

# Working in partnership to manage Britain's address and street infrastructure

**Annual Statement 2014**



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## Introduction from the Managing Director



This is the fourth year since GeoPlace was formed and we continue to work closely with our member organisations to fulfil our remit to create and maintain the National Address Gazetteer infrastructure and the National Street Gazetteer for England and Wales, providing definitive sources of publicly-owned spatial address and street data.

There are now over 500 customers for the AddressBase® products and an increasing number of major government departments have now either migrated from legacy addressing products or have firm plans to do so during 2014. These include ONS, DWP, BBC TV Licensing, the Cabinet Office and HMRC who have plans to use it in reducing public sector fraud and error. In addition an increasing number of the emergency services – Fire, Police and Ambulance are also migrating. We also believe that the Public Sector Licence (PSL) for the Postcode Address File (PAF) that started on the 1st April 2014, will encourage additional uptake.

All of the data for these products is produced by GeoPlace and relies very strongly on the expertise, commitment and local knowledge of local Custodians and their work is instrumental in providing updates to the National Address Gazetteer infrastructure. The information received from the local authorities is then linked to address data from the Royal Mail, the Valuation Office Agency and Ordnance Survey. Through agreement between Ordnance Survey and Scotland's Improvement Service, working on behalf of Scottish Local Government, the National Address Gazetteer infrastructure also includes Scottish address data.

The National Address Gazetteer infrastructure is the single source from which the AddressBase products are developed and made available by Ordnance Survey.

GeoPlace continues to produce the NSG (National Street Gazetteer) which is compiled from 174 Local Street Gazetteers maintained by Custodians within local authorities. This is an attribute rich dataset and investigations continue on how this could be linked to the OS MasterMap® Integrated Transport Network™(ITN) Layer geometry rich dataset produced by Ordnance Survey.

In March 2013, JAG(UK) signed a Memorandum of Understanding with GeoPlace for GeoPlace to provide services to JAG(UK) members. The aim of the partnership is to support local authorities in their day-to-day operation of works as well as delivering logical joined-up solutions to central government and other parties.

The relationship has enabled delivery of a number of initiatives that directly affect the way that street works can be carried out by local authorities and utilities, and has promoted better relationships with other parties in the broader street works industry.

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 I would like to thank our staff, the local authority custodians together with our member organisations for working towards our on-going goal of our journey of one united address and street index used across the entire public and private sectors across Great Britain.

A handwritten signature in white ink that reads "Richard Mason." The signature is fluid and cursive.

**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.

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.

### 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;

- Michael Coughlin, Executive Director, Local Government Association (Chair)
- Helen Platts, Head of Business Development, LGA

Two are appointed by Ordnance Survey;

- Neil Ackroyd, Acting Director General and Chief Executive, Ordnance Survey
- John Kimmance, Director Public Sector at Ordnance Survey

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

### Managing Director & Management Team

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

- 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

### Our core values

GeoPlace's 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.

### Our staff

Our staff are our greatest asset and commitment to their well-being is paramount to GeoPlace's success as a business.

GeoPlace recognises that our staff are key in achieving our mission and workplan. Creating and maintaining large spatial address datasets to a high standard of currency and accuracy requires specialist intellectual capability and expertise. This has been built up over ten years and is now one of the core skills within GeoPlace. This 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.

We promote innovation and creativity and 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.

## How we are governed

The diagram on the next page shows the links between the Members, the LLP Board, the Managing Director and Management Team together with the other links to Ordnance Survey and to the governance arrangements for local government and the management of the hubs.

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 sole responsibility for developing the specifications, provided all new specifications or changes to existing specifications will require agreement with GeoPlace.

### Data Co-operation Agreement

The Data Co-operation Agreement issued by GeoPlace to all district, county and unitary councils in England and Wales, provides for a legally binding agreement between the parties to support the creation and maintenance of GeoPlace Databases (particularly related to address and street information for England and Wales and address information for Scotland through separate agreements).

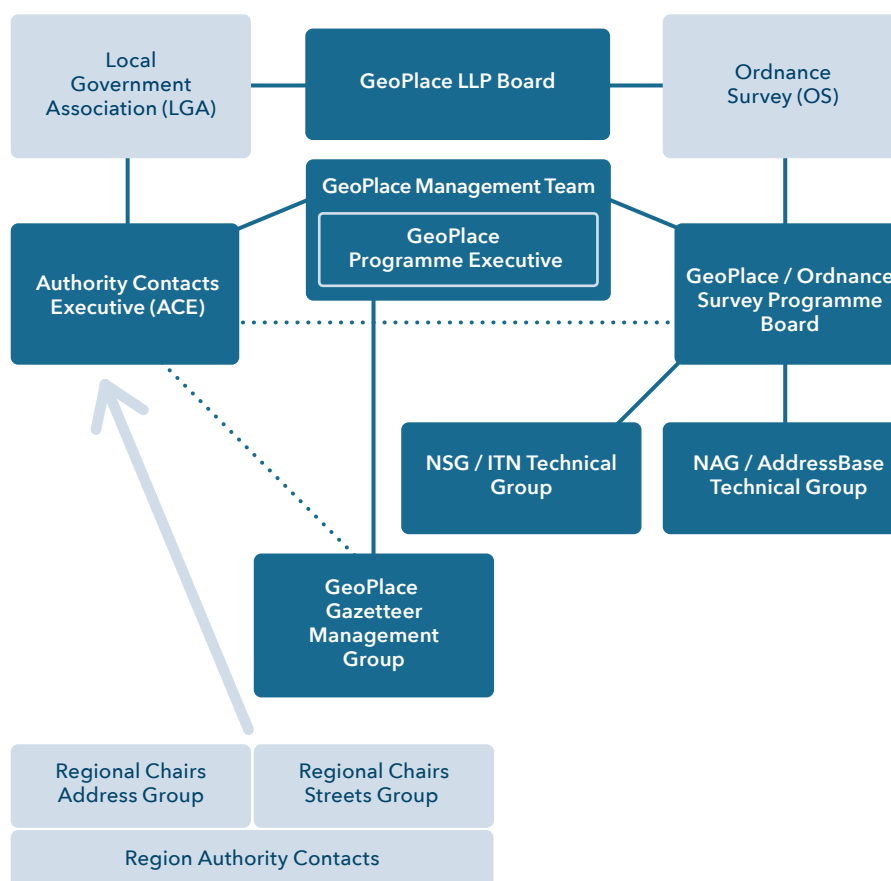
Governance	Purpose	Membership
<b>LLP Board</b>	To provide strategic direction to the GeoPlace business. Authorisation of the Business Plan	Ordnance Survey and Local Government  Members
<b>GeoPlace Management Team</b>	To plan and manage the operations of GeoPlace	GeoPlace (internal)
<b>Authority Custodian Executive (ACE)</b>	To manage the DCA contract on behalf of Local Government	Local Government with GeoPlace representation (2 votes for each party)
<b>Regional Chairs Groups and Working Groups</b>	To make recommendations on the future delivery of Authority Updates and the direction of GeoPlace Services.	One elected Streets Custodian and one elected Address Custodian for each region
<b>GeoPlace / Ordnance Survey Programme Board</b>	This board is the focus point for the strategic management of NAG data delivery to OS and the OS AddressBase product management	GeoPlace and Ordnance Survey (strategic and contractual)
<b>National Address Gazetteer / AddressBase Technical Group</b>	To manage the on-going BAU and technical work for NAG and the AddressBase products	GeoPlace and Ordnance Survey (technical)
<b>Gazetteers Management Group</b>	To manage the national gazetteers (NLPG, NSG and NAG) data quality and the communications with stakeholders	GeoPlace (internal)
<b>Programme Executive</b>	To manage the overall work programme and coordinate project work within GeoPlace	GeoPlace (internal)

With an Effective Date of 1st April 2012, it replaces similar arrangements between all councils and the Local Government Information House (LGIH - a subsidiary of the LGA) which had been in place since 2005 (the Mapping Services Agreement (MSA)) expired on the 31st March 2012.

The Agreement underpins a recognition by government of the substantial social and economic benefits that core reference geography brings and forms part of the framework put in place by Government to enable access by the whole of the public sector to definitive spatial information through the Public Sector Mapping Agreement (PSMA). The Agreement also recognises the role of councils in the creation and source of particular spatial information.

## Working with our Members

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



## Engagement with Participating Authorities

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

There are 348 local authorities in England and Wales providing address updates and 174 authorities providing street updates to GeoPlace. These updates from the bulk of the National Address Gazetteer infrastructure, 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.

On receipt, these updates are validated to ensure that they have been produced in accordance with the – Data Entry Conventions (DEC), the Data Transfer Format (DTF) and validation rules. Participating Authorities are also set and annually review improvement targets to foster continuous improvements in data quality, completeness and currency, and are part of a performance management framework, through the DCA, to support the least well performing Participating Authorities. Each year, the levels required to reach the Gold, Silver, Bronze, Above National Standard and Below National Standard (BNS) are raised in agreement with the local authorities led DCA working group. Those classified as BNS are individually monitored and support both from head office and locally is provided to them.

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 infrastructure 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. ACE may only agree variations where those changes do not affect the ability of either the Participating Authority or GeoPlace to discharge its functions (to the extent that the DCA relates to those functions) or adversely impact on either party. These arrangements have been put in place to enable reasonable essential changes to be made to the DCA without renegotiation between GeoPlace and several hundred

Participating Authorities and to allow for a degree of flexibility over the duration of the DCA.

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.

It is extremely important that GeoPlace works extremely carefully to ensure that the community is engaged and consulted to build consensus before any 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. ACE ultimately manages a programme of communication and consultation with Participating Authorities prior to any formal contract change process being implemented.

GeoPlace has a work programme to support local authority Custodians and engage with Participating Authorities on an on-going basis.

## Ordnance Survey

Ordnance Survey is responsible for capturing market needs, the specification and distribution of the AddressBase range of products. Ordnance Survey works closely with local government and GeoPlace to derive the new AddressBase products and it uses its OS Insight programme which started in April 2011 to inform customers and system suppliers of potential product changes.

Ordnance Survey supports product use in the market by direct end user engagement, software vendor support and wider market engagement. It is also responsible for supporting data usage.

Ordnance Survey uses its market reach to engage with users and potential uses to grow the spatial addressing market and drive innovation. Ordnance Survey is the sole distributor for the sales, marketing, distribution and product management of the AddressBase products both directly and through its partners.

Ordnance Survey also provides information sourced from their large-scale data to GeoPlace for inclusion in the National Address Gazetteer infrastructure. This includes: TOIDS for the address; building and street features together with a range of addresses for certain priority objects and their classifications (descriptions).

GeoPlace interacts with Ordnance Survey at a number of strategic, contractual and technical levels. The day-to-day relationship is managed through the GeoPlace / Ordnance Survey Programme Board.

GeoPlace continues to work with the Operations group of OS to enhance the interfaces which

1. provide GeoPlace and participating local authorities with change intelligence from surveying work; and
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.

GeoPlace also works with other divisions within Ordnance Survey to develop and grow market opportunities both in the UK and overseas in the specific areas of address and street data management.

## Our ISO certification and management systems

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 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 by BSI Management Systems (BSI) to meet the requirements of BS EN ISO 9001:2008. This has now passed six external surveillance visits, the latest of these in July 2014, without fault.

In addition GeoPlace also operates an Information Security Management System (ISMS) certified to meet the requirements of BS EN ISO 27001:2005. The latest surveillance visit was a full recertification visit by BSI in July 2014, which now sees us certified to ISO27001 through to October 2016. As with the QMS, no faults were found with our ISMS.

GeoPlace also runs a Business Continuity Plan (part of the ISMS) including Disaster Recovery and a Risk Management System, which includes a risk based asset management system and the GeoPlace LLP Risk Register.

GeoPlace takes the key aspects of these standards and applies them intelligently 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 the business and avoid 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 LLP 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 customer's 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, which has been communicated and understood throughout the organisation

This policy has been communicated and understood throughout GeoPlace. All staff have the responsibility to familiarise themselves with both this policy and the business processes relevant to their specific roles.

## Operational and business obligations

GeoPlace's integrated management system are providing an integrated and overarching management system for the business. They monitor our business development in a cycle of continual improvement.

Implicit in these systems is an on-going commitment to meeting all contractual KPIs and other obligations that are placed on our business. In addition we set internal Performance Indicators (PIs) for other services to help us monitor and track our business performance in terms of efficiency and effectiveness.

At the date of this Business Plan these contractual and statute obligations are:

- The DCA contract which runs from April 2012 to March 2021 to align with the PSMA contract. (Note that the DCA contract subsumes the MSA KPIs for creating authorities)
- The One Scotland Agreement SLA
- OS Distribution Agreement.
- A Technical SLA between OS and GeoPlace (now in final draft)
- Statutory obligations on the NSG through the New Roads and Street Works Act and the Traffic Management Act
- Contract for management of the Department for Transport Statutory Authority Code Lists.

## Our vision, mission, objectives and work plan

The vision for GeoPlace is to be:

**“to be recognised as the centre of excellence for the management of spatial address information and streets data for Great Britain”**

Usage of our data and related services will provide efficiency gains and more accurate and improved delivery of public services 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” and 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 spatial address 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 AddressBase products.

## JAG(UK) – Joint Authorities Group(UK)

Since signing the MOU and supporting JAG(UK) over the last 12 months JAG(UK) membership income has increased and 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 (HAUC) are leading to projects such as the HAUC Performance Scorecards being well received and being more widely used by DfT and HAUC for policy decisions and improvements in street works practices.

In collaboration with the JAG(UK) board we have 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. This will further increased membership.

## 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.

## Mission for GeoPlace

“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.”

This is undertaken against a baseline of operations.

### 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

### Core values

- 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

### Stakeholders

- GeoPlace will work collaboratively with all stakeholders

## Strategic objectives of GeoPlace

GeoPlace has three primary objectives:

- deliver benefit from the use of our data
- create efficiencies and improvements in the public sector
- provide an operational surplus back to the two partner organisations

These are carried out through the following operational objectives:

1. Coordinate the address and street data maintenance processes from trusted data sources
2. Support the actual use of the data produced by GeoPlace
3. 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

4. Continue to maintain and enhance the definitive National Address Gazetteer infrastructure for the UK<sup>1</sup>
5. 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
6. Provide data matching services to link third party and organisational datasets through the UPRN and USRN
7. Produce the AddressBase products for Ordnance Survey to take to market in its role as sole Distributor
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. 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.
10. Maintain a sustainable and profitable business.

## Work planned for the next year

Our focus for 2014-2015 is on investing in and establishing a 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 remove 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.

## Introduce and use GeoHub for supply chain data management

GeoHub is an information system providing data input, validation, management and output for centrally stored address and street data. The purpose of this is to provide a means of maintaining address and street data, obtained from various data sources and updated in real time. Data extractions, in various formats (DTF, AddressBase and

INSPIRE), can then be made as required by users from the latest available matched dataset and delivered through various channels (data files, portal, web service etc). This will allow the provision of incremental change (daily, weekly and monthly) as an output and hence meet user requirements who currently take more frequent updates of the NLPG, and will also generate additional revenues.

## Introduce an Enterprise Architecture framework for GeoPlace

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.

## Develop Central Maintenance software

GeoPlace is aiming to provide an overall improvement in the supply chain of new addresses by introducing enhanced interfaces to all creating local authorities for streamlining the collection and integration of address and street data into the centralised hub. A web service capability for a standardised interface to the National Address Gazetteer infrastructure will also be provided for these organisations.

As a result of delivering our integrated information management strategy and system (GeoHub) to underpin the collection, management and publishing of address and street information we will begin to embed enhanced processes and services to meet our business vision, mission and objectives. Initially these will be focused around the online collection and real time validation of address and street data from participating local authorities. Our goal is that these services will complement existing file based updates and further enhance our existing techniques in reporting suggested data quality improvements through better linkages to other datasets.

Through close working with a number of third party local authority software vendors we will ensure that our central maintenance solution can be a viable option for all participating local authorities though the

<sup>1</sup> Assuming that agreement is reached with the Land and Property Service of Northern Ireland.

introduction of web services technology to underpin local data integration of address and street data from GeoPlace.

Subject to ratification of Central Maintenance Services by ACE, these services will be provided to Participating Authorities through the DCA and individual Participating Authorities will decide whether they would like to utilise this service.

## Prototype and deliver the business case for a single public sector streets dataset

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

During Q1 2014 we aim to deliver a prototype and draft technical specification of a new product. In collaboration with Ordnance Survey we will investigate the feasibility of capturing Traffic Regulation Orders on behalf of local highway authorities and systems to support their publication and exploitation.

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

Building on the specialist knowledge and expertise gained through matching a wide range of disparate address data sets to create Local Land and Property Gazetteers and the NLPG in 1999 and involvement in many other subsequent projects such as the Ministry of Justice sponsored CORE project and advice to the Office of National Statistics as part of the Census 2011 project, GeoPlace has set up a dedicated Data Consultancy unit which has developed and refined a template and family of processing and matching routines and reporting processes within which any data that includes an address element can be investigated, cleaned, converted and matched.

These skills and knowledge are extensively used daily in the processing of the NLPG, OSG, PAF, CT, and NDR data used to update the NAG.

## Business plan from the Authority Contacts Executive (ACE)

### ACE's mission is to:

1. successfully manage and implement the DCA
2. manage the participating authority capture of quality address and street data for the creation of products and services to be used within the PSMA community to underpin wider public services, government and the private sector
3. ensure commitment of participating authorities as data providers and users
4. establish and maintain a baseline quality level for data
5. ensure continuous improvement of all data.

6. effectively manage the DCA, DEC's and DTFs
7. facilitate and promote the integrated usage of address and street data within Participating Authorities to support the "capture once use many times concept" for the delivery of corporate services either as an internal service or through the use of PSMA products.

### The overall strategy of ACE is to:

1. act as the primary decision making body for managing the DCA
2. determine and promote the levels of exploitation of Authority Updates
3. balance the requirements of Contributing Authorities, GeoPlace and address and street data users
4. sign off changes to the DCA contractual relationship between Participating Authorities and GeoPlace
5. manage the DCA and, subject to clause 14.2 of that Agreement and Annex 1, agree any changes to the Agreement or associated technical documentation through a Contract Change Control process
6. review GeoPlace monthly performance reports of GeoPlace Services
7. review Participating Authority performance reports of Authority Services
8. review where appropriate GeoPlace Default(s), Authority Default(s), Essential Support, Emergency Measures and any request for consent to termination of the DCA by a Participating Authority pursuant to Clause 15.1.2.
9. agree improvement programmes, engagement, meeting timetables and Authority Update data supply targets for Participating Authorities
10. agree the strategic direction for the data entry conventions documents, data transfer formats and improvement schedules
11. direct the Regional Chairs Group(s) in any consultation required to resolve any issues and also receive requests from the Regional Chairs Group(s) to investigate and resolve any issues
12. direct the role and remit of the Regional Chairs Group(s), sub-group(s), working party(s)
13. review any relevant working arrangement involving GeoPlace, the Local Government Association (LGA), Ordnance Survey (OS), the Public Sector Mapping Agreement (PSMA) Geographic Information (GI) Group, Valuation Office Agency (VOA), Royal Mail, Department for Business, Innovation and Skills (BIS), Department for Transport (DfT) and Authority Contacts representatives
14. make representations to the GeoPlace LLP Board on Authority Update data supply, process and GeoPlace Service improvements
15. prepare and publish an annual (April to April) report detailing the previous year's achievements by 1st July each year
16. prepare and publish an annual (April to April) business plan by 1st September of the previous year.

## ACE - Balanced Scorecard - Business Plan for April 2014 – March 2015

FINANCE		CUSTOMER	
Corporate Objective	Measures of Success	Corporate Objective	Measures of Success
1. Ensure costs of governance are kept to a minimum	1. Income from DCA remedial action to be decreasing.	1. Monitor and take appropriate action to ensure 100% of signed up authorities are contributing quality updates in accordance with DCA and are at least at Achieved National Standard	1. 100% commitment from Participating Authorities for sending Authority Updates, with 99% at or above national standard.
2. Performance manage Participating Authorities to ensure lower costs to local government	2. Costs of ACE, Regional Chairs Groups, and Regional and Area meetings meet budget.	2. Monitor and take appropriate action to ensure 100% of GeoPlace's performance and service delivery is met.	2. Reduction in internal time taken to process Authority Updates.
	3. Determination of revenue split between partners from integrating.		3. Number of national / local meetings delivered in accordance with ToR.
			4. Level of customer satisfaction and year on year improvement.
			5. GeoPlace DCA performance and service delivery is 100%.
PROCESSES		ORGANISATIONAL LEARNING AND GROWTH	
Corporate Objective	Measures of Success	Corporate Objective	Measures of Success
1. Direct the role and remit of the Regional Chairs Group(s), sub-group(s), working party(s) in order to provide technical support and advice to DCA Members and wider street community.	1. One month between identification of support for Participating Authority and delivery of solution.	1. Oversee, steer and provide strategic direction for GeoPlace's performance and service delivery	1. Level of Authority Contact satisfaction and year on year improvement.
2. Monitor and take appropriate action to ensure 100% of GeoPlace's performance and service delivery is met.	2. Aim to provide a full reply within 5 working days of receiving a complaint.	2. Promote professional abilities of Authority Custodians	2. Number of Authority Contacts undertaking corporate leadership/ professional development programmes.
3. Oversee, steer and provide strategic direction for the Regional Chairs Groups to Authority Contacts	3. Reduction in errors.	3. Oversee, steer and provide strategic direction for the Regional Chairs Groups	3. Percentage of days as a proportion of total available days: <ul style="list-style-type: none"> <li>• Attending Regional or Area meetings</li> <li>• Training</li> </ul>
4. Monitor and inform the streamlining of the data updating process by introduction of new validation checks.	4. Additional validation check introduced.	4. To provide a quality work environment in which the user community are valued for their contribution to meeting ACE objectives.	4. Attainment of agreed IS measures.
5. Agree the strategic direction for the data entry conventions documents, data transfer formats and improvement schedules.	5. Increase in usage of Khub and 10% reduction in email usage for communications.	5. Balance the requirements of Contributing Authorities, GeoPlace and address and street data users.	5. Professional DCA specific qualifications available to the user community.
6. Promote GeoPlace services.	6. New GeoPlace Services proposed, delivered and used.		6. % of Authority Contacts achieving recognised DCA specific qualifications.
	7. 100% compliance with DEC, DTF and IS.		
	8. Process agreed for transactions and datasets in use on-line via direct Authority Updates web updating and maintenance services.		
	9. Trials of new or revised GeoPlace service standards.		

## ACE's aims and objectives are to:

1. ensure 100% of contributing authorities and organisations remain signed up to the DCA
2. ensure 100% of authorities are contributing quality updates in accordance with DCA
3. ensure 100% of authorities are meeting the DCA frequency of authority updates sent to GeoPlace
4. ensure 100% of GeoPlace's performance and service delivery is met
5. ensure 100% at Regional Chairs Groups meetings
6. ensure 100% of Contributing Authorities are at least at Achieved National Standard.

## Service standards should be - SMART

- S** – Specific
- M** – Measurable
- A** – Achievable
- R** – Realistic
- T** – Timed or Time Bound

## Service standards should take account of an organisations business objectives

- **Mission** – overriding purpose in line with values or expectations of stakeholders i.e. To be the 'best' in the field
- **Vision** – aspiration of the organisation i.e. To provide the best service
- **Goal** – aim or purpose of the service i.e. To improve PSMA data usage
- **Objective** – quantification of the goal i.e. To get the PSMA data available to everybody
- **Core competencies** – resources, processes and skills required to provide the service
- **Strategies** – long-term direction of the service
- **Strategic architecture** – the combination of resources, processes and competencies to put strategy into effect
- **Control** – assess effectiveness and modify as necessary.

What should be done to determine service standards for ACE?

- determine strategic aims of ACE
- identify current and future drivers for change
- analyse internal and external stakeholder needs
- analyse critical assumptions for ACE
- determine organisational / ACE / Regional Chairs values
- formulate, consult and review service standards
- seek approval for service standards
- develop and implement performance indicators
- develop an implementation process i.e. Business Plan
- measure, report and improve.

# Our finances

## Sustainable business

GeoPlace has developed a sustainable commercial business model, and further loans will not be required from its two owners. During the year, GeoPlace is expected to create an operational surplus which will be returned to Ordnance Survey and the Local Government Association.

## Revenue sources

GeoPlace revenues are derived from three main sources;

1. public sector - an allocation from the Ordnance Survey PSMA;
2. private sector – based on Ordnance Survey royalties across a wide range of commercial organisations. Private sector growth is anticipated in line with Ordnance Survey's business plan;
3. specialised consultancy services for data matching and migration.



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