

# GeoPlace: Passionate about data

Driving improvement, excellence  
and innovation through data

**GeoPlace Annual Statement 2016–17**



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# Introduction from our Managing Director



A prime driver for GeoPlace is to ensure that the data for the AddressBase and streets products meets and ultimately exceeds customers'

expectations. The activities in our annual Statement are focussed on this.

In response to customer demand during last year we modified all three spatial addressing products – AddressBase, AddressBase Plus and AddressBase Premium to meet a specification change which included:

- the introduction of latitude, longitude and country codes to facilitate use of the data in international and web-delivered applications;
- improvements to the postal field to allow users greater control when generating mailing lists and analysing the data and inclusion of the Delivery Point Suffix (DPS) to enable bulk mail processing
- a nationally consistent set of wards and parishes to facilitate searching and statistical analysis.

Spatial addresses for four countries (Northern Ireland, the Channel Islands and the Isle of Man) have now been included and hence, for the first time, we now provide full coverage of the UK and the Islands.

Nationally consistent data quality is a key objective and through very detailed analysis and comparison of incoming data we are able to focus on areas where improvements are required.

As well as working centrally we also work very closely with the contributing local authorities and provide direct support to them where necessary. Responding to user requirements we will be adding tertiary classifications – for example whether a residential building is detached, semi-detached, terraced or a flat. We will also continue to improve our National Address Gazetteer data through matching to 3rd party

reference datasets, such as the CQC – Care Quality Commission and NAPTAN – National Public Transport Access Nodes data and others.

Today we receive the majority of new address data on a daily basis. However to meet the requirements of organisations transitioning from the legacy spatial address products, the AddressBase products are updated on a 6 weekly cycle. Increasingly we are finding that this needs to be improved. During this year we are making significant changes to our IT systems such that we can produce at least daily updates and potentially moving to near real time in the future.

In parallel to the work on addresses we have been working closely with Ordnance Survey and the Department of Transport on the development of the new Highways dataset. We delivered our first release of the agreed streets data during February through an API service which provides flexibility to Ordnance Survey as to when they take updates from GeoPlace. Delivery to prospective users will start in April this year and we will need to manage carefully their expectations for additional data.

As the number of customers for the AddressBase products increases, both from the PSMA and private sector, the delivery processes need to be updated. A joint project between Ordnance Survey and GeoPlace – “CAMP” Collaborative Address Management and Publication has been set up to plan and implement systems for the future.

In order to make efficiencies in the data creation process, we will be developing 'Central Maintenance'. This will provide a standard internet browser solution for the supply of address and street data between local authorities and GeoPlace. It will provide flexibility to the contributing local authorities for data entry and provide them with more timely validated address and street data.

However, to continue to be a successful business that has sustainable, secure revenue and is capable of growth, GeoPlace now needs to diversify and spread risk; create new opportunities and provide for future investment in the business.

GeoPlace is seen as a centre of excellence in data management, data consolidation, process guidance and industry improvements having developed our business over many years through continual refinement and improvement to highly aligned management systems. We therefore plan to utilise and leverage the know-how and knowledge within GeoPlace to develop new commercial opportunities for the business and position us as the go-to experts in this domain.

We have already completed a number of data matching contracts for a wide range of customers and are now working closely with Ordnance Survey International supporting them in a number of overseas opportunities.

GeoPlace's core skills lie in working with the local authorities, taking their data, validating it and building it into a national dataset. We are now actively exploring opportunities to capture other data and make this available for a number of applications.

Achievement of these successes to date has only been possible with the passion and commitment demonstrated on a daily basis by our staff and the custodians in the local authority community.

A handwritten signature in black ink that reads "Richard Mason".

Richard Mason  
Managing Director

## Who we are

GeoPlace is a Limited Liability Partnership jointly owned by the Local Government Association (LGA) and Ordnance Survey. We are a world class expert in address and street information management.

We were set up as a result of a government call for a standard index of addresses to bring together existing creators and suppliers of addressing data to one central place to build a single, definitive address database. The resulting data is made widely available through Ordnance Survey which develops the range of AddressBase® products from the National Address Gazetteer.

Today, GeoPlace maintains a national scale information infrastructure that supports the needs of both the public sector and a wider commercial market.

We were formed in 2010 by joining together an established public sector organisation and a skilled private sector organisation. Our expert team demonstrate excellence in data quality; information standards; technical IT skills and relationship management.

The work we do includes:

- creating and maintaining data models
- data cleansing and validation
- working with a network of local authority officers to balance different stakeholder needs.

Our work relies heavily on close working relationships with every local authority in England and Wales. This relationship has been developed over more than a decade, to build the National Street Gazetteer and the National Address Gazetteer infrastructure. Both of these underpin efficient and effective services, bringing direct service delivery benefits to users.

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

Working under the Data Co-operation Agreement, we have a relationship with every district, county and unitary council in England and Wales to support the creation and ongoing maintenance of the National Address Gazetteer infrastructure and the National Street Gazetteer.

We operate under direction from our Board.

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

## Our Board

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

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

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

Two are appointed by Ordnance Survey;

- John Kimmance, Director Public Sector
- Will Davies, Director of Human Resources

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

## Our Management Team

GeoPlace is managed by a Management Team which consists of the Managing Director and five senior GeoPlace employees.



### Richard Mason, Managing Director

Richard, an engineer by background, has worked in the GIS and address management industry for over 25 years. In 1990 he set-up the UK's largest scanning and digitising bureau who digitised in excess of 50,000 of the Ordnance Survey large-scale maps. These show the location and extent of individual properties. He then joined QAS, the UK's largest address management company, now owned by Experian,

where one of his key achievements was sourcing and negotiating supply agreements for premise level address data throughout Europe.

For many years, he has seen the user requirement for one definitive spatial address database which includes a precise location for every address.

He took the lead in finalising the agreements between Ordnance Survey and local government and its partner which led to the establishment of GeoPlace in 2010 and was appointed its first Managing Director. Under his leadership it is now clearly established as the single source of spatial address and definitive street attribute data for England and Wales and through licensing agreements for spatial address data extends this to Scotland. GeoPlace makes this data readily available through Ordnance Survey to an increasing number of public sector organisations including the emergency services; utilities and financial services companies.



**Simon Barlow,  
Executive Director  
of Consultancy**

Simon is responsible for the management of GeoPlace's address and street data and information infrastructure and customer support teams with overall responsibility for ensuring enterprise level data governance. Over the last 15 years he has worked with government to help develop and integrate a common address platform for use in a wide range of day to day applications.

Simon has also been involved in a wide range of geospatial data focused projects both in the UK and across Europe including INSPIRE and the European Address Framework assisting with data modelling, technical design and implementation



**Steve Brandwood,  
Executive Director  
of Engagement**

Steve started working in the field of local government and gazetteers in 1998 after completing a degree in Geography. Initially part of a team of four, he helped set up the

Local Government Information House (LGIH) Ltd (a subsidiary of the Improvement and Development Agency for Local Government), with the aim of standardising local authority geographic data and taking it to market to support the modernisation and e-government agenda.

Steve built up a team of geographic information and local government experts within LGIH to manage the procurement of geographic information on behalf of the sector as well as taking forward the NLPG and NSG initiatives and being an advisor on local government geographic information more widely. After incubating the gazetteers at LGIH, Steve helped to set up GeoPlace to bring the work of local government and Ordnance Survey together in a joint venture. Steve is now responsible for GeoPlace's engagement with local government, wider stakeholder management and communications and marketing.



**Radha  
Chandrasekaran,  
Executive Director  
of IS Development**

With over 18 years' of experience in Enterprise Software Development and expert knowledge in strategic design and implementation of GeoSpatial, GIS and Gazetteer Management solutions for Local Authorities and beyond, Radha heads the Information Systems Department within GeoPlace.

She is responsible for the overall management of all GeoPlace's address and Street data hubs, together with the co-ordination and management of internal and external web applications. Closely working with National custodians, Radha is very customer focussed and continuously improves the services provided by GeoPlace to Local Authorities. She is also responsible for the production of National Address Gazetteer from which AddressBase™ products from Ordnance Survey are produced and the delivery of NSG data to Ordnance Survey for inclusion in the new Highways product.



**Nick Griffiths, Executive  
Director of Informatics**

Nick has worked in the property industry since 1980 and been a senior member of the team developing the NLPG from its creation to its re-birth as the National Address Gazetteer under GeoPlace in 2010.

With a wide range of practical experiences from extracting, cleaning and collating disparate address data sets to form local address gazetteers, through the analysis of regional and national address data sets for emergency services, public utilities and government departments and on to work on UK and European addressing standards, most areas of the world of property addresses have been covered.

Nick is currently head of the team responsible for the integration of third party data such as the VOA Council Tax and Non Domestic Rates data and Royal Mail data into the National Address Gazetteer and for one off research and analysis work for address users.



**Kate de Groot,  
Executive Director of  
Business Planning and  
Operations**

Kate has a broad base of business, IT and management experience and skills gained over 25+ years of working across both the public and private sectors and also on UK, European and worldwide projects.

Coming from a geography background she has extensive specialised knowledge of geographic information and spatial data. She now focusses on the intersection and alignment of business, IT and people to achieve the optimum business performance.

Her specific responsibilities within GeoPlace are Business Planning, Governance, Enterprise Architecture, IT Services and HR. These are managed through in-house developed management systems which allow GeoPlace to maintain agility and flexibility of operations in a dynamically business changing environment whilst at all times continually improving business management and performance.

# About us

## Our vision

The vision for GeoPlace is:  
GeoPlace – Passionate about data.  
Driving improvement, excellence  
and innovation through data.

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

Organisations are now realising “the power of the UPRN” through adapting their systems to include it. This is evidenced by wider use of the AddressBase products which has increased year on year. Exchange of addresses, and address related data, can then be undertaken with an improved degree of accuracy and efficiency.

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

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

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

## Our purpose

To bring together local and national data into comprehensive datasets that consistently meet current and future demand.

A National Information Infrastructure:

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

## Integrated Management Systems

GeoPlace operates a Quality Management System (QMS) which is certified by the British Standards Institute (BSI) to meet the requirements of ISO 9001. We have also received certification for our Information Security Management System (ISMS) to ISO 27001 – the ISO Information Security Standard.

As part of our ISMS GeoPlace maintains a Business Continuity Plan which is now being updated and is also certified to ISO 27001. This covers all company assets including hardware availability, staff and offices and disaster recovery plans.

In order to create and maintain the optimum alignment of the business and IT we are taking a wider Enterprise Architecture (EA) perspective across our business. As our business gets more complicated this approach is fundamentally important for GeoPlace and will ensure our continued success in delivering appropriate operations, systems and IT solutions.

The EA work is being built incrementally and through on-going project work managed centrally through the Programme

Executive. It aligns with, and works in parallel with, both our QMS and ISMS and equips our integrated management systems with rigorous principles and standards within a framework of adaptive methodologies.

## Research and Development

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

We have achieved this through internal research and development activities to allow for investigative and research based work around industry best practice and further

developing our centre of excellence knowledge. Our financial model has been adapted to reflect this work and are actively matching data against other third party reference datasets.

## Core skills

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

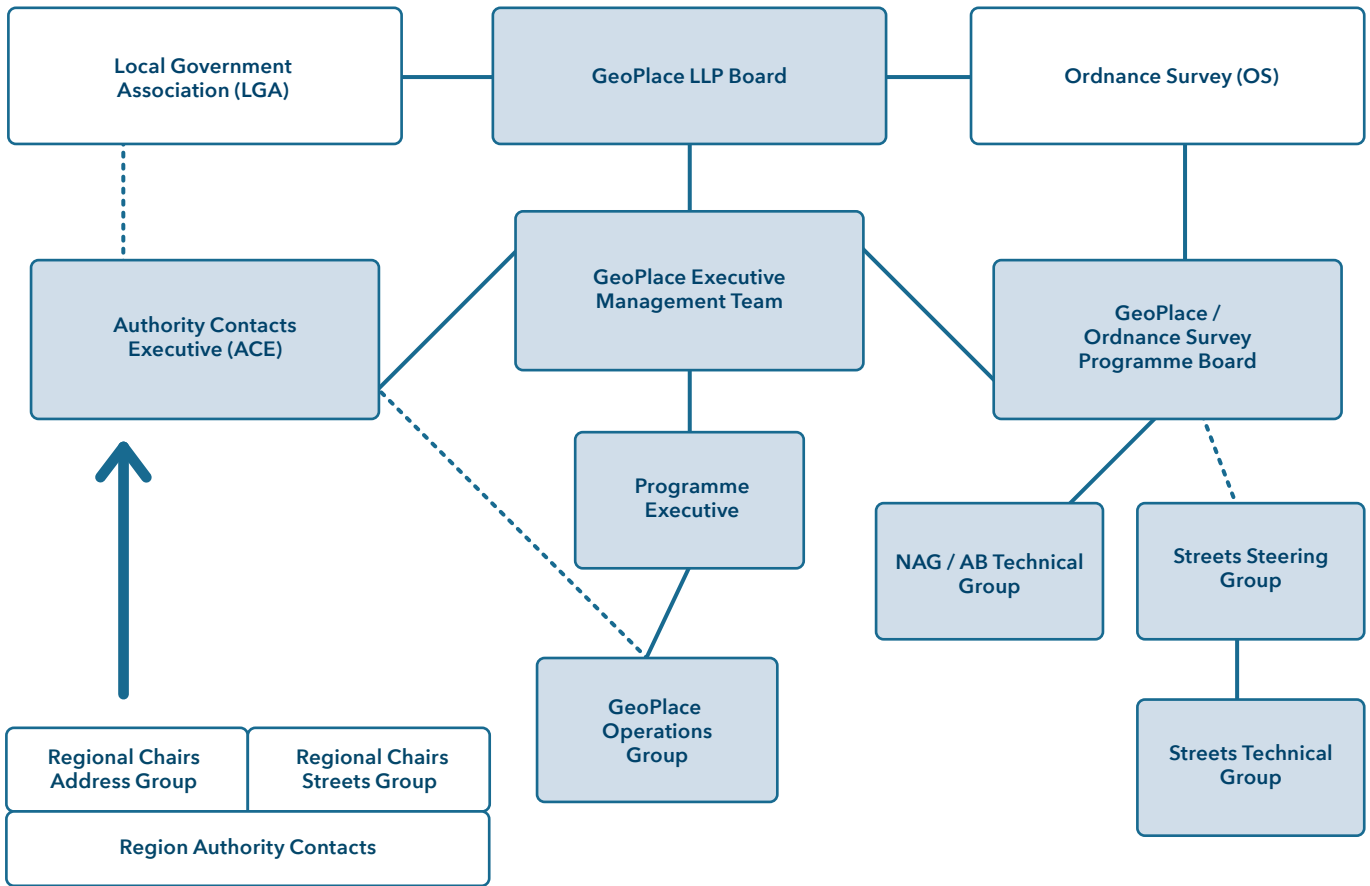
This expertise along with our ability to manage and define our work effectively and efficiently to meet changing business, user and industry needs in a robust, adaptable and professional manner allows us to achieve the results we do.

# How we are governed

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

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

There is also a GI Customer group established as part of the PSMA. This group is chaired by someone appointed by BIS and has representatives across the whole public sector. This group has the ability to request changes in the AddressBase product specification from Ordnance Survey. Through the Data Distribution Agreement between Ordnance Survey and GeoPlace, Ordnance Survey has the responsibility for developing the specifications, on the basis that all new specifications or changes to existing specifications will require agreement with GeoPlace.



# Our engagement with local authorities and other key stakeholders

## Working with local authorities

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.

There are 348 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 will balance

Participating Authority requirements against requirements from other stakeholders identified in section of Appendix 1 of this plan – 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 – such as the planned introduction of Central Maintenance. 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. ACE ultimately manages a programme of communication and consultation with Participating Authorities prior to any formal contract change process being implemented.

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

## DCA Participating Authorities

DCA Participating authorities are key stakeholders for GeoPlace. Their requirements for both the services we provide and the data they use and maintain is managed through the Authority Contacts Executive (ACE). Over the last year we have continued to work in partnership with the DCA community and the quality of the services and data continues to improve.

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

## Ordnance Survey

We continue to work with the Operations group of OS to enhance the interfaces which

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

We have reduced duplicated work between OS and GeoPlace on spatial address production and successfully improved the data quality of the addressing products.

We shall also work with other divisions within OS to develop and grow market opportunities both in the UK and overseas in the specific areas of address and street data management.

## Royal Mail

The single government PAF licence – Public Sector Licence (PSL) is now available. It is anticipated that the PSL will significantly improve the potential usage of the AddressBase products.

Separately detailed discussions continue with regard to moving to a centralised process (coordinated by GeoPlace) of providing Royal Mail with change intelligence and receiving the applicable postcodes back from them. Efficiencies in the flow of information between the organisations have been recognised as well as improvements in data quality for both parties. Further work needs to be done on quantifying the benefits.

## Valuation Office Agency (VOA)

Discussions with the VOA have been varied and their ability to change is constrained by the fact that all of their IT support has been contracted out to a 3rd party.

We receive a weekly changes file covering both the Council Tax and Non Domestic Rates data. Previously the Council Tax data changes were only provided on a monthly basis. Going forward VOA remains an important party in assisting us in verifying the data quality of our location information. This will become more so as VOA start to utilise AddressBase within their own operational environment.

## Scotland

The One Scotland Gazetteer (OSG) data is integrated into the GeoPlace processing and production systems for the NAG and this data was included in AddressBase product outputs from May 2012.

We are in regular dialogue with the Improvement Service for Scotland to ensure a good quality and frequent data supply from each of the 32 Scottish councils.

## ONS

Since the last Census, the ONS Beyond 2011 team have been evaluating AddressBase Premium as part of their review of options for the future Census in England and Wales.

Although both the general review and specific evaluation are still on-going, GeoPlace understand that ONS are broadly satisfied that AddressBase Premium provides the ONS Census and Geography teams with the address based information they require.

## Northern Ireland, Channel Islands, Isle of Man

Data management processes have been implemented to enable integration of data from other geographic domains in order to extend the coverage of AddressBase products in the market. Requirements have been identified from within the PSMA community and wider commercial sector for AddressBase data covering Northern Ireland, the Channel Islands and the Isle of Man.

Ordnance Survey have established a contractual relationship with the data suppliers, namely Land and Property Services (LPS) Northern Ireland, Isle of Man Government and the States of Jersey & Guernsey Government. This data is currently moving into production and release.

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

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

Since our support of JAG(UK) its membership income has increased and its activities are seeing wider recognition as a result of the closer ties with local government. I

Good relations with the Department for Transport (DfT) and greater collaboration with the Highways Authorities and Utilities Committee (UK) (HAUC(UK)) are leading to projects such as the HAUC(UK) Performance Scorecards being well received and being more widely used by DfT and HAUC(UK) for policy decisions and improvements in street works practices.

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

# Our Strategic aims

GeoPlace has three strategic aims as agreed with our Board:

- 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.

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

- 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.
- Coordinate the address and street data maintenance processes from trusted data sources.
- Continue to maintain and enhance the definitive National Address Gazetteer infrastructure for the UK.
- 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.
- Produce the AddressBase products and provide NSG data to Ordnance Survey for inclusion in the new Highways products for Ordnance Survey to take to market
- 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.
- Support the actual use of the data produced by GeoPlace.
- Share with Ordnance Survey a full understanding of the knowledge and expertise around the management of addressing and street information available from GeoPlace.
- Provide data matching and consultancy services, both within the UK and internationally, to link third party and organisational datasets through the UPRN and USRN.
- Maintain a sustainable and profitable business.

## Our work plan for 2016-17

Beyond our business as usual activities our continuing focus for 2016-2017 is on investing in and continuing development of the solid platform from which to develop future opportunities in line with our longer term strategic vision.

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

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

Our specific work programme for the forthcoming year is:

- Introduce and use GeoHub for supply chain data management. This will allow real time access to and provision of data content
- Implement the Enterprise Architecture framework for GeoPlace
- Develop Central Maintenance Service

- Migrate online services and websites to a new technical platform
- Improve the interface between local authorities and Royal Mail for exchange of local authority and postcode data
- Invest in additional capacity across GeoPlace to meet new opportunities both in the UK and overseas
- Plan the future IT infrastructure for GeoPlace : develop and enhance through the Infrastructure Strategy
- Work with internal and external stakeholders to further develop the GeoPlace streets strategy. To review and enhance existing data services and collaborative opportunities for GeoPlace, local authorities, JAG(UK), OS, DfT and DEFRA
- Improvement to the NAG / AddressBase interfaces
- NAG Data Quality Improvements. Resolution of one off legacy items highlighted by OS product management. This covers some 10 items classified as high priority
- Plan the future People workforce for GeoPlace : develop and enhance through the HR Strategy
- Delivery of GeoPlace streets data change intelligence
- Making NAG ready for the next census.

## Our revenue sources

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

GeoPlace revenues are derived from two main sources:

- Public sector - an allocation from the Ordnance Survey PSMA contract;
- Private sector – based on existing and new Ordnance Survey contracts across a wide range of organisations. Private sector growth is anticipated in line with Ordnance Survey's business plan;

In addition, the provision of services for consultancy, data matching, training and data migration will generate additional revenue and has the potential to grow in the future.



Published May 2016

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