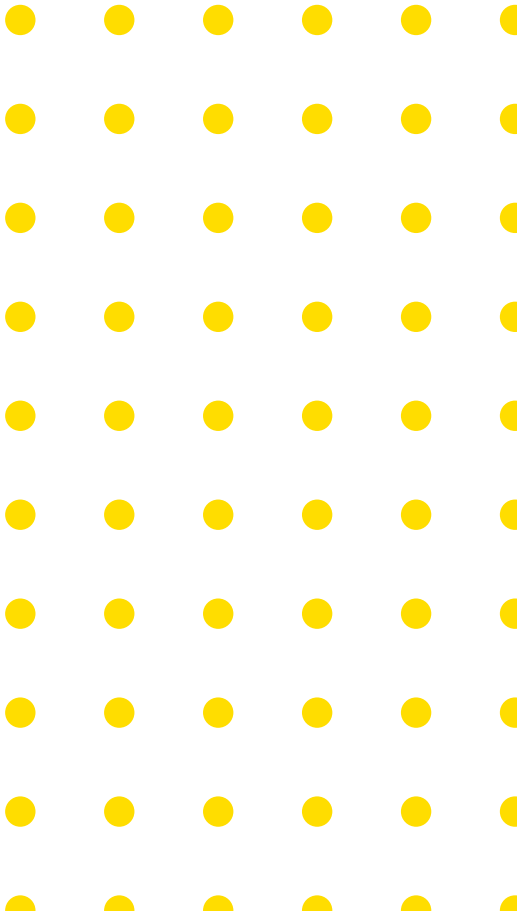
Develop new services – develop additional repeatable services to meet market needs for example Road to Net Zero project and lane rental scheme related.

Public sector adoption - growing the use and reliance on our data across the public and commercial sectors ensuring ‘high-quality adoption’ to support the re-signature of the PSGA in July 2030.

Stakeholder engagement – identifying and influencing departments, organisations and programmes to build reliance on our data including stimulating commercial sector use, collaborating with OS Government relations and LGA policy teams

Connecting government data – use the ‘key registers’ concept for the home buying and selling / property sectors as an exemplar of connected government and the use of canonical sources of data.

National initiatives - supporting live programmes such as NUAR and exploring options for others including PRowS, NLIS, highway extents and CON29 that enable the adoption of our data and create efficiencies for local authorities.



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)
LGA, Head of
Corporate Services



John Kimmance
Ordnance Survey,
Chief Customer Officer



Steve Showell
Ordnance Survey,
Chief Financial Officer



Juliet Whitworth
LGA, Research and
Information Manager

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

GeoPlace governance

The GeoPlace Board and GeoPlace management teams and their respective membership and governance of GeoPlace are set out below.

Management of GeoPlace

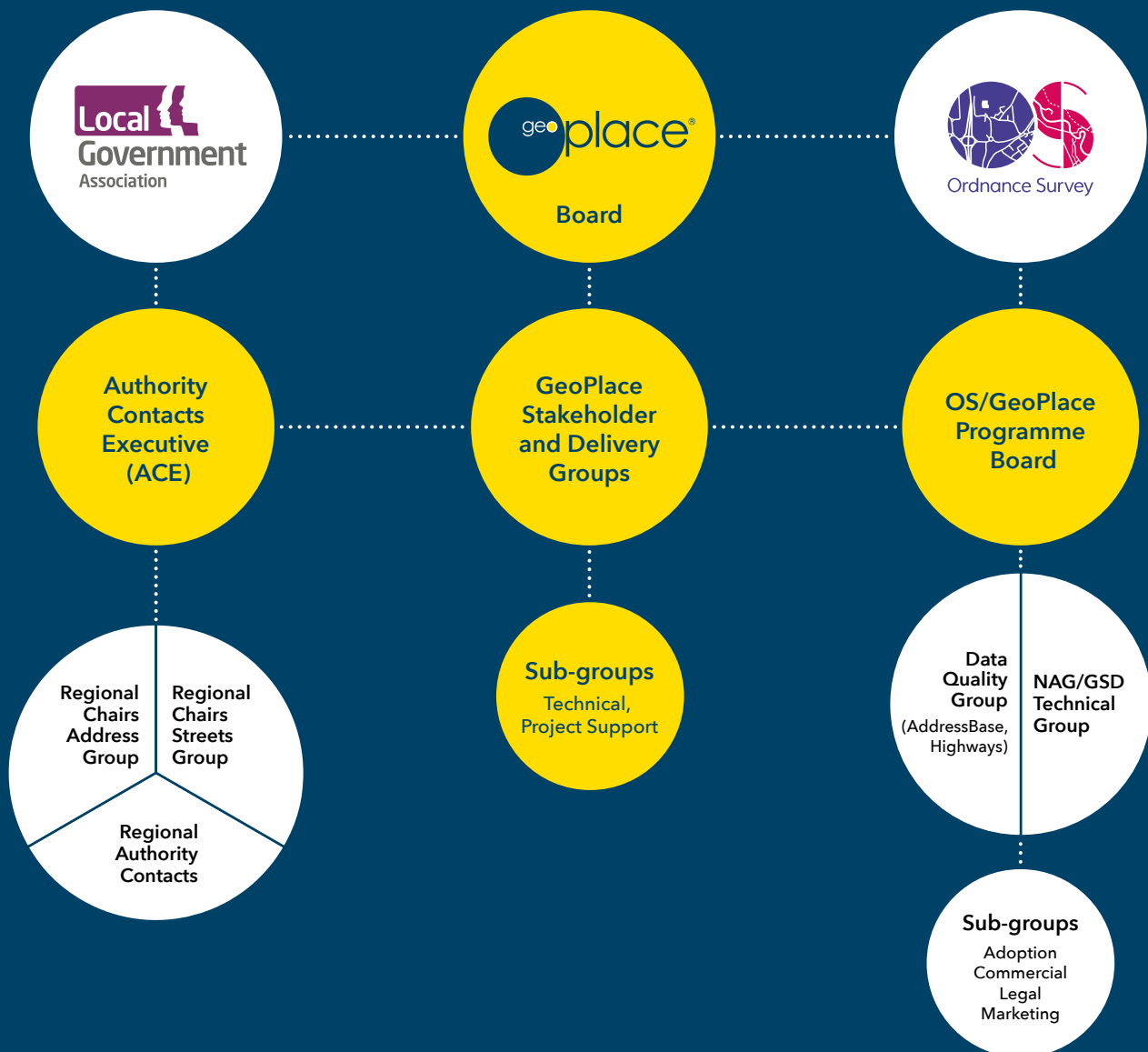
GeoPlace is managed by its Stakeholder Group and Delivery Group who work together to define and agree plans and ensure the company delivers on its annual business plan commitments.

Governance and other representative groups

Further to the GeoPlace LLP Board, the OS/GeoPlace Programme Board provides operational oversight between them. GeoPlace loose 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.

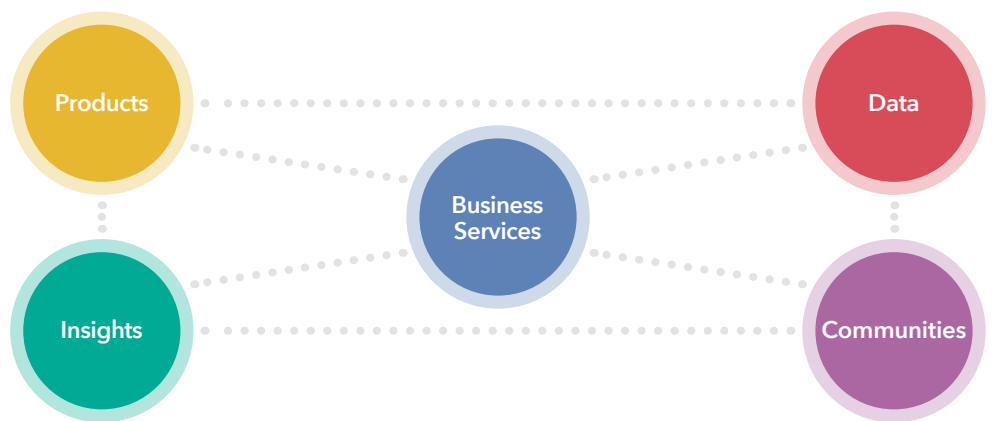
GeoPlace governance and management structure



GeoPlace governance

The structure of the GeoPlace organisation and an outline of the responsibilities of the functions of the business are set out below.

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 will be through two leadership groups:

● GeoPlace Delivery Group

oversight of 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 2024-25 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:

- 1 continuing our drive for quality, timeliness, consistency and completeness of our data in response to market needs
- 2 making investments in our people, processes, services and systems to ensure the evolution and sustainable growth of the GeoPlace business
- 3 applying reducing business as usual costs wherever possible by delivering efficiencies through automation of processes and improvements in working practises. This also includes continuing our long-term approach to adoption of open-source technologies 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 2024/25 are set out below.

Project and leadership development

Continued investment in our management and leadership skills capabilities is identified as a key contributor to our long-term success. We will build on our progress with the Chartered Management Institute (CMI) and roll out dedicated line management including softer skills as part of our CPD framework as well as offering career development support through coaching.

Applications and services

GeoPlace maintain and publish a range of applications and services for data providers and external bodies. These include FindMyAddress (FMA) and FindMyStreet (FMS) which are now well-established services that raise the profile of the UPRN and USRN and support local authority commitments for Lists of Streets, PRoW reporting and open data mitigations. As well as enhancing DataVia for dynamic access to NSG data, we will build on website and app services for SNN, DEC, JAG (UK), HAUC and Road to Net Zero.

Net zero project

GeoPlace has set an objective of achieving net zero by 2050. This investment is to support that objective.

Technology infrastructure improvements

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

Services for Statutory Undertakers

GeoPlace has grown a strong position in the street works and Statutory Undertaker market through programme management of significant initiative and development of repeatable services. We will continue to invest to enhance our position through:

- Repeatable services
- Data use through NSG API services to support more dynamic use of our data
- Knowledge sharing in the market through training, events and conferences
- A potential highway extents proof of concept
- Advisory and facilitation supporting the sector through our professional service to deliver advice best practice and solutions to the market such as. Road to Net Zero
- Leadership through organisations including Highway Authorities and Utilities Committee UK (HAUC(UK)) and JAG(UK) and market influence with key government departments.

Data linking and enhancement

For the on-going enrichment and improvement of the NSG and NAG. This includes third party data sourcing and work to link data including potential external support for this. Resolution of complex issues with EPC, VOA and HM Land Registry data are also within scope as is establishing operational services with NHBC and other sources of lifecycle data sources.

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.

Lifecycle data / street naming and numbering

Investment to build services and connections for street and property lifecycle and SNN to enhance data quality and timeliness. This investment includes promoting best practise; community awareness; capacity building and development of third-party relationships. Aurora system upgrades

We continue to invest in our primary Aurora system to ensure it is robust, scalable and future proof. This will prioritise areas of automation and future proofing the system. This will be undertaken by additional staff with specialist java and database skills for a defined period.

Database migration

GeoPlace continues its long-term strategy to reduce our reliance on proprietary software solutions to reduce costs, technical restrictions imposed through licensing and reliance on dedicated technical expertise. The products team are working towards migration of publication services in 2025/26 and will undertake research, proof of concepts and testing in 2024-25.

Operating model implementation

Funding to support implementation of the findings from the Operating Model review.

Externally funded investments

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

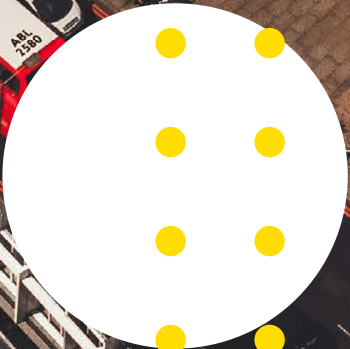
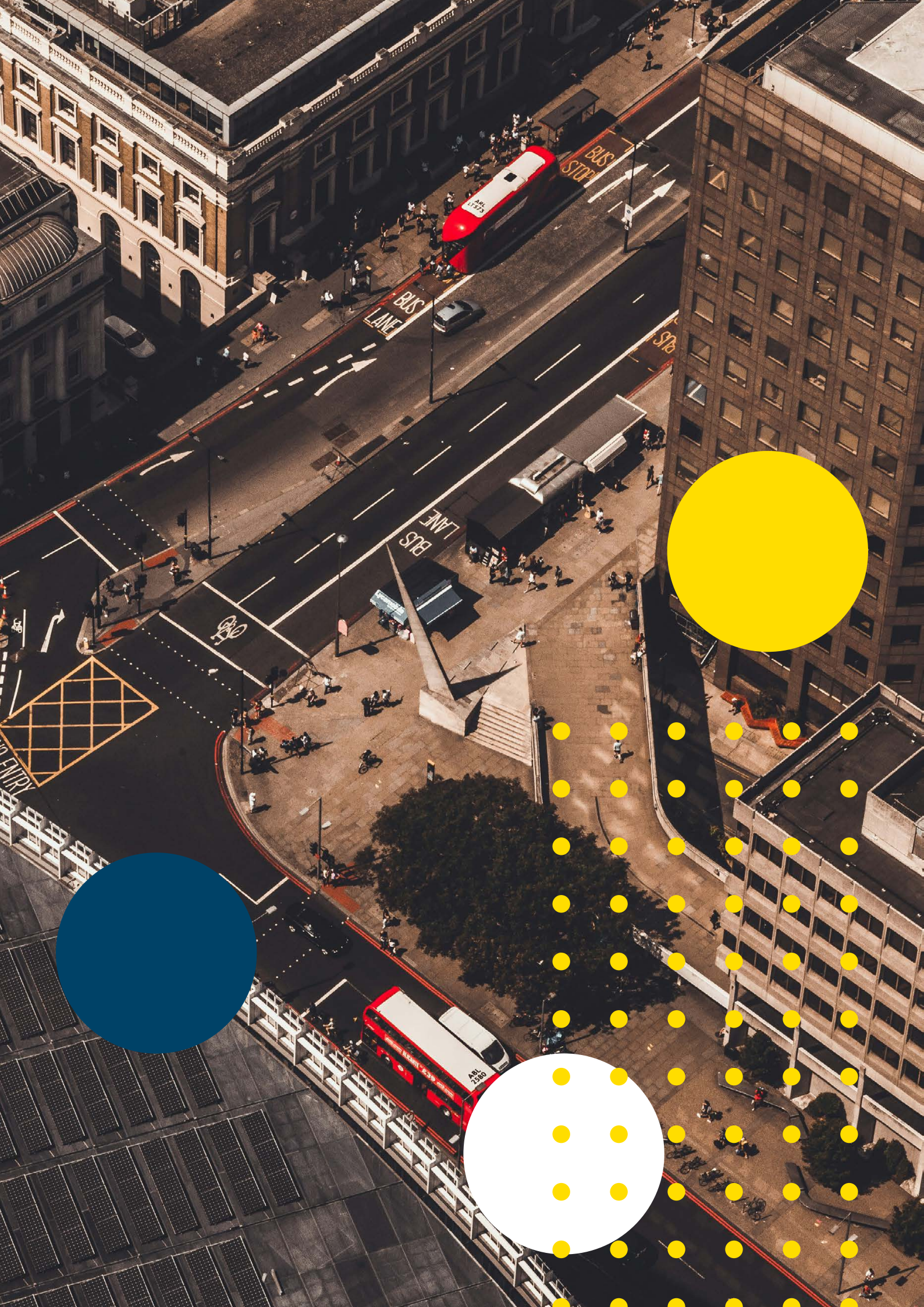
National Underground Asset Register

GeoPlace provide services to NUAR to support engagement of local authorities in joining the initiative. Plans for new management and governance may create opportunities for GeoPlace to take a greater role in oversight of the local authority and potentially utility data provider communities. We will maintain internal oversight through our Stakeholder Group and Delivery Group.

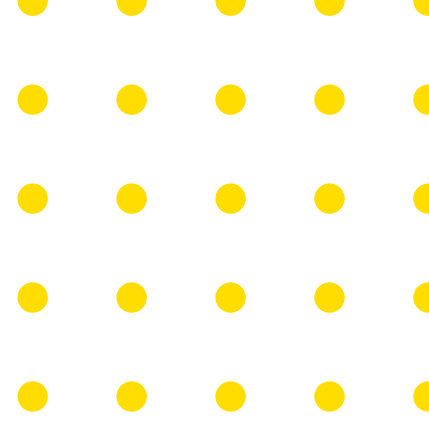
Investment projects - business case dependent

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. They are likely to require business cases and potentially including additional sources of funding and these will need to be signed-off as required by the GeoPlace Board.





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 our work remains focused on business plan objectives throughout the year.

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.

The Delivery Group oversee this process and bring team plans together to identify gaps, dependencies and overlaps between them, reviewing fortnightly updates and prioritising work as necessary against what is most beneficial to the business.

Progress is made available to all staff to share successes and lessons learned.

Management information

Regular measurements are taken across the business to track progress and performance and are vital to supporting successful delivery. Measures are chosen to best benefit GeoPlace, our staff and our customers, and can be derived from our SLAs, industry best practice, or to track our own improvement.

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. Occasions where there has been or nearly was a disruption to services are known as business incidents. These are reviewed by the Delivery Group weekly as a minimum to ensure issues are dealt with as quickly as possible and long-term solutions implemented as necessary.

Business level risks are managed by the Delivery Group and can be raised at any time, with progress against mitigating actions reviewed fortnightly.

Management systems

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

GeoPlace operates a Quality Management System (QMS) which meets the requirements of ISO 9001 (certified since 2008) and an Information Security Management System (ISMS) which meets the requirements of ISO 27001 (certified since October 2009). This certification is done by an external body who regularly audit the system to make sure its requirements are met.

GeoPlace's approach has been to apply these two standards intelligently to receive the maximum benefit for our business. Additionally, GeoPlace has implemented elements of ISO31000 Risk Management and ISO14001 Environmental Management, chosen to provide the most benefit to our processes.



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

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