

GeoPlace: Passionate about data

Driving improvement, excellence
and innovation through data

GeoPlace Annual Statement 2015–16



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Introduction from the Managing Director



This coming year we will build on the positive achievements made during the last year.

Last October the three Ordnance Survey legacy spatial addressing products and the National Land and Property Gazetteer were withdrawn from the PSMA community. In October 2015, these legacy products will be withdrawn from the commercial market.

This customer base has more demanding requirements for the new products and a separate working group is focusing on analysing these requirements and co-ordinating the changes required. These changes require us to work closely with Ordnance Survey to rationalise the flow of data between the 2 organisations and to review how certain Ordnance Survey products are updated in the future.

Earlier this year, GeoPlace was awarded the Investors in People standard. Our employees are our greatest asset and this accreditation demonstrates our ambition to invest in them.

Supporting one of our objectives – to deliver benefits from the use of spatial addressing data – in February the UPRN (Unique Property Reference Number) was made available as a royalty free data item. This will allow customers of the AddressBase products to freely add the UPRN to their address data.

We produce definitive address information from source; with detailed and up to date classifications; a precise location per address; quality checked by our expert staff; collated stored and maintained as a central resource indexed on the UPRN.

The UPRN on its own is a valuable link mechanism, but the authoritative spatial address information is what is really key to our business. We will continue to promote the 'Power of the UPRN' and

the benefits and cost savings that can be enjoyed by both local and central government where it is used throughout their organisations.

Earlier this year, a new initiative was announced with Ordnance Survey, supported by the Department for Transport (DfT) to develop a new Highways dataset which comprises elements of the National Street Gazetteer (NSG) which is an attribute rich dataset with Ordnance Survey's Integrated Transport Network (ITN), a geometry rich dataset. This will lead to the adoption of a single highways dataset throughout the public sector, complementing the single spatial address database provided by AddressBase.

During the next two years we need to clearly demonstrate to local authorities the wide ranging benefits to them of having a current maintained gazetteer at the heart of their operations and will involve all three parties - the LGA, Ordnance Survey and GeoPlace working closely together.

There will be a continuing high workload for GeoPlace during 2015 -16 throughout all areas of the business as we make a number of changes to meet customer requirements, provide for a wider customer base and utilise the knowledge and expertise in GeoPlace to explore other opportunities for profitable growth.

Overall we need to ensure that the data for the AddressBase and Highways datasets meets and ultimately exceeds customers' expectations.

Our key activities will be to:

- Manage the AddressBase products through a set of prioritised requirements to assist organisations migrating from the legacy addressing products to AddressBase
- Ensure that the AddressBase products continue to meet their specification
- Expand the present geographic coverage of AddressBase to include

Northern Ireland; the Isle of Man and the Channel Islands

- Produce real time updates of the AddressBase products to meet the requirements of emergency services users as well as others customers
- Work in collaboration with Ordnance Survey and the Department of Transport to produce the new Highways dataset, incorporating parts of the NSG and ITN
- Provide support to Ordnance Survey to widen the market for the AddressBase and Highways datasets
- Continue improvements in data quality within AddressBase and the NSG
- Explore the opportunities to exploit the data matching and spatial address management skills and expertise within GeoPlace
- Research the potential for the compilation of other national datasets with data sourced from local authorities

The production of the address and streets products is only possible due to the passion and dedication demonstrated by the GeoPlace staff to all aspects of their work and our commitment to their well-being is paramount to our on-going future success.

Richard Mason
Managing Director

Who we are

GeoPlace LLP is a Limited Liability Partnership jointly owned by the Local Government Association (LGA) and Ordnance Survey.

We are one of the UK's foremost managers of complex national location datasets. Our expert data teams manage the National Address Gazetteer infrastructure and National Street Gazetteer (NSG) containing over 40 million records. This involves analysing and synchronising 2,599,000 changes and carrying out a total of 3,440 data validation checks every 6 weeks.

We work with hundreds of stakeholders across the country. On a daily basis we build on improvements in data quality and classify data through its entire life cycle. From plot to postal to demolition.

As well as building and managing the National Address Gazetteer and the NSG, GeoPlace has audited, cleaned, analysed and matched hundreds of millions of records from the public and private sectors. These records range from small local datasets to nationwide taxation, census, customer records, licensing and command and control systems.

Through our sponsorship of the Joint Authorities Group (JAG(UK)), GeoPlace enables the co-ordination of organisations responsible for the roads and streets of the United Kingdom. We work with government, the Highway Authorities and Utilities Committees, National Traffic Managers Forum and other related bodies for asset or utility network management and other events taking place on the highway.

GeoPlace takes an enterprise approach to data management. We advise clients on data quality to optimise the long term value of data assets. We do this through practices such as data audits and compliance with data standards to enforce quality, enabling organisations to derive greater worth from their data holdings.

GeoPlace LLP is incorporated and registered in England and Wales with company number OC359627. The registered office is Explorer House, Adanac Drive, Southampton, SO16 0AS.

Our purpose

GeoPlace's purpose is to bring together local and national data into comprehensive datasets that consistently meet current and future demand.

GeoPlace leads a series of work programmes to build, develop and expand a national address and street information infrastructure that supports the needs of both the public sector and a wider commercial market. We aim to be world class experts in the field of address and street information management and work in collaboration with trusted partners to bring community benefit from the information that we manage.

We strive to be a Centre of Excellence:

- Be world class in the application of innovative and creative information management solutions
- Maintain a centre of excellence for state of the art location related information management in the spatial address data and street information sector.

Our core values are to:

- Promote innovation and creativity in staff
- Work in an agile business environment to allow for rapid change and manoeuvrability
- Foster a working environment based on respect, trust and responsibility.

We work to support our stakeholders:

GeoPlace will work collaboratively with all stakeholders

We aim to create a culture where:

- We improve every aspect of our work by innovating, thinking creatively and continually doing things better
- We all work in an trusting, open, honest, supportive environment and enjoy what we do
- We achieve common goals through collaboration
- We are seen as the voice of expertise, trusted and respected for what we do.

Our vision

GeoPlace is: Passionate about data

Driving improvement, excellence and innovation through data

Usage of our data and related services provides efficiency gains and more accurate and improved delivery of public services, over time this will extend across all aspects of government (local and central, emergency services and health) and extend to the private sector. GeoPlace now has the opportunity to become the trusted advisor in matters relating to addresses and streets.

Organisations are now beginning to realise 'the power of the UPRN' through adapting their systems to include it. This is evidenced by wider use of the AddressBase products. Exchange of addresses and address related data can then be undertaken with an improved degree of accuracy and efficiency.

We will coordinate, support and provide leadership to participating local authorities, enabling them to gain maximum benefits from effective address and street information management. By continuing to build effective relationships with these participating authorities we will ensure that the infrastructure we manage provides a value stream from local level through to national product usage.

We will continue to invest in and expand our expertise in managing central address and street hubs. In parallel our data management capabilities will be augmented with the geospatial data management and data capture skills, product management, sales and marketing reach of Ordnance Survey.

GeoPlace will build on its technical infrastructure and expertise that supports the maintenance of statutory address and street gazetteers on behalf of local government as well as producing the National Street Gazetteer and AddressBase

GeoPlace LLP Board

The GeoPlace Board sets the overall strategic direction and policy of GeoPlace and consists of four non-executive members all of whom have one vote.

Two are appointed by the Local Government Association, one of whom chairs the board;

- **Claire Holloway** Head of Corporate Governance and Chair of the GeoPlace Board
- **Juliet Whitworth** Research and Information Manager

Two are appointed by Ordnance Survey;

- **Neil Ackroyd** Chief Operating Officer
- **John Kimmance** Director Public Sector

Richard Mason, the GeoPlace Managing Director, reports to the GeoPlace Board.

Managing Director and Management Team

GeoPlace is managed by a Management Team which consists of the Managing Director and five senior GeoPlace employees. See below for more information on the Management Team



Richard Mason
Managing Director



Simon Barlow
Head of Information Management



Steve Brandwood
Head of Engagement



Radha Chandrasekaran
Head of Information Systems
Development



Nick Griffiths
Head of Data Consultancy



Kate de Groot
Head of Business Planning,
Operations and Quality

How we are governed

The diagram on the next page shows the operating model for GeoPlace

There is also a GI Customer group established as part of the PSMA. This group is chaired by someone appointed by BIS and has representatives across the whole public sector. This group has the ability to request changes in the AddressBase product specification from Ordnance Survey.

Through the Data Distribution Agreement between Ordnance Survey and GeoPlace, Ordnance Survey has the responsibility for developing the specifications, on the basis that all new specifications or changes to existing specifications will require agreement with GeoPlace.

Working with our Members

As its parent organisations, GeoPlace has close working relationships with both the Local Government Association and Ordnance Survey.

DCA Participating Authorities

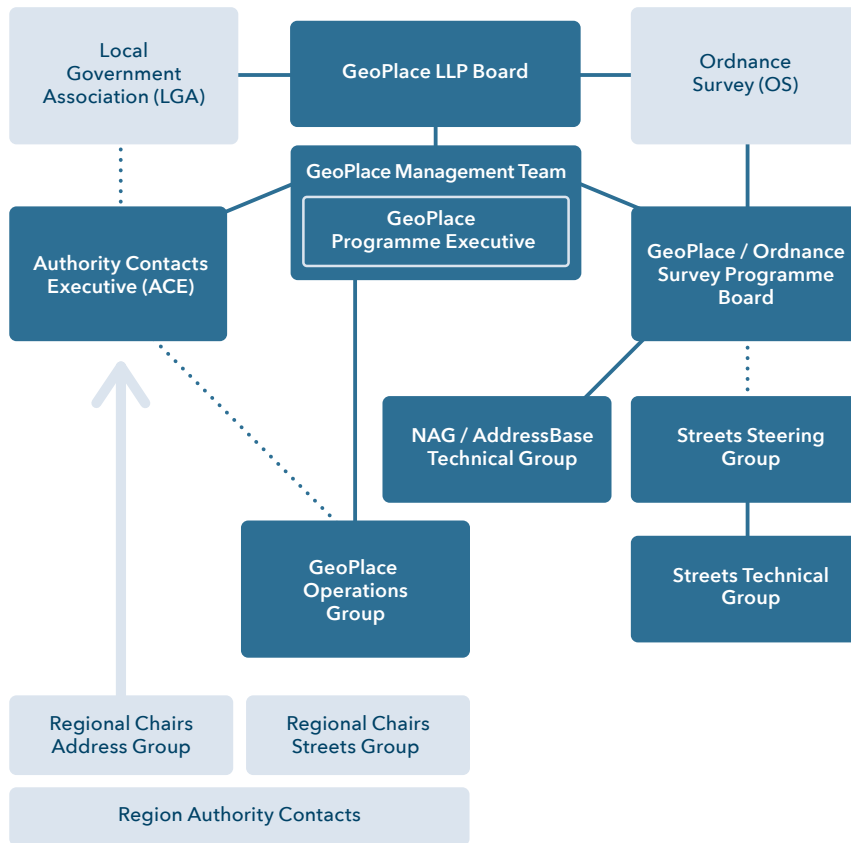
The Data Co-operation Agreement (DCA) Participating Authorities are key stakeholders for GeoPlace. Their requirements for both the services we provide and the data they use and maintain is managed through the Authority Contacts Executive (ACE). Over the last year we have continued to work in partnership with the DCA

community and the quality of the services and data continues to improve.

This group is primarily responsible for ensuring that the DCA is managed correctly and is represented by membership of both GeoPlace staff and the elected local authority National Custodian Chairs. This group is also responsible for agreeing data entry conventions and data quality improvement targets for participating local authorities and agreeing project work that impacts the supply and use of address and street data within DCA members.

There are 348 local authorities in England and Wales providing address updates and 174 authorities providing street updates to GeoPlace. These

Governance	Purpose	Membership
LLP Board	To provide strategic direction to the GeoPlace business. Authorisation of the Business Plan	Ordnance Survey and Local Government Association Members
GeoPlace Management Team	To plan and manage the operations of GeoPlace	GeoPlace (internal)
Authority Custodian Executive (ACE)	To manage the DCA contract on behalf of Local Government	Local Government with GeoPlace representation (2 votes for each party)
GeoPlace / Ordnance Survey Programme Board	This board is the focus point for the strategic management of NAG and NSG data delivery to OS and the OS AddressBase and New Highways Data product management	GeoPlace and Ordnance Survey (strategic and contractual)
NAG/AB Technical Group	To manage the on-going Business as Usual and technical work for NAG and the AddressBase products	GeoPlace and Ordnance Survey (technical)
New Highways Project Group	Coordination of the delivery and transition to BAU for the New Highways Data products	GeoPlace and Ordnance Survey (technical and commercial)
GeoPlace Operations Group	To manage internal business operations focused around the governance and communications with our data providers around data quality and new requirements	GeoPlace (internal)
Programme Executive	To manage the overall work programme and coordinate project work within GeoPlace	GeoPlace (internal)



updates form the bulk of the National Address Gazetteer, AddressBase products and the NSG. The Data Co-operation Agreement (DCA) provides a contractual commitment between each authority (known as a Participating Authority) and GeoPlace.

Shared ownership of the DCA (including technical documentation, the continuous improvement programme and the performance management framework) with Participating Authorities is critical to ensure commitment by local government to GeoPlace's work.

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

The DCA provides local government's operational contribution to the

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

The DCA specifically highlights areas where change may be expected, to reflect existing strategic thinking and discussion, operational development over time and to enable the utilisation of newer technologies – such as the introduction of Central Maintenance.

It also puts in place processes for the agreement, management and evolution of the improvement targets and performance measures.

GeoPlace manages a network of officer contacts, which, as detailed in the DCA governance, elect peers to represent them at regional level. These regional representatives elect the Participating Authority representatives on ACE. ACE ultimately manages a programme of communication and consultation with Participating Authorities prior to any formal contract change process being implemented.

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

Ordnance Survey

We continue to work with the Operations Group of Ordnance Survey to enhance the interfaces which:

1. provide GeoPlace and participating local authorities with change intelligence from surveying work
2. provide OS with change intelligence which allows for a more targeted approach to areas of the country that require surveying and specifically improve the cartographic text within OS MasterMap Topography based on official street naming and numbering.

Our aim is to reduce our direct costs for Operations and improve data quality across the organisations.

Working with other key stakeholders

JAG(UK) – Joint Authorities Group(UK)

GeoPlace supports the Joint Authorities Group(UK) (JAG(UK)) in the promotion of UK local authorities in the formulation and adoption of highways management policies.

Since our support of JAG(UK), its membership income has increased and its activities are seeing wider recognition as a result of the closer ties with local government. Improved relations with the DfT and greater collaboration with the Highways Authorities and Utilities Committee(UK) (HAUC(UK)) are leading to projects such as the HAUC(UK) Performance Scorecards being well received and being more widely used by DfT and HAUC(UK) for policy decisions and improvements in street works practices.

In collaboration with the JAG(UK) Board we developed a new JAG(UK) website to allow its members to be better informed of JAG(UK) work and also share information across its community.

Scotland

The One Scotland Gazetteer (OSG) data is integrated into the GeoPlace processing and production systems for the NAG and this data was included in AddressBase product outputs from May 2012. We are in regular dialogue with both the Improvement Service for Scotland and ThinkWhere, who are the principal contractor for the OSG, to ensure a good quality and frequent data supply from each of the 32 Scottish councils.

Northern Ireland, Channel Islands and Isle of Man

We are currently defining the appropriate data management processes to enable us to integrate data from other geographic domains in order to extend the coverage of AddressBase products in the market.

Requirements have been identified from within the PSMA community and wider commercial sector for AddressBase data covering Northern Ireland, the Channel Islands and the Isle of Man.

We aim to release this extended coverage during 2015 subject to Ordnance Survey coming to a contractual relationship with the data suppliers, namely Land and Property Services (LPS) Northern Ireland, Isle of Man Government and the States of Jersey & Guernsey Government.

INSPIRE

On behalf of all local highway authorities in England and Wales GeoPlace has successfully delivered its commitments under the INSPIRE Directive in relation to the NSG as part of the Transport data theme. We have developed the necessary compliant discovery, view and download web services to view and access road information. Under a separate agreement local authority obligations for the INSPIRE Address theme are being fulfilled by Ordnance Survey via AddressBase.

Integrated Management Systems

GeoPlace operates a Quality Management System (QMS) which is certified by the British Standards Institute (BSI) to meet the requirements of ISO 9001. We have also received certification for ISO 27001 – the ISO Information Security Standard. As part of our Information Management Security System, GeoPlace maintains a Business Continuity Plan which is now being updated and is certified to ISO 27001. This covers all company assets including hardware availability, staff and offices and also disaster recovery plans.

In order to create and maintain the optimum alignment of the business and IT we are taking a wider Enterprise Architecture (EA) perspective across our business. As our business gets

more complicated this approach is fundamentally important for GeoPlace and will ensure our continued success in delivering appropriate operations, systems and IT solutions. The EA work is being built incrementally and through on-going project work managed centrally through the Programme Executive. It aligns with, and works in parallel with, both our QMS and ISMS and equips our integrated management systems with rigorous principles and standards within a framework of adaptive methodologies.

ISO certification

GeoPlace has achieved certification to two industry recognised and highly respected international standards, namely ISO9001 for Quality Management, and ISO/IEC27001 for Information Security. Certification of our management systems to these standards is part of GeoPlace's drive for quality, accuracy, and security for all the work we do.

GeoPlace operates a Quality Management System (QMS) which is certified and regularly audited by BSI Management Systems (BSI) to meet the requirements of BS EN ISO 9001:2008. This system has been certified since 2008, and passed full recertification in November 2014, recertifying the system through to the end of 2017.

In addition GeoPlace also operates an Information Security Management System (ISMS) certified to meet the requirements of BS EN ISO 27001:2013, with our current certification running through to October 2016.

Whilst many organisations take the view that these standards either require unnecessary overheads or are too difficult to implement, GeoPlace's approach has been to take the key aspects of these standards and apply them intelligently so as to get the maximum benefit for our business. This pragmatic approach to implementing and managing both

standards has provided many benefits across GeoPlace. By identifying common elements of both standards, our experience has allowed us to make optimum use of technology to streamline the operations of GeoPlace's business and avoid the often experienced overheads.

GeoPlace's management systems both apply to 'provision to the public and private sectors of information management and consultancy services, relating to address location information and street information'. GeoPlace's QMS and ISMS continue to be part of the on-going management of the business, centred on the definition and management of well-defined business processes.

Quality statement

The management of GeoPlace is committed to providing services that consistently meet the needs and expectations of both our clients and our staff. Accordingly, the following policies have been established:

- We listen to and understand our customer needs and provide them with exceptional support and service
- We will continue to exceed our customers' expectations through the continual improvement of performance, reliability, responsiveness and value
- We monitor and develop our staff's skills to ensure that they are able to fulfil their role within the company and benefit from personal professional development.

Quality objectives have been established and are reviewed at all relevant areas and levels of the organisation. These are reviewed for suitability at appropriate times, and have been designed to be measurable and consistent with the policy.

This policy has been communicated and understood throughout the organisation. All staff have the

responsibility to familiarise themselves with both this policy and the sections of the Operating Procedures relevant to their specific roles.

Richard Mason, Managing Director, accepts ultimate responsibility for Quality, and through the Management Team, will continually review and improve the effectiveness of our Quality Management System.

Research and Development

As the user base for AddressBase and NSG derived products increases, particularly in the light of the extension of use by the consumer sector, we need to increase the overall product quality in the data and increase national consistency levels. This will apply to data from England and Wales and as an alerting service to Scottish local authorities.

We plan to achieve this through setting up internal research and development activities to allow for investigative and research based work around industry best practice and further developing our centre of excellence knowledge.

Core skills

Creating and maintaining large spatial address and street datasets to a high standard of currency and accuracy requires specialist intellectual capability and expertise. This has been built up over fifteen years and is now one of the core skills within GeoPlace and gives us a unique strategic advantage over other service providers.

This expertise along with our ability to manage and define our work effectively and efficiently to meet changing business, user and industry needs in a robust, adaptable and professional manner allows us to achieve the results we do.

Strategic objectives of GeoPlace

GeoPlace has three strategic aims agreed with our Board:

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.
4. Employ the most appropriate technologies and processes to secure efficiencies in production and reduce current duplications of work across the addressing end to end process
5. Produce the data for the AddressBase products for Ordnance Survey to take to market

These are carried out through the following operational objectives, all of which contribute to the achievement of the strategic aims.

1. Provide a highly professional service to the local authorities which meets both their and our business needs and improves access and update to the national datasets
2. Coordinate the address and street data maintenance processes from trusted data sources
3. Continue to maintain and enhance the definitive National Address Gazetteer infrastructure for the UK
6. Continue to deliver the NSG to meet statutory obligations and build upon this work to enhance the value of street information collected from local government.
7. Support the actual use of the data produced by GeoPlace
8. Share with Ordnance Survey a full understanding of the knowledge and expertise around the management of addressing and street information available from GeoPlace
9. Provide data matching services to link third party and organisational datasets through the UPRN and USRN
10. Maintain a sustainable and profitable business.

Our finances

Sustainable business

GeoPlace has developed a sustainable business that provides a return to the GeoPlace Members as defined in our financial model. GeoPlace is a commercial business that is expected to create profits for both long term investment in our business and financial returns to Ordnance Survey and the Local Government Association.

Revenue sources

GeoPlace revenues are derived from two main sources:

1. an allocation from the Ordnance Survey PSMA contract
2. revenues derived from existing and new Ordnance Survey contracts across a wide range of organisations.

Work planned for the next year

Our focus for 2015 - 2016 is on investing in and continuing development of the solid platform from which to develop future opportunities in line with our longer term strategic vision.

This focus will be one of consolidation of existing and multifarious data management processes into a single data management environment. Our commitment to an Enterprise Architecture for the business will allow us to reduce technical debt and introduce enhanced data capture and management tools for our primary data suppliers.

Alongside this we will work with our Members to add further appropriate capacity to support new revenue opportunities as a result of wider use of the data that we manage.

Our specific work programme for the forthcoming year is listed below.

Continue to improve working with the Participating Authorities for the provision of updates to GeoPlace through the Data Cooperation Agreement (DCA).

Effectively manage the contractual and operational relationships with data providers and specifically with Ordnance Survey.

Introduce and use GeoHub for supply chain data management. This will allow real time access to and provision of data content.

Ensure that the NAG is able to incorporate specification changes requested by customers

Incorporate spatial address data for Northern Ireland, Isle of Man and the Channel Islands to meet customer demand.

Update systems to allow for the withdrawal of legacy OS addressing products and provide change intelligence on address and street data to Ordnance Survey

Work with Ordnance Survey to develop and deliver a new national highways dataset that meets the requirements of both the PSMA and commercial markets.

Introduce an Enterprise Architecture framework for GeoPlace.

Introduce enhanced interfaces for creating local authorities for streamlining the collection and integration of address and street data into a centralised hub. Subject to consultation and ratification of Central Maintenance Services by ACE, these services will be provided to Participating Authorities through the DCA.

Migrate online services and websites to new technical platform.

Work with Royal Mail to improve the interface between local authorities and Royal Mail for exchange of data.

Invest in additional capacity and capability for GeoPlace data matching and advisory services.

Plan the future IT infrastructure for GeoPlace and creation of an Infrastructure Strategy.

Work with internal and external stakeholders to develop the GeoPlace streets strategy. To review and enhance existing data services and collaborative opportunities for GeoPlace, local authorities, JAG(UK), OS, DfT and DEFRA.



Published June 2015

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