

# Annual Statement

2025-26



Bringing location to life

# Contents

Introduction	4
Strategic market context	6
Business objectives	8
Board strategic items	18
Governance	20
Financial plan	23
Investments 2025-26	24
Ensuring our success	28



# Introduction from the Managing Director

GeoPlace is recognised world-wide as an established expert in managing and publishing authoritative street, address and location reference 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:

- To deliver national benefit from the use of spatial addressing and streets data
- To create efficiencies and improvements in the public sector
- To strengthen the business to provide an operational surplus supporting investment.

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.

GeoPlace plans and actions for 2025/26 are defined by these objectives with our remit to build, develop and expand national street, address and location data infrastructures to meet the needs of public sector and commercial markets. We collaborate directly with Ordnance Survey (OS) and the Local Government Association (LGA), our joint venture partners to achieve this.

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, systems, people, and partnerships relate directly to this. 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.

Our objectives for 2025–26 focus on meeting the increasingly dynamic and diverse requirements of a growing number of users and market applications; continuously working to enhance the quality of our data; growing our data provider partnerships; ensuring operational excellence—including security of our code, resilience, and process automation; and supporting data adoption in all sectors to ensure we deliver our mission and move closer to our vision.

A review of our Operating model in 24/25 identified opportunities to ensure evolutionary growth for the next decade. Examples include the size of unrealised market opportunity, the need for go-to-market strategies, legal complexity and overhead, clarity and consistency of value recognition and process efficiencies and duplication. Plans and changes to implement these are captured in

our objectives and collaborations with Ordnance Survey (OS) and the Local Government Association (LGA) through 2025/26.

The Public Sector Geospatial Agreement (PSGA) including open data agreements and the Department of Science Innovation and Technology (DSIT) mandate are critical in guaranteeing our future. Adoption across the public sector and the re-signature of the PSGA in 2030 will be a mark of our success. Our data continues to create opportunities for our partners and customers in all sectors from government to retail and transport to banking, insurance, utilities and property to increase certainty and automate processes. This ever-growing demand and the realisation of the National Geographic Database (NGD) including frequent data update give us even greater confidence to invest for the long-term.

GeoPlace is a financially successful business. Our approach to meeting budgets agreed by the Board is to reduce business as usual costs wherever possible, to deliver efficiencies from investments and to support increased adoption by continuing to improve the quality of our data and the robustness and performance of our operations.

**Nick Chapallaz**  
Managing Director



THE HEART, BLUE  
MEDIA CITY, SALFORD

UPRN 10024415125

# Introduction

We deliver the UK geospatial street, address and location infrastructure data 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.





# 1.7m & 47.7m Streets & Addresses

Over 47.7 million addresses  
& 1.7 million streets captured  
through our authoritative  
reference datasets, delivering  
certainty and innovation.

GeoPlace is recognised world-wide for its expertise in collating, managing and maintaining the primary UK authoritative geospatial data which is made widely available to customers as the AddressBase, Highways and within several OS National Geographic Database (NGD) themes.

These are complete authoritative 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 connect 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, street and geospatial data as well as a growing range of originating data providers. 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 (LGA) and (OS). We deliver data products and content - AddressBase, NGD Address products, NGD Transport as well as underpinning a range of other NGD themes that are widely used across the public and commercial sector users - together with a growing range of related expert services.

## Strategic market

# Context

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

## Strategic direction

Our vision and mission set our strategic direction and seek to maximise the value to society and economy of our products and 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.

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 perhaps driven by new government policies to make use of AI and data to find efficiencies, deliver policy agendas or meet legislative requirements. Fluctuating economic conditions appear to have resulted 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.

Government have recognised this value and invested. The PSGA provides access to geospatial data for the whole UK public sector and includes our data, Government Digital Service mandates its use and is driving activity to ensure adoption. Ministers are now openly calling for key departments to adopt the data to positively impact foundation processes such as home buying and selling.

OS leads market and product strategy and we collaborate to share knowledge and insight. That enables us to understand current and future user requirements and ensure we enhance data to meet needs across government and commercial sectors, feeding into NGD for example.





FROM BUXTON ROAD TO MAM TOR,  
CASTLETON

USRN 17326293

NGD is OS's single store of all its authoritative 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 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. NGD adoption is accelerating to exploit the potential this offers to improve analysis, processes, and services including tracking real-world change. GeoPlace will collaborate with LGA and OS to support local government adoption and our investments in Street Naming and Numbering, Lifecycle and Third-Party data are critical to enabling this.

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, traffic sensitive reviews and lane rental schemes are adding value for authorities and improving the quality of the data. Projects such as 'Road to Net Zero' and electric vehicle charging and our collaborations with JAG(UK) and HAUC(UK) all depend on our data and expertise. GeoPlace is

now a primary contributor to the National Underground Asset Register (NUAR).

These are significant developments for us, and we will continue to build data quality, services and resource capacity to realise them and add value to our data.

Our work to implement changes to our operating model to ensure our 'evolutionary growth' through impact, income and sustainability for the next decade and beyond is crucial. Much of is driven by the simplification of the frameworks behind our data and processes to enable flexible use of content in street and address products. This will be to deliver direction set by market, product and data strategies with local authorities and other data providers and the adoption of our data at the heart of our approach.

Our plans and investments for 2025-26 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, address and geospatial data required by UK economy and society.



Business

# Objectives

PUDDING LANE,  
NORWICH

USRN 28920444





# 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.

## GeoPlace vision and mission

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, 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 government decisions and processes that in turn underpin a vast range of applications from helping to speed-up home buying and seeing to ensuring housing benefit payments; from greater accuracy for insurance premiums to complete gigabit roll-out to efficient street works management.

Our opportunity and focus is to maximise the quality and richness of our data to best meet the needs of end-users and citizens. We do this to support the highest possible quality of data 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:

- To deliver national benefit from the use of spatial addressing and streets data
- To create efficiencies and improvements in the public sector
- To strengthen the business to provide an operational surplus supporting investment.

## GeoPlace business objectives

To support the GeoPlace Board aims, GeoPlace has determined a set of four five-year strategic objectives originally defined in the 2022-23 plan, known as '4 Pillars'.


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

# 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 the National Street Gazetteer (NSG), NGD Address as well as other NGD themes as appropriate.



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

## EXAMPLE PRIORITIES FOR 2025-26

- **Address data improvement** - taking input from the market and product strategies, deliver a data framework and data improvement programme agreed as part of a data strategy with the OS/ GeoPlace Programme Board. Deliver data improvement from the Address Technical Working Group (ATWG) via the identified routes to resolution channels GeoPlace have in place
- **Street and address Data Entry Conventions (DEC)** - theme focused review of each DEC to create a new baseline for custodian data entry. Address lifecycle changes, to be published online as a 'Wiki' in 25/26
- **Further analysis and developments** - a focus on development and improvement of core processes including the completion of links with third-party address data sources such as postal addresses and others
- **Expanding training opportunities** - exploring opportunities to build knowledge and skills across street and address creator community to underpin improvements in consistency and accuracy of data.





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



**Lifecycle** – timely and consistent capture 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

- **DEC changes** – implementation of DEC lifecycle related changes including aspects through the Improvement Schedule process
- **External sources** – continued development of change intelligence relationships such as with National House Builders Council (NHBC) and Local Authority Building Control (LABC) building control services to validate and enhance core data. Partnerships with VOA, HMLR and property developers will be a key part of this
- **Standards and reporting** – building our Street Naming and Numbering (SNN) community including links with building control functions and adoption of SNN Code of Practice, exploring potential for a SNN exchange hub, together with Improvement Schedule framework changes to enhance national consistency of street and property lifecycle data
- **Coordinating with OS** – OS use of daily change feed and further automating 'errors and omissions' processes to reduce review and turnaround time.



**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

- **Classification analysis** – analysis and improvement of classification content in AddressBase and NGD Address as identified through ATWG analysis, with prioritised change led by market insight. Additional requirements may be made for other NGD themes such as Land Use and Buildings and will require assessment on a case-by-case basis
- **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 from a range of sources and make available to local custodians and others.

# 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.



**Local authority geospatial transformation** – emphasising the critical importance of geospatial data as infrastructure for local authorities with street and address gazetteers as core components, building knowledge amongst senior local government leaders to become advocates to unlock benefit and value.

### EXAMPLES

- **Establishing a vision** – working with OS and LGA, establishing a vision for local government geospatial transformation within local authorities and the role and significance of street, address and other geospatial data
- **Elevating the commitment** – delivering the vision to local authorities to senior levels through collaboration and consistent messaging with LGA and OS through 'Best Kept Secret' message
- **Broadening our community of expert connections** within local authorities including those for SNN, NUAR and geospatial data connections
- **Data Cooperation Agreement (DCA)** – showcasing DCA effectiveness and importance, Bringing DCA community and OS together.



**Partnership arrangements** – establish appropriate business models and agreement to incentivise data all parties.

### EXAMPLES

- **Highways/NSG offer** – continue collaboration with OS to evaluate appropriate product and market strategies, capitalising on GeoPlace strengths and expertise to maximise the value and adoption of NSG
- **Public Rights of Way (PROW)** – Agreements needed to open-up Highways and licencing of NSG/USRN. This is likely to require external funding or an internal business case
- **Collaborations** – build relationships with organisations that support data driven decision making in the address and street data sectors.





Relevant investments to support partnerships include: Services for statutory undertakers, Street Naming and Numbering, Operating Model Implementation.

22 BISHOPSGATE, LONDON

UPRN 10092039237



**Data provider relationships** - to develop our trusted partnerships with all data providers.


#### EXAMPLES


- **New data providers** - to support lifecycle and third party / classification requirements
- **Existing UK relationships** - building relationships to support greater consistency with Ordnance Survey Northern Ireland (OSNI), Isle of Man and Channel Islands.

# Operations

## Reinforcing our operations to deliver market needs

GeoPlace is a successful business. To remain so we recognise that the more efficiently we operate, the better we can respond in a rapidly changing market. Examples include:

 **Operating model review** – support relevant aspects of the programme of change identified in the GeoPlace Operating Model review to support evolutionary growth of GeoPlace. Aspects will fall within scope of each strategic objective. Workstreams include commercial models, market strategy, product strategy, data strategy, architecture, local government geospatial transformation and legal and governance.

 **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. Recognising the breadth of use of GeoPlace content in populating NGD themes and related product and service requirements.

### EXAMPLES

- **Aurora** – rolling evolution of our foundation system including relevant backlog items, seeking automation and continuous improvement to ensure long-term sustainability
- **Architectural roadmap** – defining architectural development roadmap for GeoPlace that considers its partners including OS. Implementing roadmap changes to new data feeds and support NGD and wherever required including decommissioning old systems
- **Secure coding** – enhancing our working processes and practices to ensure the security and resilience of systems. In so doing, developing our skills, knowledge and capabilities
- **International Standards Organisation (ISO) management** – Having successfully migrated to ISO 27001:2022 in 2024/25, seeking to build a further enhanced framework including the security of our systems.

 **Net Zero** – Increase GeoPlace’s sustainability as part of our commitment to corporate social responsibility led by our Environment Group – we intend to halve emissions by 2030 and achieve net zero by 2050.



Relevant investments to support operations include: applications and services, project and leadership development, net zero project, technology Infrastructure Improvements, database migration, Aurora system upgrades, operating model implementation.



**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:

#### EXAMPLES

- **Technology management** – improvements across systems, Infrastructure and development practises, evaluating for software and services, software upgrade management and database migration, particularly for the Products function
- **Automation** – prioritisation and seeking efficiencies to build our capacity to develop automation solutions across a range of business functions including processes such as helpdesk, testing, deployment and process management e.g. Change only updates, candidate management.



**People development** – our people are critical to our long-term success. We will continue to listen and invest as a foundation for our success.

#### KEY AREAS OF APPROACH FOR 2025/26

- **People and practise development** – continuing to increase take up of our continuous professional development (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
- **Line management development** – recognising the critical role of strong line-management in the delivery of our business objectives. We will further embed the GeoPlace Line Manager Standard, first introduced in 2024/25 including specific CPD programmes for line managers. Core to this is structure and consistency for staff and team communication and engagement including 360 feedback
- **Investor in People (IIP)** – potential for Gold Status in 2025/26 by continuing to build on the feedback from the most recent audit with people and practise development and line management programmes an important part of this.



# 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 and their channel partner sales and marketing activities driven by OS market and product strategies, with a minimum of 10% compound annual growth rate as a minimum for the next 5 years. GeoPlace remains focused on meeting market requirements through delivery of the data roadmap and completeness, timeliness and consistency to maintain product differentiation (see above).

## EXAMPLE

- **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

- **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 sector supporting OS Market Strategies, coordinated via the Public Sector Adoption Working Group; seeking new originating data providers and 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. In addition, identifying and engaging those central government departments that transact with local authorities to promote efficiency improvements
- **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.



Relevant investments to support operations include: applications and services, project and leadership development, net zero project, technology Infrastructure Improvements, database migration, Aurora system upgrades, operating model implementation.

DEAN STREET  
NEWCASTLE-UPON-TYNE

USRN 8200963



**Local government** - Creating a joint strategy between GeoPlace and OS for the adoption of NGD themes as part of geospatial transformation of local authorities, increasing the knowledge of NGD and delivering that strategy to support the continuation of the PSGA.



**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.



SOUTH STACK LIGHTHOUSE  
HOLYHEAD

UPRN 10090601187

Board

# Strategic

items

As part of Operating Model review, GeoPlace Board have set clear agreement of need to evolve the current GeoPlace model, doing more than continuous improvement without radical change or revolutionary expansion, named as Evolutionary Growth.





The agreement on approach to deliver this is defined as:

- Growing impact through more users making effective and efficient use of street, addressing and additional/related data
- Growing income and complementing our shared interests as we gain new users and markets, and make efficiency gains
- Sustainable - focused on long term value not just short-term returns.

The following items continue as Board strategic priorities for GeoPlace for 2025-26 but will be reviewed through 2025-26.

#### **The 'go to' place for (bulk) addressing –**

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

Our address market assessment in 2021 provided evidence of our position in the market, our market share and potential to grow that through un-tapped sectors for the use of our data. OS's strategy of New Destinations, driven through channel partners and the 'modernisation' of the address product portfolio to NGD will be crucial in capturing market share to deliver this.

New OS Market Strategy teams to lead New Destinations will help to resolve market disintermediation and build deeper knowledge of end market use cases.

#### **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 experts for all matters related to street and address and related location referencing. Our expertise in setting the benchmark for high-quality data adoption of address and street data will be available to OS partners and government organisations that are seeking to improve and validate their understanding of the data and deliver high-value project and organisational outcomes.

#### **The leader for the UK land and property**

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

Street and land and 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. GeoPlace's continued investment in the SNN community, the revision of the street and address DEC's and our partnerships across the market will increase our impact and sustainability and deliver ever improved quality to drive adoption.

#### **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 data feeds into a wide range of themes withing NGD. As GeoPlace collaborates on new market needs it can enhance existing content and identify new content such as planning, HMOs, building control as well as housing, licensing and trading standards. Under our DCA agreement GeoPlace can inform core processes and establish national datasets. NUAR is a good example.

#### **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's strategy to elevate our position across the Street Works and statutory undertaker market has been highly-successful in achieving our objective to be the national authority for streets and associated data. Our range of services and outputs, including DataVia are vital and we will continue to invest in these. In addition our partnerships with HAUC and JAG (UK) put us at the heart of the sector. The further development of our role in this sector is referenced throughout the 2025-26 plan.

#### **A delivery partner for LGA improvement**

**support to councils** – GeoPlace will work with LGA to identify and deliver improvement solutions with LGA

The GeoPlace-LGA collaboration has grown over the last 5 years. Services such as FindMyStreet and DataVia are part of this. More recently LGA have made new appointments to enable the 'Best Kept Secret' campaign to grow. The drive to elevate the role of geospatial data as infrastructure in councils is identified as an operating model workstream and will set a vision for geospatial with NGD as a fundamental through 2025-26.

# Governance

## GeoPlace LLP Board

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:



**Susan Attard (Chair)**  
LGA, Head of Productivity



**Steve Showell**  
Ordnance Survey, Chief Financial Officer



**John Kimmance**  
Ordnance Survey, Chief Customer Officer



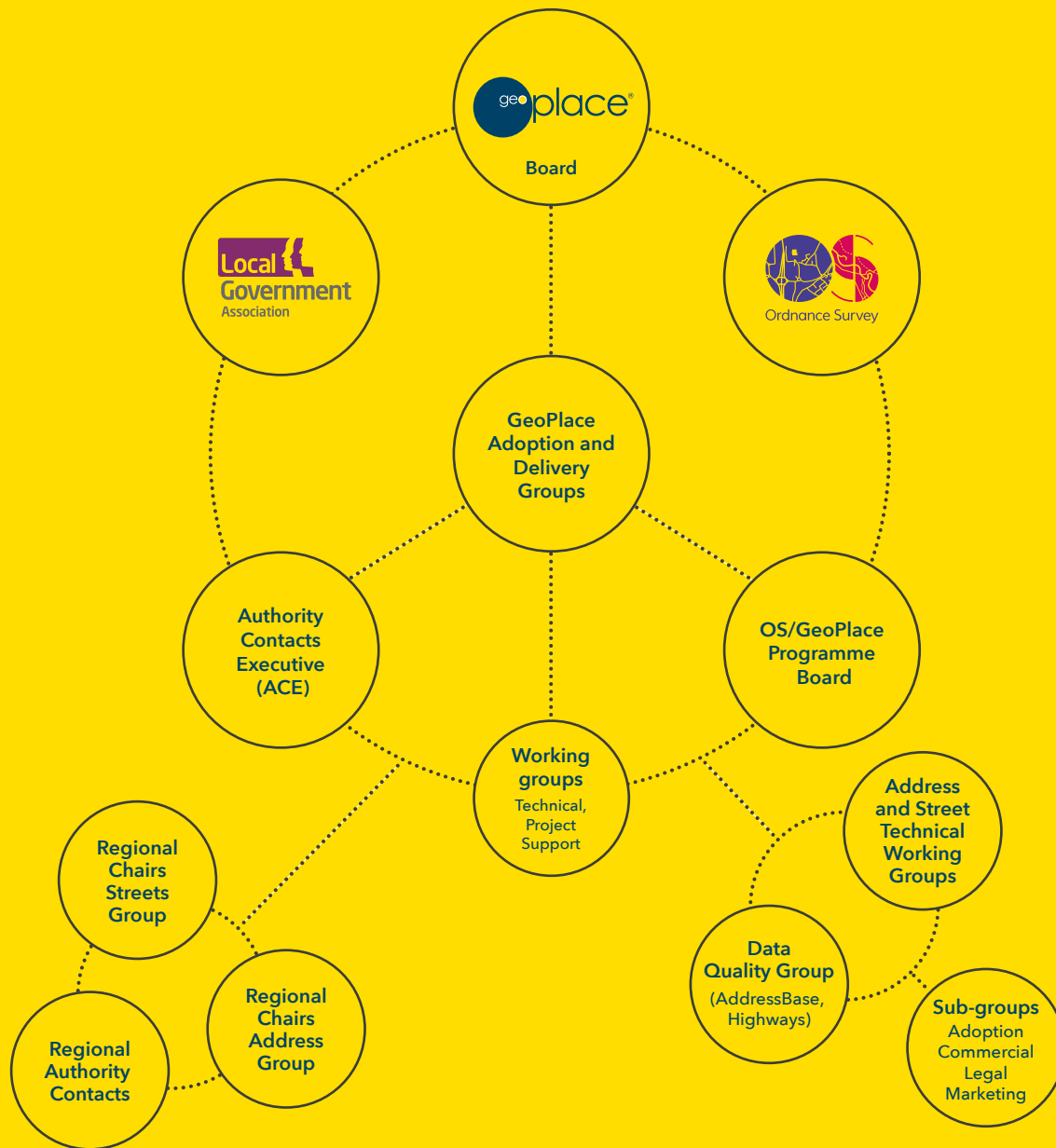
**Juliet Whitworth**  
LGA, Research and Information Manager

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

## GeoPlace LLP Board governance framework

The GeoPlace board fulfils its governance responsibilities for oversight of policies, systems and structures through the board agenda for example

but not limited to strategic direction, financial reporting, compliance, audit, risk management and remuneration.



**Figure 3** *GeoPlace Governance and representative groups*

## Governance and other representative groups

Further to the GeoPlace LLP Board, the OS/GeoPlace Programme Board provides operational oversight of the delivery activities between OS and GeoPlace. GeoPlace links with Ordnance Survey are maintained through the GeoPlace/Ordnance Survey Programme Board. Authority Contacts Executive (ACE) are elected by local custodians to represent their interests in the delivery of national gazetteers and liaise regularly with GeoPlace on development issues and improvement. The governance model for GeoPlace consists of several

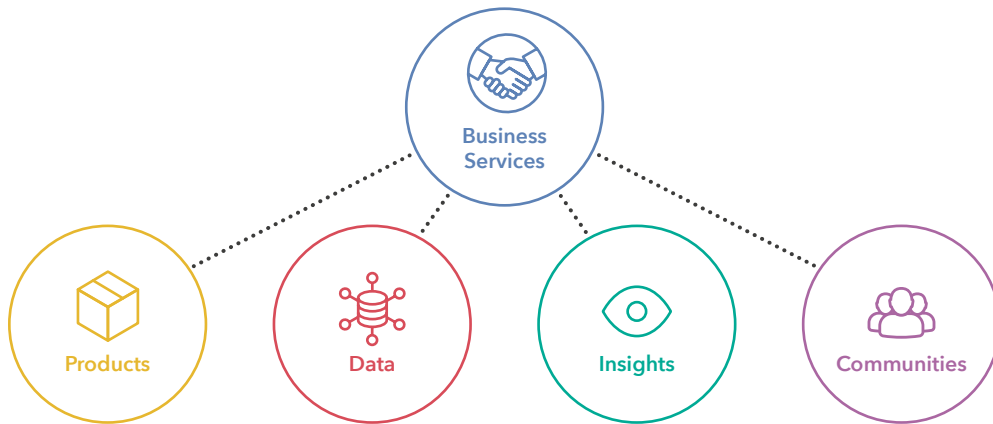
internal and external groups whose members are chosen to appropriately represent the various work items.

An overview of our governance and management model and groups involved is set out in Figure 3 above.

## Management of GeoPlace

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





## 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 4 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, NUAR, 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.





CANADA SQUARE PARKING  
CANARY WHARF, LONDON

UPRN 6713355

# Financial plan

GeoPlace is a financially successful business. Through 2025-26 we will continue to manage costs and operational efficiency within our budgets as agreed with the GeoPlace Board.

## Approach

Our approach to delivering against these budgets is set out in the objectives above including focus on:

- continuing our drive for quality, timeliness, consistency and completeness of our data based on market needs, identified through close co-operation with OS and local authorities
- making investments in our people, processes, services and systems to ensure the evolution and sustainable growth of the GeoPlace business
- applying reducing business as usual costs wherever possible by delivering efficiencies through automation of processes and improvements in working practises.

## 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.



SKY GARDEN AT 'THE WALKIE TALKIE'  
20 FENCHURCH STREET, LONDON

UPRN 95516652

# Investments

2025-26





**Planned projects and investments to deliver current commitments objectives and support long-term strategic growth 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 leadership and line management knowledge and capabilities, embedding the GeoPlace Line Management standard and structures around our CPD programme and potential to achieve Gold level IIP.

## **Net zero project**

GeoPlace have set an objective of achieving net zero by 2050. This project will continue to make relevant investments to ensure we realise this 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. Continuing to invest in the evolution of our core systems and infrastructure to reduce risk, increase efficiency and build long-term capacity. A range of developments including embedding multitenancy databases to speed-up development/testing in the data function; technologies to support migration to Postgres by the products function; new security tools for compliance with ISO 27001; software upgrades for compliance with Cyber Essentials; and migrating to cloud services and/or commercial software to free up staff time for more valuable work.

## **Applications and services**

GeoPlace maintain and publish a range of applications and services for data providers and external bodies including the GeoPlace Services Site (a live view of the NSG and National Address Gazetteer (NAG) used by local authorities including Scotland's Improvement Service to maintain core data), as well as FindMyStreet (FMS), DataVia and FindMyAddress (FMA).

Developments include multi-factor authentication and a single sign-on for external users of all GeoPlace related services. As well as a DataVia NSG viewing service, we will build on website and app services for SNN, DEC, JAG(UK), HAUC(UK) and the Road to Net Zero.

## **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 the 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.

We will invest in resourcing, services development, and marketing to capitalise on these opportunities, build market presence and establish considerable influence in the sector alongside a strong pipeline of income.

## **Data linking and enhancement**

For the on-going enrichment and improvement of the NSG and NAG, external support for resolving data and lifecycle processes with organisations such as VOA and HM Land Registry. This includes third party data sourcing and work to link data including potential external support. Resolution of complex issues with ONS and MHCLG Planning and EPC 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. Messaging will be extended to include aspects of local government NGD adoption.





## Street naming and numbering

Investment to build community, services and connections for street and property lifecycle and SNN to enhance data quality, timeliness and consistency. This investment includes links with NHBC, developers and building control functions; promoting best practice; community awareness; capacity building and development of third-party relationships.

Includes establishment of a comprehensive training offer to support quality improvement and enhance community engagement. A new interactive Guidance website to enable reference material associated with the data creation process e.g. Data Entry Conventions to be used and navigated.

## 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.

## Operating model implementation

Funding to support implementation of the findings from the Operating Model implementation. Focus will initially remain on consideration of Commercial Models and Service Models. This also includes activities under workstreams such as setting vision for Geospatial Transformation and 'data as infrastructure' to underpin the role of custodians. Adoption of NGD working in collaboration with OS and LGA.

## 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 will migrate to Postgres in 2025/26 under Project Sapphire.

## Employment: secondments

GeoPlace recognises and supports appropriate secondments to develop our skills, knowledge and influence and achieve our objectives. This investment allows for current and future potential secondments.





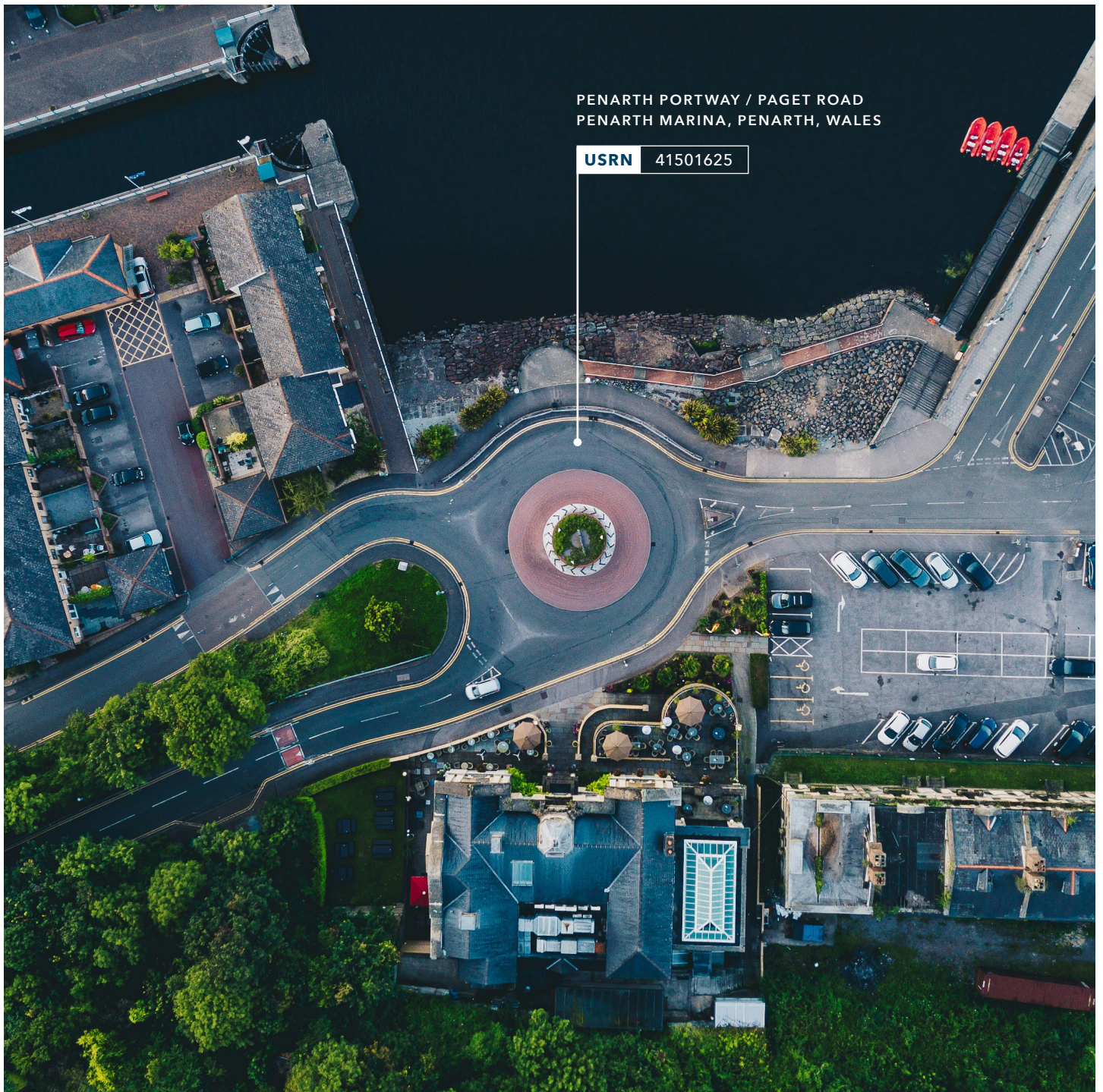
## Externally funded investments

### GDS 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.

## 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. These will need to be signed-off as required by the GeoPlace Board. Potential candidate projects and sources of projects at this stage include PROW, Hhghway extents, CON 29 and NLIS.





UPRN 10013731792

SWANAGE, DORSET

Ensuring our

# Success





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

## 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, NGD Address, the 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.





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

