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Ensuring Our
Success



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:

- To deliver national benefit from the use of spatial addressing and streets data,
 - To create efficiencies and improvements in the Public Sector, and
 - To strengthen the business to provide an operational surplus supporting investment.
- To meet these objectives, our aims and activities are to:
- Driving data quality to support the end-user and market take-up
 - Delivering Public Sector Geospatial Agreement (PSGA) and Open data requirements
 - Investing to strengthen and support data management and exchange
 - Applying our expertise to enable the adoption of street and address data
 - Managing costs and operational efficiency within our agreed budget

Our annual business plan is defined by these objectives and activities, together with our remit to build, develop and expand national address and street data infrastructure. Working closely with Ordnance Survey (OS) and the Local Government Association (LGA), our joint venture partners, we will meet the needs of the public sector and the wider commercial market.

Our focus remains the quality and timeliness of our data driven by the growth in market demand for high-quality, timely and reliable data. Our investments and developments in people, processes, systems and relationships relate directly to this and underpin our mission 'to excel in delivering street and addressing data that inspires innovation and transforms people's lives'.

Our investments for 2020/21 include Candidate Management along with our new GeoGateway, developing our project management capabilities, technology infrastructure improvements, investigating a new Street Naming and Numbering service and database migration and further enhancing our capabilities as a centre of excellence.

Funding and agreement with government from the beginning of FY 20/21 will enable the release of our unique identifiers and related geometry under Open Government License terms. Along with a mandate for their use across government, this supports our vision for their ubiquitous use and guarantees our income for the next 10 years. We will invest to allow local custodians to remain focused on quality without the distractions the additional related enquiries will create.

Release of open data will be matched by a change in product business model to reduce prices, release of a new easy to use product aims to increase user volumes in all sectors, further supporting our vision and mission. In addition, we will deliver new data content as part of the PSGA, with direct funds available to support local authorities for the first time.

The GeoPlace LLP board has agreed a 3-5 year strategy that capitalises on these changes and builds on our success to date. A number of elements of this plan cover the early phases of realising these goals.

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 an increase in revenues by continuing to improve the quality of our data.

Nick Chapallaz
Managing Director

Who we are

GeoPlace LLP is owned equally by the Local Government Association (LGA) and Ordnance Survey (OS).



Our work involves balancing our stakeholders' needs for a common purpose: maintaining the definitive geospatial databases for Great Britain, Northern Ireland, the Isle of Man and the Channel Islands.

We manage established data exchange and processes to maintain the National Address Gazetteer (NAG) and the National Street Gazetteer (NSG) and support our partners creating and maintaining that data. We deliver data to the market – either through OS as the AddressBase products or, in the case of the NSG, directly to statutory users.

GeoPlace is recognised world-wide as an established expert in managing addressing and street data and its associated infrastructure. We do this to a standard, at the heart of which are two powerful identifiers: Unique Property Reference Numbers (UPRNs) and Unique Street Reference Numbers (USRNs). These enable many different data sources to be connected with ease and with confidence, avoiding duplication and ambiguity.

We deliver geospatial information that underpins the UK's digital economy and transforms public services. The

use of our data leads to lower risks and costs; higher productivity and profitability, and it brings down many of the practical barriers to transformation and innovation across both the public and private sector.

We believe everyone can benefit from the power of location data, and we are bringing location to life.



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

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

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

1

To deliver national benefit from the use of spatial addressing and streets data

2

To create efficiencies and improvements in the Public Sector

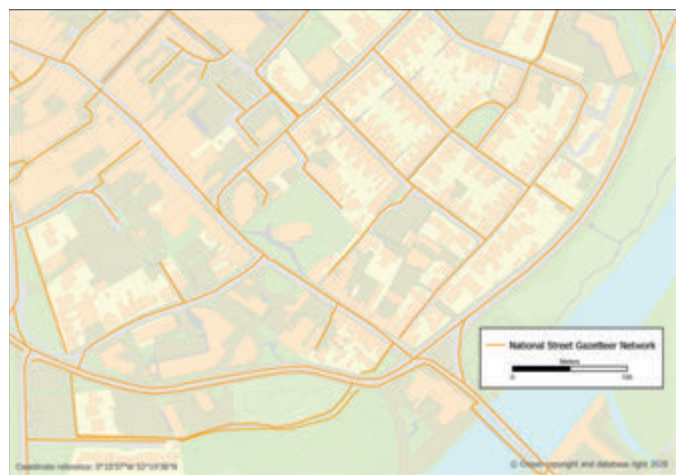
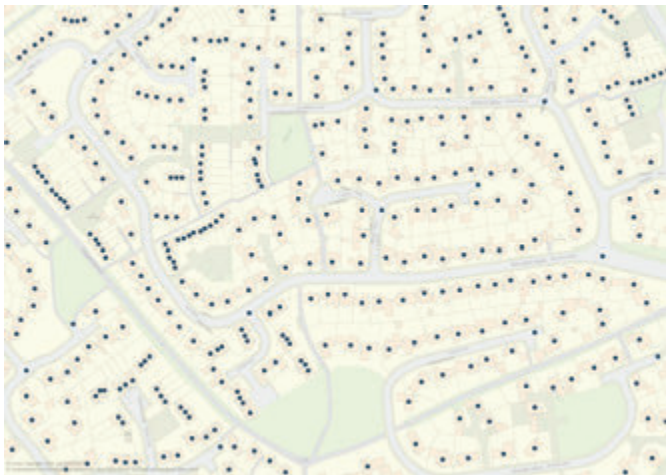
3

To strengthen the business to provide an operational surplus supporting investment

Our vision, mission & strategic objectives

What we do

GeoPlace leads a series of programmes to develop and expand the national address and street information infrastructure to meet the needs of the UK public sector and wider commercial market.



Our work to maintain the National Street Gazetteer (NSG) and National Address Gazetteer (NAG) is dependent on local authority gazetteer custodians, who provide data under the Data Cooperation Agreement (DCA) - a legally binding agreement between GeoPlace and all local authorities in England and Wales. Separate agreements exist for other critical data providers including Scottish local authorities (through the Improvement Service), Royal Mail, the Valuation Office Agency and others.

The NAG and NSG enable OS to fulfil its role as sole distributor including product management, sales and marketing of the AddressBase and Highways products. The new Public Sector Geospatial Agreement (PSGA) gives the UK public sector access to

definitive geospatial information, including the AddressBase and Highways products and access under Open Government License (OGL) to the UPRN and USRN and related geometry.

The core business systems for Addressing and Streets, including both applications and databases, are collectively known as Aurora. Aurora is hosted in a Hybrid cloud environment which provides us with a new approach to infrastructure architecture based around the use of cloud services and automation. Technology is constantly evolving and exploiting its potential requires GeoPlace to keep pace. This is only possible by continually investing time and resources in researching new ideas and developing new skills.

In addition, GeoPlace capitalises on its knowledge of street and address data to help organisations embed them into their systems and processes. We offer a range of support and advice in the development, planning and implementation of address and street data projects.

Our sponsorship of the Joint Authorities Group (JAG)UK further extends our support and advisory work to local highway authorities, helping them in their vital role of coordination and improvement of street and road works with utility companies and others.

Aims and activities



To meet our strategic objectives, we have set out our aims and activities which include:

1 Driving data quality to support the end-user and market take-up

–Improvements in data quality lead directly to increased product take-up and use. We strive for perfection in our data by continuously monitoring and integrating changes and enhancing quality. We work in partnership with local authorities, OS and other data providers end-users to achieve this

–We will continue to collaborate with OS product teams to further enhance short, medium and long-term data quality improvement plans for street and address data

–We will research and apply new technologies and methods to deliver continuous improvement in quality.

2 Delivering PSGA and Open data requirements

The agreement of the PSGA and release of UPRN and USRN and related geometry will bring a number of challenges and opportunities for GeoPlace and our partners.

- We will invest direct funds from the Geospatial Commission to build centralised services to reduce the volume of additional enquiries received by local authorities and provide support to reduce the burden of responding to those enquiries
- We will promote the value of the UPRN and USRN through any government mandate for their use, providing appropriate expertise and knowledge to support their adoption
- We will agree plans with OS and local authorities to deliver additional data asks as requested by the Geospatial Commission
- We will use allocated funds to delivery of these asks directly by GeoPlace and through distribution to local authorities as they achieve agreed standards.

3 Investing to strengthen and support data management and exchange

- We will continue to invest in our technology and processes by embedding and capitalising on our new Aurora system, creating the GeoGateway as a dashboard for data contributors, rolling-out our Candidate process to include external enquiries and our technology strategy
- We will continue to support local authorities and other data providers in maximising their efficiency and opportunity for transformation through the maintenance and use of address and street data
- We will improve our data exchange processes with local authorities through the Candidates process and our new GeoGateway environment
- We will review and develop our relationships with data providers to improve quality and exploit opportunities and value for all parties this includes Improvement Service, Channel Islands, Royal Mail and Valuation Office
- We will develop opportunities to increase the richness of our data through the addition of new definitive sources of data from originating sources.

4 Applying our expertise to enable the adoption of street and address data

- We will prepare for and respond to potential new demands to embed our data across the public sector resulting from any mandate for the adoption of the UPRN and USRN
- We will provide services to support the increased use of our data including capitalising on our street and address data expertise developing our recognition as a centre of excellence for knowledge of address and street data and our identity in the market
- We will work towards an agreed vision and plans for street data and related activities, focusing behind the Highways product wherever possible and supporting central and local government and exploring the potential to explore new upstream data sources.

5 Managing costs and operational efficiency within our agreed budget

- We will focus on reducing business as usual costs and driving efficiency in the business
- We will deliver efficiencies resulting from improvements to our technology infrastructure including capitalising on the Aurora system and our new organisational structures to improve operations and processes.
- We will have a specific focus on migrating away from proprietary software to open source solutions where appropriate
- Investments, over and above the agreed business-as-usual budgets, will be based on strong business cases.

GeoPlace remains a financially stable and successful business with a strong national and international reputation. Our strategic direction builds on enhancing our strengths and taking responding to opportunities in a rapidly changing marketplace. Our strengths rest particularly in our relationship with the local government community and other data providers, our systems and processes, our street and address expertise, unique referencing and focus on quality and timeliness of our data.

Strategic direction

Arguably of greatest significance is the continued growth in demand for high-quality, timely and reliable data. Our location data is ever more present in day to day consumer interactions with government and commerce. With many more users, new stakeholders and significantly greater interest in our data, we will experience new demands and further pressure on quality and timeliness.

The Geospatial Commission has major interest in primary geospatial datasets and applications for their use. Its drive to increase the volume of open data will be matched by mandates for data use across government. This creates opportunities to change AddressBase and Highways product business models.

With the context of the forward changes in the marketplace, the GeoPlace LLP Board has agreed a focus for the business over the next 3-5 years in six key areas, namely:



- The Centre of Excellence for streets and addresses – recognised for our expertise and knowledge of street and address data and related issues
- The “go to” place for addressing
- The central collection point for all street naming and numbering
- The clearing house for all local authority spatial data
- A delivery partner for LGA improvement support to councils
 - GeoPlace will work with LGA to identify and deliver improvement solutions with LGA
- The national authority for streets and associated data – through data sources including the NSG, Trunk Roads and bus lane networks, Streetworks and projects such as TROs

We will develop short to medium term plans for each of these and initiate new programmes of work that underpin and promote the success of the GeoPlace model within this framework. We will need to enhance our collaboration with LGA and OS and increasingly other PSGA members to succeed. This will be overseen by the Stakeholder Group.

The introduction of our new Aurora platform will allow us to maintain our focus on high quality data content, quality and product outputs. The financial recompense agreed with Geospatial Commission guarantees our long-term future, enabling investment in this as well as supporting some of the new requirements on us for services and support for open data mitigations.



Working with our partners

Local government

Vital to the success of GeoPlace and the update and management of the NAG and NSG is our relationship with local authorities that produce address and street data.

Local authorities gain benefit through efficiencies, savings and a platform for transformation through our joint work. The central collation of data by GeoPlace is at no direct cost to authorities and adds value through standardisation, quality assurance and a 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.

Through 2020-21 we will work more closely with the LGA and other stakeholders including the Geospatial Commission and Ministry of Housing Communities and Local Government (MHCLG) to engage local authorities with the aim of ensuring they prioritise and maximise the value of their investments.

Through our new Stakeholder Group, we will take an active approach to building more dynamic relationships with other data providers including Valuation Office Agency, Royal Mail and Improvement Service for the overall benefit of improved data quality and processing.

Our Stakeholder Group will drive our strategy to develop the adoption of street and address data. This will include our relationship with organisations such as the Geospatial Commission and Department for Transport for projects including the National Underground Assets Register (NUAR).

Ordnance Survey

We will continue our work to produce AddressBase products for both the public sector and commercial use, licensed to market by Ordnance Survey. Product sales continued strong growth through 2019-20 and while product take-up is expected to grow during 2020-21 revenues will be down based on product re-pricing and the impact of open data.

NSG data will continue to be a key component of the OS Highways product, with Highways links being split and structured to better reflect the geometry of USRNs.

We will continue to work closely with OS to support their role as the National Mapping Agency and work with them to support relevant Government policies and the aims of the Geospatial Commission to maximise the value of geospatial information.

GeoPlace Board, Management and Governance

GeoPlace LLP Board

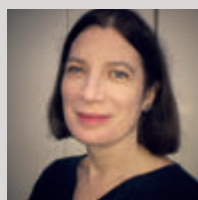
The Managing Director, Nick Chapallaz reports to the GeoPlace LLP Board. He attends board meetings but does not have a vote.

The GeoPlace LLP Board consists of four non-executive members each of which have one vote. Two are appointed by Local Government (Local Government Association - LGA) one of whom will be nominated as Chair (who will not have a casting vote) and two are appointed by Ordnance Survey:



Claire Holloway
(Chair)

LGA
Head of Corporate Services



Juliet Whitworth

LGA
Research and Information Manager



Paul Bragg

Ordnance Survey
Chief Financial Officer



John Kimmance

Ordnance Survey
Director of Government and Partner Engagement

Management of GeoPlace

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



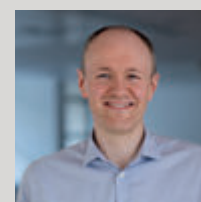
Nick Chapallaz
Managing Director



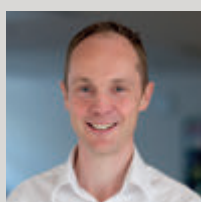
Steve Brandwood
Executive Director of Engagement



Nick Griffiths
Executive Director of Informatics



James Rodger
Executive Director of IT Services



Simon Barlow
Executive Director of Consultancy

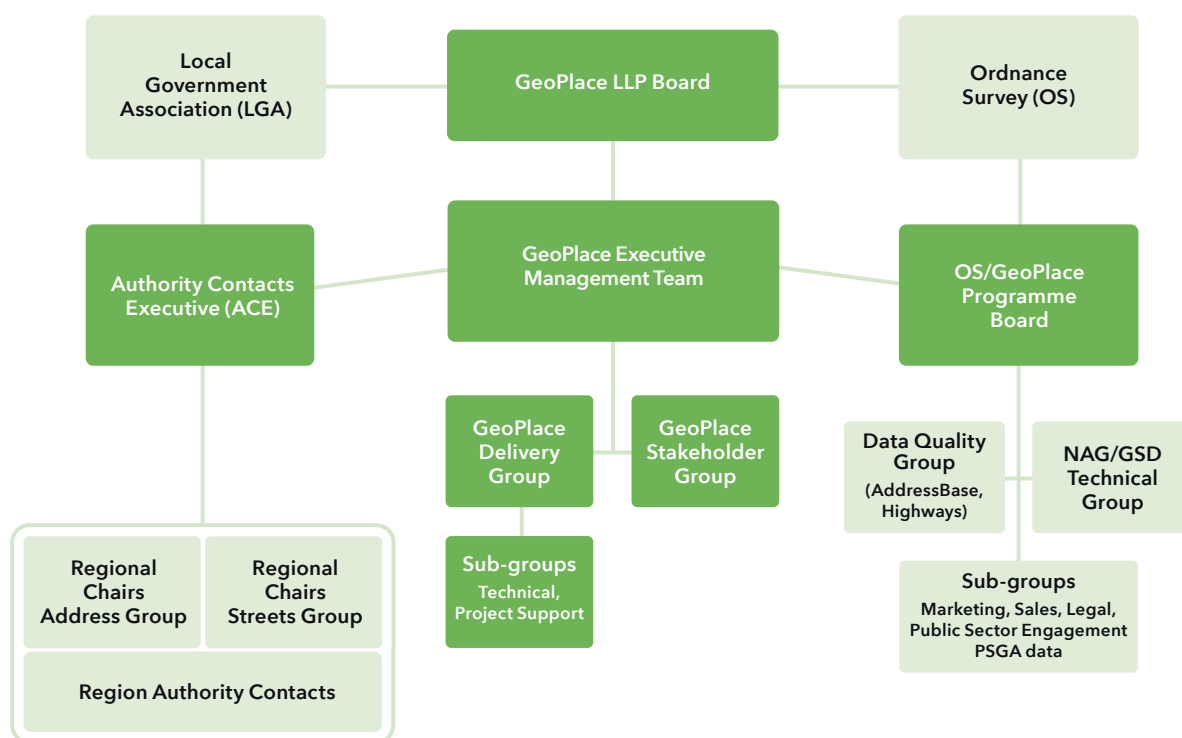


Radha Chandrasekaran
Executive Director of IS Development

Governance and other representative groups

Further to the GeoPlace LLP Board, close links are maintained with Ordnance Survey through the GeoPlace / Ordnance Survey Programme Board, and with local government through the Authority Contacts Executive (ACE). The governance model for GeoPlace consists of several internal and external groups whose members are chosen to appropriately represent the various work items.

An overview of our governance and management model and groups involved is set out in Figure 4 below-





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

LGA: Engagement with local government



There are 336 local authorities in England and Wales providing address updates and 174 authorities providing street updates to GeoPlace. These updates form the bulk of the National Address Gazetteer, AddressBase products and the NSG. The Data Co-operation Agreement (DCA) provides a contractual commitment between each authority (known as a Participating Authority) and GeoPlace.

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

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

The DCA provides local government's operational contribution to the GeoPlace partnership. Contract management and governance arrangements have been put in place to reflect the need to manage a standard agreement across a large number of

Participating Authorities. The DCA sets out a variation procedure whereby variation may be made to the DCA in writing between the Participating Authority and GeoPlace, where such amendment has the unanimous agreement of the Authority Contacts Executive (ACE) – the body formed from representatives of Participating Authorities, elected by their peers and representatives of GeoPlace.

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

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

and consultation with Participating Authorities prior to any formal contract change process being implemented.

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

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

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

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

Ordnance Survey: Markets, sales channels & business development



Through our partnership with OSGB and OS International we will continue to invest in supporting opportunities both domestically and internationally that provide mutual benefit to our business strategies. The pipeline of advisory services looking at utilising GeoPlace's know-how around address and street data management is growing. Using our own existing business relationships, we will also look to further promote and benefit from other advisory service opportunities directly as GeoPlace in order to meet customer requirements.

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

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



Relationships with other interested parties

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

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



GeoPlace organisation

From the beginning of 2020-21, GeoPlace will be structured into five new business groups to create greater focus on our end to end processes and to enable more effective responses to new aspects and demands from internal and external changes. These include but are not limited to the introduction of Aurora; the release of open data and shifts in street and address product strategy and opportunities related to each of these. The five groups are set out in figure 1 and described below.



GeoPlace organisation



Communities – a focus on developing our relationships with our local authority custodian and data 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, utilities and other third parties to agreed specifications and timescales through appropriate means and technologies.

Insights – street and address expertise responsible for data quality insights, related research and analytics, proposition and process development as well as supporting 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 as required to deliver day to day workflows and operations e.g. staff objective setting and reviewing KPIs, technical development, business incidents and data delivery. Includes project oversight and a focus on continuous improvement. Sub-groups will manage specific aspects of day to day operations for example maintaining oversight of data processing and technical developments. This group will be chaired by Nick Chapallaz, Managing Director.
- GeoPlace Stakeholder Group – a new group to lead GeoPlace interests in relationships with external stakeholders with a focus on the six strategic objectives identified by the GeoPlace board for the medium to long-term. This is a vital role given the changing marketplace as a result of open UPRN/USRN, PSGA, and changes to OS product strategy and as a result the growing number of organisations with an interest in GeoPlace. We will conduct surveys to understand and track our identity amongst stakeholders. This group will be chaired by Nick Chapallaz, Managing Director.

Business planning and reviews of progress will be undertaken by the combined membership of the Delivery and Stakeholder groups through joint quarterly progress and review meetings. Business planning will be part of this to ensure rolling plans are established.

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

Our finances

GeoPlace is a financially successful business. Through 2020-21 we will continue to manage costs and operational efficiency within our budgets as agreed with the GeoPlace Board. Our approach to meeting these budgets will be to focus on:

- reducing business as usual costs wherever possible
- delivering efficiencies based on improvements in our working practises, processes and underlying technology and infrastructure such as capitalising on our new Aurora environment and adopting open source solutions where appropriate
- delivering positive outcomes for those with an interest in using open UPRNs and USRN and related geometry through funds provided by central government
- delivering PSGA data asks to agreed levels
- launch of GeoGateway as an overall interface for data providers for data exchange, changes and update, along with Candidate Management
- supporting an increase in revenues by continuing to improve the quality of our data based on the premise that improvements in data quality have a direct impact on product take-up and use.

Investments

Primary investments included in the budget focus on securing our data management and exchange chain in terms of processes, systems and relationships. Examples of key projects include the development of our GeoGateway for data update and exchange, investment in project management and management skills, development of the concept of a street naming and numbering portal, Technology Infrastructure Improvements and Database migration. In addition, contingency is set aside for additional Oracle licenses depending on progress with a move of open source database.

Further investments are anticipated to support local authorities in responding to additional enquiries resulting from the release of Open UPRNs and USRN and mitigations to reduce the overall level of burdens. In addition, investments and activities are planned to deliver additional data asks for the PSGA as set out in the OS / GeoPlace Distribution agreement.

Any further investment beyond those identified here will need to be agreed by EMT and the Board based on a sound business case.

GeoPlace Revenues

Public sector income

- An allocation from the Ordnance Survey PSGA contract
- An allocation from the Geospatial Commission as recompense for lost Commercial revenues as a result of the release of the open UPRN and USRN and related geometry
- Geospatial Commission funding over 3 years for direct GeoPlace costs in relation to open data mitigations.
- Geospatial Commission funding over 3 years starting for additional burdens on local authorities and delivery of PSGA data asks by local authorities and GeoPlace
- Existing and new customers of GeoPlace for example in support of the GDS open data mandate, data matching, training and data migration.

Commercial sector revenues

- Existing and new Ordnance Survey direct and partner contracts for AddressBase and other address related products across a wide range of industry sectors
 - Existing and new customers of GeoPlace for example for data matching, data analysis and advisory services
- Commercial market sales are dependent on the success of the product and OS partners in the market.
- The sales forecast is a significant fall on previous years and represents the anticipated market response to the release of open UPRN and USRN and related geometry.
- In addition, the announcement of a mandate within government for the use of the UPRN and USRN is anticipated to have a positive impact on commercial take-up.

GeoPlace direct revenues

A further modest growth in GeoPlace revenues against 2019-20 is expected, stimulated in part by increase in interest from the public sector as a result of the GDS mandate for the use of the UPRN and USRN. Our focus is to provide expertise and support for organisations considering and investing in the adoption of the UPRN and USRN and building a reputation as the Centre of Excellence for streets and address data.

Our work plan

For 2020-21 GeoPlace has identified a portfolio of work to maintain and grow our business. This work both builds on what is already in place, and takes advantage of changes in, or responds to challenges in, the marketplace. This work is split into:

Core Activities to maintain our operations and meet contractual requirements,

Development Projects to continually improve our business from existing funds and resources, and

Investment Projects to meet specific aims and requiring additional funding

All these themes relate to one or more of our strategic objectives or activities.



Core activities

GeoPlace's Core Activities are undertaken by all functions of the business, these fall under five themes: People, Expert knowledge, Data, Systems, and Technology.

People

Our staff are our greatest asset and commitment to their well-being is paramount to our success. Our culture and values are strong and are vital foundations for our development.

We will continue to invest in people, for example providing relevant support and training for individuals both through organisational change.

As we change and develop, we will be guided by the clear principles of collaboration, transparency, continuous improvement, and support for one another. This will be present in all our actions and interactions. We will continue to work hard to build transparency and opportunities to collaborate in everything we do. Our principles are:

- **Collaboration** – we must work together and avoid any form of silo action or thinking
- **Transparency** – we must be open and honest throughout
- **Continuous improvement** – we must strive to improve wherever we can
- **Our culture** – to continue to maintain and develop our support for one another

Through 2019/20 we have been reviewing and defining our ideal ways of working. This has been rolled out through one-to-one and group sessions and discussion of the core principles and clarity of roles. Once all staff have been briefed, a second round of sessions will be conducted through 2020/21.

The HR team has responsibility for the management and provision of skills and experience we need, including HR Support and Advice to help our staff. HR help ensure regulatory compliance and maintain our Investors in People accreditation. We will produce an HR Strategy in the first quarter of 2020-21 that includes areas such as management development, training for key projects and succession planning.

We will continue to invest in our staff. We will increase focus on opportunities for staff to develop in their

roles or move between roles to gain experience. We will enable our managers to develop further, through a programme of line management training to fit our organisational goals. Given our emphasis on projects we will focus further on improving our Project Management skills and experience through the first half of 2020-21. We will continue to fund training of all types. We will again provide Udemy online training services for anyone to learn and development at their own pace, both inside and outside of work.



We will make adjustments to governance structures to allow teams to have a more direct say in how they are run. We hold high regard for technical expertise, at least in equal measure to line management and our pay structure will reflect that.

We conduct regular staff surveys to help identify our strengths and weaknesses. We use this feedback to make continuous improvements to the quality of working life for our staff. For example, in direct response to feedback via the staff survey we introduced a new flexible working policy that increases clarity in our processes. We have also adopted a new policy for staff to bring forward ideas that may benefit GeoPlace and where appropriate take time out to research them.

We will continue to focus on the wellbeing of our staff, our new Wellbeing Champions are able to signpost staff and in March 2020 the EMT signed the Time to Change Employer pledge - a commitment to changing the way we think and act about mental health in the workplace.

Core activities

Data

GeoPlace's Data Team ensures that the data that flows into, around and out of GeoPlace is as complete, accurate and up to date as possible. It operates, develops and runs the Aurora system within which street and address data is ingested, assured and validated into the NAG and NSG. The data quality and analytics team play a vital role in running key data processes and quality enhancements as part of this. The data is then available to the Products group for publication internally and to third parties including OS.

We strive for perfection in the quality of our data and so carry out research and analysis work in response to requests from other teams within GeoPlace. This is both for internal purposes and on behalf of current and prospective AddressBase users working with OS teams.

We set and adhere to rigorous data standards within which the National Address Gazetteer and National Street Gazetteer and their derivative AddressBase, street and highway products are created.

The standards adhered to by these teams within these processes are fundamental to our success and continuing to maintain them through 2020-21 is paramount. Our investments in Aurora, GeoGateway and Candidates for example will support the evolution of this and improve the efficiency and timeliness of the data we manage.

Data provider relationships

Through the Stakeholder Group and the Communities Group we continue to build relationships with our trusted data providers to ensure continuation and on-going improvement of the supply of core data. The framework of support we have established is fundamental to this success and includes business cases for creating, maintaining and using core referenced address and street data to ensure the value of this data is maximised.

GeoPlace is uniquely successful in building and supporting communities of data providers, stakeholders and end-users and we will continue to do this. We have begun working directly with new originating sources of data and anticipate adding these to our growing range of data providers in the coming months.

Data publication

The Products Groups manages and maintains our data production and publication environment to internal and third-party sources, primarily Ordnance Survey. We continuously seek to build resilience into our systems and processes for this. Automation of our business as usual tasks also reduces the reliance and availability of specific experts.

Our Aurora environment provides further opportunities for automation in support of dynamic feeds of data to third parties. Use of Aurora represents a move away from programming at a database level and opens the opportunity to consider alternatives to the current database software approach.

At the beginning of 2020-21 we will work with OS to replace LAOS, the current data replication environment and this will remove a significant risk of reliance on this.

Expert knowledge

We aim to benefit from our expert knowledge through customer insight. We will draw on our ever-growing recognition as address and street data experts. We are making progress in developing the GeoPlace brand as a centre of excellence for a wide range of consumers in the marketplace. Central to this is our continued investment in data quality, analysis and research on the back of business and market insight in the current and potential use of our data.

Our philosophy is to remain one step ahead of end users to ensure our data is highly accurate, consistent, well maintained, and relevant in order to maximise its benefit and avoid errors and inefficiencies. We are showcasing our expertise and developing our network of stakeholders to help champion our data and knowledge.

Moving into 2020-2021 we are bringing our inward and outward facing expertise together into a new Insights Group. This group will help us better coordinate and react to market change to meet the new data requirements from the PSGA, responding to the government mandate around UPRN and USRN as well as ensuring our existing internal user needs are maintained. With greater insight and capability to understand and react to market insight (both external and internal) we will be better placed to capitalise on market opportunities alongside our core activities.

Technology

Technology is a primary foundation of the GeoPlace business. Our successful operation is entirely dependent on it. Through operational activities and Development Projects work, the Infrastructure team within Business Services, will deliver and support secure and effective IT infrastructure to ensure the delivery of IT services to support all GeoPlace's operational objectives and work packages.

As demands on GeoPlace increase, requirements on security, resilience, and business continuity are continually reviewed to protect the business and provide a scalable environment for future growth.

Working closely with developers and users, we aim to introduce efficiencies and cost savings by modernising and implementing new solutions whilst making better use of existing resources where possible.

Development Projects

Based on the strategic context and the current and anticipated demands on the business several distinct development projects have been identified for 2020-21. These will largely be delivered with existing resources and business as usual funding. Proposals will be submitted via our existing project and programme management processes as with all projects.

Those identified to date are listed below including a number in progress going into 2020-21. A summary is provided in Annex 1 including summary deliverables and business value. Additional projects may be submitted at any time and scheduled according to priority and availability of resources.

- **Aurora embedding and enhancement** – with Aurora going live in Q4 2019-20, this project will focus on resolving any issues and bedding the operation of the system. The primary responsibility for scope and delivery will rest with the Data Group and the Products group. We will also automate a number of processes currently operated with the Insights group to be part of Aurora.
- **Infrastructure off-site migration** – continuation of investments to ensure foundation technologies are as robust as possible including migration to the cloud for GeoPlace IT infrastructure for resilience and security
- **LAOS replacement** – Replacement of the server that replicates Epoch data between OS and GeoPlace production systems as this is now unsupported. Plans for resolving the issues in an efficient way have been agreed by OS and GeoPlace technical teams and will be implemented in the early part of 2020-21.
- **Street DTF specification** – new versions of BS7666 parts 1 and 2 were due in summer 2019 but have been delayed and are required in 2020. Changes to DTF to incorporate change only updates will be required for the Data Update API for streets. Address changes expected in 2020/21.

- **LGA delivery support** – to continue to work with the LGA teams to develop commercial opportunities and out-reach to make use of GeoPlace expertise to do so. Examples might include access to data for public land for housing.
- **Address Data matching tool** – Enhancement of the standalone data matching tool developed during 2019-20 to acquire, validate, analyse and match non-PAF and VOA address-based data sets to remove dependency on FoxPro and provide a foundation for online services.
- **Street strategy** – validation and roll-out of the streets strategy as being drafted at the end of 2019-20. This is likely to be underpinned by greater focus on supporting the OS Highways product. Will put plans in place to ensure GeoPlace is regarded as the authority for street enquiries and data to meet the Board focus.
- **Data provider and stakeholder relationship review** – driven by number of factors, including GeoPlace board drivers for bulk addressing and others as well as PSGA data asks, open data and Geospatial Commission has further prompted the need to establish long-term trust-based relationships. The primary responsibility for this will be with the Stakeholder group.
- **TRO capture prototyping** – following-on from TRO research in 2019-20, this project will seek to investigate the process of capture and business models for TRO data and services. Working with Mobileye, Ordnance Survey and local authorities covering Essex. If successful, further funding could be sourced from DfT or the Geospatial Commission if depending on outcomes during the pilot phase.
- **Census** – To deliver data in accordance with our Memorandum of Understanding with ONS to meet the needs of the 2021 census. On-going work to capture Tertiary level classifications and engagement with ONS through 2020/21.

Investment Projects

Several investments are included in the budget that focus on securing our data management and exchange chain in terms of processes, systems and relationships. This section sets those out in more details

Project management

The delivery of the Aurora project has demonstrated that the project management is an important skills to deliver value sooner, to a high quality, with reduced risk, and within budget.

A full GET/ Aurora post-project review will reveal specific lessons to learn, which will help inform a re-focused approach to project management, incorporating true Agile methods and complemented by DevOps and Lean working practices.

A targeted, companywide education and on-going learning programme will embed understanding and build competence for project sponsors, project managers and team members alike.

Candidate management

This investment is focused on creating and implementing a data candidate process for external users, primarily local custodians and other selected PSGA users to supply and respond to data records for properties they deem to be in error / missing and be updated on its status.

This project has been running in the latter half of 2019-20. Local authorities will be able to receive, view and respond to (through a status update) candidate records they have received. This will be integrated as the back end of the OS Errors and Omissions process under PSGA. GeoPlace will monitor and administer the overall candidates process. This will be integrated as part of the GeoGateway 'dashboard' for local authority overview of information and progress.

GeoGateway

This investment is to create platform for a dashboard style interface for the DCA community as well as police, fire, statutory undertakers, regional highway authorities and NSG contractors. These organisations already have access to a range of the services currently available and these will be further enhanced, providing a single point of access to a range of services and statistical and other reporting data.

The benefits of streamlining GeoPlace interactions and access to services in this way will reduce pressure on our helpdesk in order they can focus on the anticipated increases in demands resulting from open data and PSGA. Overall it will prompt the faster-turnaround of data changes through to the local authority community as identified within open data proposals.

Technology infrastructure improvements

This investment encompasses a range of improvements to data security, working practices, and resilience as we move into the cloud. The activities range from replacement of firewalls and virtual private network to a review of deployment tools.

The GET (Aurora) infrastructure is based on the use of cloud services and automation. In parallel with GET, other IT systems will also be moving to this new infrastructure, with almost everything moved away from GeoPlace's offices by mid-2020. This will improve reliability, resilience, flexibility, and provide a high-performance foundation for the future.

Building on this, further improvements will be made to accelerate the in-house development / deployment pipelines and to increase automation of business processes. Exploiting newer technologies, such as Containerisation will reduce costs and offer new opportunities and capabilities.

Investment Projects

Database migration

A long-term strategy has been to reduce reliance on proprietary software solutions to reduce costs, technical restrictions imposed through licensing and reliance on specific technical expertise. Research during 2018/19 and presented to the Board in December 2019 recommended the move to PostgreSQL for GeoPlace's database technology. This also opens the potential for greater automation of repeat tasks, the ability to retire older servers, greater integration with other systems, and more flexibility to take on new projects.

An outline plan has been drafted and will be refined at the start of this project, which is expected post the completion of GET with the final deadline being driven by the end date for renewal of current database licenses at the end of Q4 2020/21. There is an established and practical migration path that minimises staff re-skilling, and a large body of knowledge and external expertise to draw upon. Scheduling and resourcing the physical migration and training programme will be required to avoid disrupting other Investment Projects.

Street Naming and Numbering

A new approach to Street Naming and Numbering management and processing has the potential to unlock value (efficiencies and revenue) for local authorities and the GeoPlace partnership. This project supports the board focus on becoming the "go-to" place for bulk addressing as well as the clearing house for all local authority spatial data. GeoPlace is very well placed to capitalise on this opportunity through the strength of relationship with SNN teams and reputation for quality in coordinating and validating data from multiple sources.

The project will scope business model options, costs and investigate technical options including prototyping for establishing a centralised street naming and numbering portal. If successful, this will support the Board strategy to deliver the central collection point for all street naming and numbering processing and revenues.

Opportunities include improving early property lifecycle information and the integration into national address and street data products and services; change the basis by which local authorities and Royal Mail exchange address and street data change intelligence; provide homeowners and property developers with a single access point for applying for and receiving approved property and street names; promote good addressing practices between government and the citizen, ultimately shifting the balance towards official addresses from postal addressing.



Consultancy projects

External consultancy costs to supplement internal knowledge or skills and / or capacity. Examples include specialist cost benefit analysis and expert review and insights. Costs incurred off-set against income from direct GeoPlace consultancy income.

OS / GeoPlace Programme Management

The role of OS / GeoPlace Programme Manager was established at the end of 2019-20. This is shared OS - GeoPlace resource, representing the OS/LGA partnership to support collaboration and coordination of the wide range of activities and interactions between the organisations. As such it funded as an on-going investment through 2020-21.

Externally funded investments

PSGA data asks

The Geospatial Commission have specified a range of additional data asks as part of the PSGA. GeoPlace is being contracted to deliver five of these over the next three years working through local authorities and the current Improvement Schedule process and directly through our own skills and expertise. The project is one of the most significant for GeoPlace and will involve almost all parts of the business. Acceptable Quality Levels (AQLs) have been agreed for each data ask. Monies will only be paid to local authorities once individual and collective objectives have been met.

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. Planned investments include marketing to ensure clarity of understanding in the wider market; helpdesk services including self-help; training services; UPRN and USRN data finder services (FindMyAddress and FindMyStreet) and resources dedicated to supporting local authorities.

In addition, Geospatial Commission funds will be disseminate directly to local authorities to support their efforts in responding to enquiries and ensuring they are able to continue the investments in on-going day-to-day data improvements.

As part of the agreements around open data, MHCLG, LGA and Geospatial Commission have committed to supporting GeoPlace in emphasising the value of the work of custodians and street and address data at senior levels within local authorities..

Investment projects – business case dependent

Further investments can be made at any point in the year and will require business cases potentially including additional sources funding and signed-off as required by the GeoPlace Board. Potential candidate projects at this stage include

- **Traffic Regulation orders** – dependent on the outcome of the investigation and prototyping outlined in the Development projects above may provide the scope for a wider opportunity to collect and maintain a centralised national repository of TROs and / or related services. Approaches to DfT or Geospatial Commission may be required as sources of funding.
- **Street naming and numbering portal** – the project identified above within investments may identify a strong business model within the first few months that may require accelerated investment to take advantage of the market.

Ensuring Our Success

The content of this business plan has been developed with input from staff, and it is the role of all staff to help GeoPlace deliver our objectives. As part of establishing the Stakeholder and Delivery Group, a new structure and timeline for reviewing and defining forward quarterly business objectives will be agreed. This will fit with Team plans and individual plans and will be a joint Stakeholder and Delivery Group session.

Progress reporting will be live via our Confluence pages and available to all. Progress will be monitored by the combined Stakeholder and Delivery Group on a quarterly basis. Exceptions will be identified and managed as they arise.



Group plans and team plans

Each Group will have an overall plan comprised of individual Team Plans built to a standard template with content derived from the business plan. The 2020-21 version of these plans will provide detailed outline of work undertaken at an individual level and where appropriate how.

Group leads will oversee the production of these plans working directly with line managers and others. The Delivery Group will bring team plans together to identify gaps, dependencies and overlaps between plans and with the business plan.

Individuals objectives will be set to reflect team plans, this business plan and our overall objectives.

Project oversight

Project work, both development and investment, will be tracked by the Delivery Group. A Project Oversight group will operate as a sub-group to the Delivery Group with project proposals and plans submitted, reviewed and approved by Project Oversight and reported or escalated by exception to the Delivery Group.

Projects have individual metrics appropriate to their size and scope. This includes a measure of value realised back into the business. For larger projects additional, separate Programme Boards will be created involving Delivery Group members and other staff as required.



Management information

Regular measurement, tracking of progress and realisation of value from investment within appropriate governance structures are vital to ensure the successful delivery. Measures are chosen to best benefit GeoPlace, our staff and our customers, and are reviewed for suitability at appropriate times.

Appropriate KPIs are in place to cover data quality, content, timeliness of service amongst others. These measures are flagged to the Delivery Group at any time where additional action is necessary, for example business incidents are reviewed at weekly meetings as a minimum to ensure issues are dealt with as quickly as possible. Examples of measures in use include:

Standards

Standards are at the heart of our business. BS 7666: 2006 Spatial datasets for geographical referencing for example is the foundation of the NAG and NSG and the day to day interactions with data providers. In addition, we also apply ISO 19160-1 Addressing: Conceptual model.

Standards are also a key part of our governance strategy as is the use of internationally recognised standards. GeoPlace operates a Quality Management System (QMS) which

has been certified since 2008 certified and regularly audited to meet the requirements of ISO 9001.

In addition, GeoPlace also operates an Information Security Management System (ISMS) certified since October 2009 which meets the requirements of ISO 27001. GeoPlace's approach has been to take the key aspects of these standards and apply them intelligently to get the maximum benefit for our business.

GeoPlace is certified as Cyber Essentials compliant. Cyber Essentials is a government-backed cyber security certification scheme that sets out a baseline of cyber security suitable for all organisations. The scheme's five security controls can prevent around 80% of cyber-attacks.

Risks

Our primary focus is the maintenance of strong relationships and robust data management, verification and exchange processes. We seek to avoid risks that have an impact on this and to invest resources in mitigating any additional residual risks.

Risks are listed in a series of tiered risk registers with a Strategic Risk Register at the top level managed by the Stakeholder and Delivery Groups. The Delivery Group will compile and review a revised risk register to represent operational risks through Q1 20/21.

Infrastructure Architecture Overview

The GET project has introduced a new approach to infrastructure architecture based around the use of cloud services and automation.

The core business systems for Addressing and Streets, including both applications and databases, are collectively known as Aurora.

The Infrastructure Offsite Migration (IOM) project, aims to migrate systems to the hybrid cloud environment.

A few IT management tools may remain at GeoPlace offices but, by mid-2020, over 95% of GeoPlace's IT systems will be hosted in the cloud, vastly reducing the impact of any local office disruption, and providing a high-performance, solid and adaptable foundation for the future. Refinements to configurations and deployment of new technologies, such as containerisation, have the potential to further increase efficiency, reduce costs, and automate scaling of systems to cope with fluctuating demands. These will be investigated in late 2020.

The Aurora infrastructure comprises separate environments for development, testing, production and disaster recovery. When combined with new development tools, automated testing, and the adoption of a more collaborative, cross-discipline way of working (DevOps), this leads to streamlined development and deployment pipelines that bring rapid delivery and high-quality output (i.e. fewer bugs).

Automation has been introduced wherever possible to ensure that systems are built and maintained efficiently and consistently. This can always be enhanced and improved so a toolchain review is planned for late 2020, with the aim to improve capability and accelerate the development cycle so that improvements are tested and deployed to production systems within minutes or hours, rather than weeks.

The work to migrate away from Oracle to Postgres will start in mid-2020, with the goal of finishing by April 2021. This will reduce costs and remove the technical restrictions imposed by Oracle's licencing and proprietary architecture. It will also lead to more automation of repeated tasks, better integration with other systems, and greater flexibility to take on new projects.

Technology is constantly evolving and exploiting its potential requires GeoPlace to keep pace. This is only possible by continually investing time and resources in researching new ideas and developing new skills.



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

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