

# Driving efficiency through improvement and innovation

**Case studies from the 2013 GeoPlace Exemplar Awards**

Demonstrating the importance of location to service delivery  
within the public sector

# Index

04

## Foreword from GeoPlace LLP

Richard Mason,  
Managing Director

05

## Foreword from the Local Government Association

Daniel Goodwin, Executive  
Director for Local Government  
Finance and Policy, Local  
Government Association and  
Chair of the GeoPlace Board

06

## Foreword from Ordnance Survey

Neil Ackroyd, Director of  
Operations, Ordnance Survey and  
Member of the GeoPlace Board

08

## The GeoPlace Exemplar Awards

Driving efficiency through  
improvement and innovation

10

## Winner Citizen Award

South Staffordshire Council

Delivering waste management service  
efficiencies through the use of GIS and  
route optimisation in South Staffordshire

12

## Runner-up Citizen Award

Reigate and Banstead

Rethink your rubbish ... recycle more

14

## Highly Commended Citizen Award

London Borough of  
Tower Hamlets

Parking in Tower Hamlets

16

## Winner Improvement and Efficiency Award

Barnsley Metropolitan  
Borough Council

Maximising local taxation revenues in  
Barnsley Metropolitan Borough Council

18

## Runner-up Improvement and Efficiency Award

Huntingdonshire District Council

Huntingdonshire District Council tackle  
social housing fraud

20

## Joint winner Integration Award

Newham Council

Improved understanding of residents in  
the London Borough of Newham

22

## Joint winner Integration Award

North Somerset Council

Improving data, improving waste  
collection in North Somerset

24

## Runner-up Integration Award

Colchester Borough Council

Managing Waste in Colchester

26

## Winner Innovation in Delivery Award

London Borough of  
Tower Hamlets

Automated Land Charges in London  
Borough of Tower Hamlets

28

## Runner-up Innovation in Delivery Award

North Somerset Council

Joining it all up in North Somerset

30

## Winner Best Practice Award

Nottingham City Council

Cleaning up commercial addresses in  
Nottingham City Council

32

Runner-up

**Best Practice Award**

**North Somerset Council**

Creating a spatial data infrastructure in North Somerset

34

Highly Commended

**Best Practice Award**

**Northumberland County Council**

Village greens in Northumberland County Council

36

Winner

**Street Naming and Numbering Award**

**Cambridge City Council**

Keeping names local in Cambridge

38

Runner-up

**Street Naming and Numbering Award**

**Chelmsford City Council**

Retaining social history in Chelmsford

40

Highly Commended

**Street Naming and Numbering Award**

**Newport City Council**

A history of steam in Newport

42

Winner

**Custodian of the Year Award**

**Martin Laker, Bath and North East Somerset**

43

Winner

**Scottish Gazetteer Custodian of the Year**

**Keith McBean, Inverclyde Council**

43

Winner

**Most Improved Scottish Gazetteer Custodian of the Year**

**Gillian Freshney, South Lanarkshire Council**

44

Winner

**Most Improved Address Data**

**North Devon Council**

**Most Improved Street Data**

**St Helens Metropolitan District Council**

Constant improvement

45

Leading the regions

**Best in Address Data in Region**

**Best Street Data in Region**

# Foreword

## from GeoPlace LLP



The annual Exemplar Awards provide GeoPlace with the opportunity to demonstrate the importance of the work of local authority Custodians and their colleagues as creators of the definitive address and street information in Great Britain.

The Awards highlight Custodians' roles within their authorities and enables their work to be more widely communicated to all parts of the authority. It allows the many services which currently use address and street data to see that the high standard of the data is externally recognised, and highlights to any potential users of the datasets that they too can use consistent and up to date addressing in their projects.

This book contains case studies from the winners, runners-up and those highly commended in the 2013 Exemplar Awards that were presented at GeoPlace's 'Everything Happens

Somewhere' conference which took place in October 2013.

The case studies in this book also feature local authorities which have received Awards for excellence in their day-to-day work. These include those who have invested time in creating and continually improving their processes and who have made and achieved a real commitment to improving both the accuracy and quality of the data submitted to the GeoPlace hubs.

Usage of local authority address information is increasing across the wider Public Sector Mapping Agreement community, now numbering over 3,000 members, with a resulting recognition of the power of the Unique Property Reference Number (UPRN) and Unique Street Reference Number (USRN) and their ability to enable organisations to develop a "create once and use many times approach" to information sharing.

The case studies in this book outline the importance of address and street data in delivering services such as:

- the mitigation of traffic and highways impacts on new developments in the London Borough of Tower Hamlets
- supporting cheaper and better waste management services in South Staffordshire
- engaging the local community in naming new street developments in Cambridge City
- identifying and accurately recording local businesses to ensure fair local business taxation in Barnsley
- enabling the integration of a number of databases to look up the tenure of properties, and identify instances of sub-letting within council properties and unlicensed privately rented properties in the London Borough of Newham

- the optimisation of waste collection routes at the individual property level in North Somerset
- the protection of village greens in Northumberland
- enabling the development of the cross-authority Housing Fraud Partnership in Huntingdonshire and the surrounding districts
- facilitating the introduction of a new recycling, food waste and refuse service in Reigate and Banstead
- the transformation of the customer journey for a Local Land Charge search request in the London Borough of Tower Hamlets
- managing the absorption of new properties into waste management routes in Colchester.
- recognising and honouring the history of the railways in Newport to create a sense of community
- improved revenue collection of commercial rates in Nottingham through better identification and management of commercial property addresses
- maximising the usage and accessibility of corporate information in North Somerset through the development of a centralised data infrastructure powered by the LLPG
- retaining social history in Chelmsford through proactive street naming and numbering.

I would like to offer my sincere congratulations to all of the authorities featured in this book, and I look forward to working with all Custodians and their colleagues during 2014 and offering the support of GeoPlace wherever possible.

**Richard Mason**

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

# Foreword from the Local Government Association



In my presentation to the conference I sought to set the work that Custodians do in context of the wider issues of distinctiveness of place and its

importance to every public service. The data that the mapping and addressing services provide is used many times over, by blue light services in emergency situations, for policy decisions about matters as diverse as adult social care and bin collection, and to map demographics linked to housing services and swimming pool provision, to name just a few.

The flexibility that use of this data provides is just starting to be realised. As such it is an important foundation for change and improvement and it is important for Custodians to think about their link to the policy and improvement world and what changes that might require.

Much is talked about 'open data'. In my presentation I talked about the need for data custodians to be open too! Open to engaging in the corporate projects of the council and promoting the flexibility that addressing data can provide, helping people to understand the warp and weft of their particular place in the links to GIS systems, big data, and between public services at the local level. By doing so Custodians can contribute to the LGA's campaign to rewire public services for the benefit of communities.

That means that it is important to understand our councils' strategies and the nuances in potential policy decisions, which are in themselves rightly questions of political choice. That calls for professional skills, political 'nous', and an understanding of what good public management means in the context of addressing and mapping services.

Alongside that, all services are subject to stringent budget restrictions. The services that Custodians run are both an important piece of infrastructure but also an overhead on the organisation which must prove its worth. So thinking about corporate usefulness and respect for the added value that the service can provide will be an important strategy for the future.

The LGA supports this valuable and important work because it, provides intelligence and support to front line services and through Geoplace, nationally. The case studies enclosed in this book bring this to life and provide some really interesting examples of best practice. I hope that they provide useful food for thought and a spur to further improvement.

**Daniel Goodwin**

Executive Director for Local Government Finance and Policy  
Local Government Association



# Foreword

## from Ordnance Survey



Growing confidence with the adoption of AddressBase is helping us to realise the government objective of having one spatial addressing database within the public sector.

The vision and value of a spatial addressing infrastructure underpinning key service provision and interdepartmental collaboration is starting to deliver results for our customers. The UK Government's policy driver for information technology modernisation and service provision are seeing AddressBase and the Unique Property Reference Number (UPRN) embedded in a range of services. The new Individual Electoral Registration (IER) project will be on the Government Digital Service website from June 2014; within the application it has the ability to link to the matching engine within Department for Works and Pensions and with Electoral Registration files received from the local authorities.

AddressBase is now underpinning key national and local Police and Fire systems. Through the sharing of accurate and comprehensive address information across back-office systems, Suffolk Fire and Rescue Service (SFRS) can focus resources on specific areas of need. Because the original National Land and Property Gazetteer attributes are still maintained in AddressBase Premium the migration process was seamless. This clearly impacts positively on the performance of Emergency Services in operational response and therefore the safety of citizens within Great Britain.

Closer to home for me, Ordnance Survey's Operations are now using change intelligence from the National Address Gazetteer, supplied by GeoPlace, to help prioritise the local survey work programmes of our field surveying organisation. This helps us ensure greater consistency in content and currency between the core addressing and our topographic and mapping product ranges.

All of these great AddressBase applications and many more are now showcased in case studies on the Ordnance Survey website, and are as a result of the continued commitment of Local Authorities to maintaining their high quality Local Land

and Property Gazetteers and submitting them to the hub on a regular basis.

As our customer user base grows and adoption of AddressBase widens even further into new markets, the diversity of the addressing community will increase, as will the range of the user applications. It's important to understand these requirements and ensure we are meeting the needs of the AddressBase customer in a changing market.

The role of Authority Contacts Executive (ACE) and the local authority address regional custodians is crucial in balancing these requirements against the ever increasing demands for operational improvements and cost efficiencies in local government. We recognise the challenges this brings and believe the continued engagement between GeoPlace, ACE and Ordnance Survey over the coming months will be critical in better supporting new partners across the public sector and in ensuring we meet the wider requirements of our professional and commercial partners and of course new customers.

The next 12 months will present Ordnance Survey, GeoPlace and the Local Authority Custodians with many challenges. Not least the continued strive for consistency in data quality and completeness at a Great Britain national level and the ongoing linking of the Royal Mail PAF file into the AddressBase product range.

Ordnance Survey and GeoPlace is increasing its levels of investment over the coming months to ensure that AddressBase users have both an improved feedback process for address anomalies and omissions but that also our developments continue to improve the hub and the supporting product supply infrastructure to meet the ever increasing demand for more timely and up-to-date geo-referenced address information.

Thank you as always, for both your authorities' and your own personal commitment in working together with us at GeoPlace, Local Government Association and Ordnance Survey to meet these new and challenging goals.

### **Neil Ackroyd**

GeoPlace Director and Deputy Director General of Ordnance Survey





# The GeoPlace Exemplar Awards

## Exemplar Awards 2013

The 2013 Exemplar Awards are designed to capture projects which make a difference, whether this be directly to the citizen who uses local government services, or local authorities that are trying to find ways of delivering better services more efficiently, or a specific function within a local authority that has used address and/or street data to innovate and make positive changes.

Address and street data underpin many aspects of local government business. Some may have been involved in big transformation projects, with the gazetteers at the heart, saving the authorities millions of pounds; some will be smaller initiatives which have found clever ways to join up other information or to use the gazetteers in unusual ways.

Whichever it is, the Exemplar Awards are designed to capture these initiatives and demonstrate to other authorities, as well as to the wider public sector, the value of the information that local authorities manage on a day-to-day basis.

### Award categories

#### **Citizen Award**

Sponsored by Defra

**Best example of a project underpinned by the local address and/or street dataset which delivers benefits to citizens or communities.**

The Citizen Award rewards projects where benefits have been delivered to citizens, communities, or businesses using local address and/or street data. The Award also identifies where address and/or street data have helped in citizen relevant issues, such as troubled families, right to buy etc.

#### **Improvement and Efficiency Award**

Sponsored by the Local Government Association

This Award intends to capture projects where the local address and/or street datasets have supported an authority project, or contributed to a corporate plan which has led to financial benefits, efficiencies or improved services and has demonstrated value for money to the local authority, or demonstrated value for money.

#### **Integration Award**

Best example of where the local address and/or street datasets are integrated within authority systems or other databases leading to service improvements. This Award demonstrates how local address and/or street datasets have enabled the development of services through integration of the back office leading to front office benefits.

#### **Innovation in Delivery Award**

Sponsored by SOCITM

Best example of a project where the local address and/or street dataset has enabled innovation and transformation in service delivery. Purposely broad in scope to cover the range of 700+ services that local authorities deliver, the Innovation in Delivery Award demonstrates how local address and/or street information has enabled projects to be done differently, leading to benefits to the receiver or the authority.

#### **Best Practice Awards**

Sponsored by Ordnance Survey

This award category aims to capture projects which other local authorities can learn from, and which demonstrates real best practice in the maintenance and use of address and street data.

#### **Street Naming and Numbering Award**

Best demonstration of local involvement in street naming and numbering since 2000. This includes engagement activities with local communities, consideration of local geography or history, overcoming an issue or challenge.

#### **Custodian of the Year Award**

Nominated by their fellow Authority Address and/or Street Custodians in England and Wales, this Award aims to reward contribution to the community, or achievement within an authority.

#### **Scottish Gazetteer Custodian of the Year**

This award is judged by the One Scotland Gazetteer Custodian, using statistics generated at thinkWhere.

### Data Distinction Awards

#### **Best Address Data in Region and Best Street Data in Region**

These Awards are judged by the NLPG and NSG Custodians, using statistics generated at GeoPlace.

#### **Most Improved Address Data and Most Improved Street Data**

These Awards are judged by the NLPG and NSG Custodians, using statistics generated at GeoPlace.

#### **Most Improved Scottish Gazetteer Custodian of the Year**

This award is judged by the One Scotland Gazetteer Custodian, using statistics generated at thinkWhere.

#### **Award to 2013 Exemplar Award**

Awarded based on an audience vote at the 'Everything Happens Somewhere' conference, following presentations from the winners of the following categories:



Daniel Roberts, Waste Management Officer and Andrew Preston, GIS Development Officer at South Staffordshire Council receiving their Award from Daniel Goodwin and Savania Chinamaringa, Data Exploitation Manager, Strategy and Portfolio at Defra



- Citizen Award
- Improvement and Efficiency Award
- Integration Award
- Innovation in Delivery Award
- Best Practice Award
- Street Naming and Numbering Award

When voting, the audience was asked to consider:

- the outcome of the work
- the use of gazetteers
- the relevance to improving public service
- the overall 'wow' factor

The judges for the Awards were:

Simon Bailey - NSG Custodian

Steve Brandwood - GeoPlace

Savania Chinamaringa - Defra

Martin Ferguson - SOCITM

John Kimmance - Ordnance Survey

Gesche Schmid - Local Government Association

Neil Silley - NLPG Custodian

Robin Waters - GIS Professional and media partner

## Driving efficiency through improvement and innovation

GeoPlace's annual conference and presentation of the Exemplar Awards 2013 took place at the Institute of Education in London on Wednesday 9<sup>th</sup> October 2013 with 315 local authority delegates in attendance.

This event supports Authority Address and Street Custodians, Street Naming and Numbering Officers, and delegates from other local authorities who would benefit from greater insight into how address and street data are generated and used within authorities.

The conference brought the community together nationally to listen to developments, share best practice and benefit from knowledge transfer, as well as celebrating achievements through the presentation of the Exemplar Awards.

The conference also plays an important role in enabling Custodians to hear from users of their data from outside of local authorities.

The work that local address Custodians undertake has a wide impact across the whole of the public sector as all

parts of government can now use the AddressBase range of products as part of the Public Sector Mapping Agreement. The information produced by local street Custodians is underpinned by legislation and is an essential part of streamlining streetworks across England and Wales.

The event is also supported by suppliers to the local authority market place.

The GeoPlace website hosts a full record of the event, including all of the presentations and audio recordings from the day.

**Please visit [www.Geoplace.co.uk](http://www.Geoplace.co.uk)**

# Delivering waste management service efficiencies through the use of GIS and route optimisation in South Staffordshire

---

**South Staffordshire Council**

---

**Citizen Award Winner**

---

## Authority view

The use of route optimisation, GIS and addressing has enabled the council to devise and deliver appropriate waste management solutions that have improved the customer experience and delivered substantial efficiencies. Waste Management will continue to utilise these datasets to test objectively future scenarios and manage professionally any subsequent service changes.

—**Daniel Roberts**,  
Waste Management Officer

Waste management is a primary function delivered by councils. It is a vital service but has the potential to be very costly. Using spatial data intelligently to review and revise the waste routes has proved successful in South Staffordshire Council as this case study explores.

## The issue

The largest valued contract South Staffordshire Council manages is the waste management contract. The Waste Management team at the council were required to implement major service changes within a short space of time. This involved the distribution of blue wheeled bins to 42,500 properties across a very rural district within a four week period.

The second phase of the project involved the introduction of 150 new waste and recycling collection routes, designed to maximise collection efficiencies.

## Solution

**The project, delivered through two phases, involved:**

- the planned distribution of 42,500 new wheeled bins
- a full evaluation of existing collection routes
- the development and implementation of 150 new routes in preparation for the new principal disposal facility.

Distribution of the new bins was planned, using the Local Land and Property Gazetteer as the basis. The structure of the data meant the LLPG was vital in identifying properties which were excluded from receiving the bins, i.e. communal dwellings. Once the properties were identified, maps were created for the waste crews to deliver the bins.

The second phase of the project involved a review of the collection routes, and roll out of new waste collection routes to the waste collection teams. The data were utilised from the first phase by integrating them into route optimisation software. Additional data were

added, including collection times, assisted collections information, disposal sites and participation rates.

Working closely with the waste contractor, the council developed 150 individual routes for the collection of non-recyclable, recyclable and organic waste to optimise existing collection routes.

This involved a collection change for two thirds of properties across the district, approximately 30,000 properties, and, as such, further promotion has taken place to communicate the changes. The information was also shared via an interactive tool so that residents could easily review their new collection routes.

### The project used:

- the Local Land and Property Gazetteer
- OS MasterMap Integrated Transport Network (ITN)
- 1:10 000 Scale Raster
- 1: 25 000 Scale Raster
- 1: 50 000 Scale Colour Raster
- OS VectorMap District

## Outcomes

**The project has delivered significant tangible and intangible savings:**

- improved route efficiencies have been instrumental in delivering contract savings of £380,000 per annum for at least the next seven years
- 99.7% of blue wheeled bins were successfully delivered direct to properties across a rural district within the four week scheduled window, attributable to the spatial approach taken to the task



- the weight of material collected for recycling at the kerbside has increased by 25%. Extrapolated over the financial year 2013/14, an additional 2,250 tonnes of household waste will be diverted from landfill with clear environmental and economic benefits for the Staffordshire tax payer
- service satisfaction levels for waste and recycling services, as monitored by the annual Resident's Panel Survey, have reached 94%, the highest figure yet recorded for this service
- during the rollout of the blue wheeled bin, the bespoke online tool received 4,000 unique page hits within a four week period. This represented a significant channel shift for the council from telephone queries, with onward efficiencies.

This project represents a key shift in the approach and methodology of waste

management services at South Staffordshire Council and this has been wholly facilitated by the use of GIS and the LLPG.

### Why this project won

We selected South Staffordshire's project to win the Citizen Award and it was also voted the overall winner by the delegates because it was a great example of how to use local address and street data to deliver real, measureable and sustainable benefits to citizens, while enabling the local authority to make significant cost savings over time. A truly deserving winner!

#### Sponsor of the Citizen Award

Savana Chinamaringa, Data Exploitation Manager, Strategy and Portfolio at Defra

# Rethink your rubbish ... recycle more

---

## Reigate and Banstead

---

### Citizen Award Runner-up

---

#### Authority view

Introducing a new recycling, food waste and refuse service to our residents was a very high profile project and it was important to get it right.

Using the gazetteer, combined with customer insight data, enabled us to introduce the new service to a large audience and undertake a targeted communications plan to support the project. Both were key to understanding our different types of residents, where they lived, and the best way to communicate with them.

Since the introduction of the new service, residents' attitudes and behaviour towards recycling have changed positively, and the amount of waste that is recycled is continuing to increase.

— **Fiona Cullen**,  
Communication and  
Information Manager

Recycling rubbish is an important service provided by the council. It is a key way residents can help alleviate financial pressures on council tax and protect the environment. This case study explores how Reigate and Banstead Borough Council introduced a new recycling service, using the Local Land and Property Gazetteer (LLPG) to inform its development and support the accompanying communication campaign.

#### The issue

The borough's recycling levels were lower than in other local Surrey council areas.

#### Other business drivers behind the need for a new recycling and refuse service included:

- the rising cost to Surrey residents of landfill tax
- demand from residents for additional items to be collected at the kerbside
- the Joint Municipal Waste Management Strategy - a 20 year Action Plan for the future of waste management in Surrey which committed Reigate and Banstead to achieving certain basic recycling rates
- the Corporate Plan 2010-15, in which the Council committed to increasing recycling to 60% by 2015, while maintaining current net expenditure and giving higher customer satisfaction.

In response to these, the council introduced a new recycling, food waste and refuse service.

#### Solution

**The solution involved development and introduction of a new recycling, food waste and refuse service, underpinned by good quality address data. The project contained several elements:**

- specification, procurement and delivery of all new containers and vehicles

- rescheduling of rounds for alternate weekly collections
- the commissioning of a new rounds database
- a mobile in-cab solution for use within the recycling trucks
- and integration of this information into the corporate CRM systems.

It also included a wide ranging communication campaign to ensure residents' understanding of the changes and maximum service take up.

#### The project involved getting residents to

- change behaviour by sorting refuse into rubbish and recycling containers
- adhere to new collection schedules.

Fundamental to good communication is understanding the communications preferences of customers. For this project, the council needed to understand this at household level. This was only made possible with the aid of good local addresses, to which Mosaic customer segmentation data (including communications preference information) could be linked and mapped.

This information was used alongside market research findings on residents' recycling attitudes and motivators. Together these informed development of appropriate communications forming the council's 'Rethink your rubbish' campaign.

The LLPG was vital to the project because the scheme was rolled out to 75% of residential properties - those with individual bins - but not to flats. The structure of the LLPG enabled this information to be easily extracted. In addition, the daily change only updates proved vital for on-the-ground refuse teams in new build estates.

The project also made use of the Ordnance Survey ITN and MasterMap products to develop the routing for the refuse teams.

## Outcomes

### During the first 10 weeks of the new service

- approx. 615 tonnes of mixed recycling were collected, diverted from landfill and sent for recycling
- approx. 300 tonnes of food waste were collected and recycled into soil improver
- the amount sent to landfill dropped by 1,200 tonnes against the same 10 week period in 2011.

### Maximising participation in the new recycling service has many other benefits for the borough and county councils as it

- reduces landfill tax: this project has resulted in landfill tax savings of £215K for 2012-13
- raises income from selling recyclates to a contractor: £2.5 million revenue achieved for 2012-13
- eases pressure on council tax, through tax savings and income provision.

Overall, there has been an increase in recycling rates from 38% to over 50%.

Other benefits from utilising the technology and data brought together in this project include enhanced customer insight data and communication channel preferences which can be used to inform future resident contact.

The project relied on good communication based on detailed customer insight, made possible by accurate data through the LLPG.



Reigate Castle

# Parking in Tower Hamlets

---

**London Borough of Tower Hamlets**

---

**Citizen Award**  
Highly Commended

---

## Authority view

This project illustrates that adopting a value chain approach to enterprise data and information management and workflows can harness the required business intelligence needed to enable an organisation achieve its strategic objectives.

The London Borough of Tower Hamlets is a dynamic, rapidly growing inner city borough, averaging about 6,500 new properties per year. This case study explores how the council implemented a Car Free project to reduce traffic stress.

## The issue

Due to the high growth levels in resident numbers adding to already swelling resident numbers, the London Borough of Tower Hamlets was predominantly parking stressed. A solution was required which reduced the pressure on the borough's roads.

## Solution

The solution involved the enactment of a series of planning policies to facilitate the development of largely car free properties in parts of the borough with high parking stress. This was delivered, monitored and enforced via a new system which joined the council's data intelligence together.

The project leveraged the benefits of a previous project to relocate the street naming and numbering function from the Transportation and Highways Department to the Development and Renewal Department.

## The project was undertaken in two stages:

1. The first stage involved business process reengineering. The objective was to create a framework of relevant data, including planning obligations, street naming and numbering information, and parking permit information, underpinned by the Local Land and Property Address Gazetteer. The project utilised the LLPG and Local Street Gazetteer, as well as Ordnance Survey MasterMap
2. The next stage involved rolling out the new system with the parking permits team, as well as the street naming and numbering officer and LLPG Custodian.

The system is linked to the CRM system and received change only update LLPG information in order to keep the data up to date.

## Outcomes

The main outcomes and benefits of the project, including the benefit recipients include:

1. achieving the council's strategic objectives by facilitating building of thousands of properties each year while reducing parking stress
2. securing social cohesion by reducing parking stress related discontent between residents
3. guaranteeing fairness by ensuring only eligible properties receive parking permits
4. reducing car use and encouraging more environmentally friendly modes of travel for new properties
5. improved data quality through improved processes
6. financial savings and time savings through process automation and resulting staff reallocation
7. reducing risk through improper parking.



# Maximising local taxation revenues in Barnsley Metropolitan Borough Council

---

**Barnsley Metropolitan Borough Council**

---

**Improvement and Efficiency Award Winner**

---

## Authority view

The project provided the Council with a revenue boost which exceeded expectations and provided a significant return on investment. In particular, the use of a new third party data source to help validate the data we hold on businesses proved highly successful, and will be integrated into business processes going forward. We hope that sharing our experience with this project will enable other local authorities to gain similar benefits.

—Riley Marsden, Geographic Information Officer

The Local Government Resource Review, led by the Department for Communities and Local Government, aimed to increase local decision making and accountability. There were several elements to the review, through two broad phases. The first phase examined the way councils are funded, with the aim of giving greater autonomy and freedom, as well as stimulating local economies. This phase includes a new model which re-localises business rates by enabling councils to retain around 50% of the business rates they collect.

The business rates retention scheme in England was introduced for the 2013/14 financial year onwards. It forms a key driver to ensure the local business rate databases are of optimum quality and hold the most accurate business address information available.

## The problem

Driven by these policy developments, Barnsley initiated a review of the processes in place supporting the collection of Business Rates, and the Local Land and Property Gazetteer offered a key way to improve the method of collection.

## The solution

The heart of the task involved improving the link rates between the LLPG and local business rate data whilst also reviewing the processes involved in collecting business rate data more generally.

The LLPG is linked to the majority of the council's back office departmental systems. Particularly relevant for non-domestic records are Regulatory Services, Waste Management, and the customer relationship management database. This means that any address change, amendment, addition or deletion must be requested from the LLPG.

## The objectives for the project were to:

1. review business processes
2. identify internal departments to contribute data intelligence
3. identify whether any external products or partners could assist.

The project was initiated in August 2012 with an aim of completing by the end of March 2013.

The project benefited from access to Ordnance Survey OS MasterMap topography layer, providing a contextual reference point when investigating records.

## Outcomes

### There have been several key outcomes from this project:

- 23 new premises have been added to the Council Tax and Non-Domestic Rate registers
- site visits are now much more efficient, due to intelligence supplied through the LLPG
- interactions between departments have become much more efficient, due to the common language facilitated by the LLPG
- improved data are shared more widely with other departments via the LLPG and GIS web systems.

The majority of new premises were identified through the third party dataset, and the council calculated the total revenue gain for those premises at £70,137. In addition, premises identified through other means took the total revenue gain to around £100,000, with the total rateable value for all new premises identified within the financial year in the region of £170,000.

**Key reasons this project was successful include:**

- ensuring the benefits of the LLPG are well understood by all involved
- ensuring a close working relationship between the LLPG team and the Taxation Enquiry Officers - the staff 'on the ground'
- working towards a 1:1 data relationship between LLPG and non-domestic rate records
- ensuring the Taxation staff have immediate access to the data products created by the LLPG and GIS teams, including the ability to view all of the information spatially
- in addition, benefits were gained because the LLPG is linked to other internal departments which provide change intelligence relating to businesses, including the Regulatory Services, Planning and Waste Management systems; further intelligence is provided via the CRM
- making use of third party data sources where intellectual property restrictions are not impacted.

The project demonstrates the value of the LLPG in supporting the work of the Taxation team in maximising revenues, which is particularly relevant at the current time due to the localisation of Business Rates.

As well as quantifiable financial benefits, the council has shown the capability to build on past success to further improve



the supporting business processes around the LLPG, with further efficiency gains as a result.

### Why this project won

With Business rates being localised, Barnsley wanted to improve collection rates for the taxation team. Building on sound processes and a well-established local land property gazetteer Barnsley has improved how business rates are recorded and maintained. Using the land and property gazetteer as a link to join tax records and property information with internal and external business intelligence information Barnsley improved the process for identifying new or changed business rate records. The project demonstrates good integration of data, good staff collaboration between the gazetteer and taxation team. Increasing business rate incomes and a substantial return on investment demonstrates the value of

the approach. The project application was well presented and presented a business case with quantifiable financial benefits. Provide good practice example for other authorities to follow.

Gesche Schmid, Programme Manager, Transparency, Local Government Association and sponsor and judge of the Improvement and Efficiency Award Award

# Huntingdonshire District Council tackle social housing fraud

---

## Huntingdonshire District Council

---

### Improvement and Efficiency Award Runner-up

---

#### Authority view

The LLPG at Huntingdonshire is embedded into many internal applications. This enables the addressing information from these systems to be manipulated into a consistent LLPG format for uploading to the Fraud data warehouse. The monthly LLPG address matching underpins the Authority's objectives to achieve a broad range of financial savings for the Authority. The Fraud work is ongoing and new financial benefits are realised each month. This project has received further national recognition by winning the Innovation category with their 'Fighting Fraud Awards' entry sponsored by the Cabinet Office and National Fraud Authority.

—David Lloyd, Local Land & Property Gazetteer Manager

The National Fraud Authority estimates that social housing tenancy fraud costs the public purse £1.75 billion per annum. This project outlines how a partnership approach across Cambridgeshire worked to tackle the problem.

#### The issue

The project, delivered through a partnership across Cambridgeshire, aimed to detect, investigate, prevent and, where appropriate, prosecute, and recover properties for social housing tenancy fraud. The stock of social housing included in the proposal is in excess of 25,000 properties held by some local authorities and a number of registered Housing providers.

Huntingdonshire District Council is the Lead Authority that has successfully bid for funding from the Local Government Association and the Department for Communities and Local Government.

#### Solution

The partnership currently includes the following local authorities:

- Huntingdonshire District Council
- Fenland District Council
- Peterborough City Council
- South Cambridgeshire District Council
- Cambridge City Council

All partners are committed to creating a cross boundary Housing Fraud Partnership, using shared data from various sources to prevent, detect, investigate and, where appropriate, prosecute social housing tenancy fraud.

The project involved cross boundary data-sharing, creating a hosted data-warehouse located at Huntingdonshire District Council. The Local Land and Property Gazetteer was key to this project as it provided a standard property address with which to link records, as it is embedded in many internal applications.

**The monthly extract of data from 24 datasets, listed below, includes around 270,000 addresses.**

- Council Tax
- Sundry Debtors
- Environmental Health
- Benefits
- Housing Register
- Resident Permits
- Season ticket Parking Permits
- RSL Tenants
- Licensing
- Electoral Register
- Payroll

Council Tax, Benefits, Environmental Health, Housing and Electoral Register suite of reports are 100% synchronised to the LLPG, enabling LLPG addresses to be applied in the data warehouse structure.

#### Outcomes

The project is still ongoing; however, several key benefits have already been realised.

##### Financial benefits:

- decreasing the level of fraud, using current estimates of loss of £18k per property (Audit Commission/Cabinet Office /DCLG estimates), should deliver ongoing savings of around £864k and £1.72M to the public purse
- an additional benefit to HDC is the identification of fraud in Benefits and Council Tax Discounts which could add a further £250k in savings
- 79 Fraud files have been raised
- 17 cases have identified nearly £7,000 of overpayments



- six of the above cases have identified over £10,500 per annum future savings
- four cases have been referred to the DWP
- more than 20 cases are still being actively investigated by Fraud Officers
- 11 properties have been removed from the Long Term Council Tax Empty list
- nearly £1,300 of fines and penalties have been charged/applied
- over £1,550 of outstanding debt have been identified that can now be recovered
- enabled a property to be recovered for breaching tenancy agreement which on latest Audit Commission estimates means an annual future saving of £18,000 to the Council.

**Organisational benefits:**

- improve levels of data quality across multiple data sets by linking to the LLPG and its UPRN
- conversely, the extensive use of the LLPG enables users to identify any anomalies in the LLPG
- engaging with one software supplier with the objective of developing a web service link to LLPG/NLPG addresses and UPRN.

# Improved understanding of residents in the London Borough of Newham

---

## Newham Council

---

### Integration Award

Joint winner

---

### Authority view

The project was initiated because no council system which used property data held definitive information regarding tenure. A number of benefits were realised as a result of integrating all tenure data: for example, we now have one place to look up the tenure of properties, and can identify instances of sub-letting within council properties; around 100 new properties have been identified, and a number of unlicensed privately rented properties have also been identified. The outcome of the project is a tenure database that can be viewed through the council's intranet, leading to significant savings in officer time.

Understanding residents is a vital element of improved and more efficient service delivery for all councils. This case study explores how the London Borough of Newham used the Local Land and Property Gazetteer to understand their residents better.

### The issue

There are a number of benefits from having an accurate understanding of local residents. This can aid more efficient service delivery and also aid service planning, such as school place requirements and emergency planning. One aspect of this understanding can be gained through housing tenure.

It became clear that the London Borough of Newham did not have an accurate record of housing tenure.

### Solution

A project was initiated to capture tenure information. This involved

1. recording systematically the tenure of dwellings
2. keeping records up to date and recording history of change
3. amalgamating data from existing council systems
4. adopting a system of classification of tenure that is consistent with best practice
5. agreeing governance arrangement for the integrity of the data.

A data mining exercise was carried out to examine the data already held by the

council. A number of data sets were sourced which could prove valuable to the project. These included:

- benefits
- council tax
- customer relationship management system
- electoral register
- housing records
- waste/bin collection records
- and others

The Unique Property Reference Number (UPRN) from the LLPG proved vital as the mechanism to link the disparate data sources together.

### Outcomes

A property tenure database has been developed and is maintained. This is made available via the council's intranet. A number of benefits have emerged from the initiative:

- supported work of the housing management services and private housing operations teams through more accurate data availability
- more accurate address data more generally available for use throughout the council
- supports wider improvement and performance work through having data linked and in one place
- furthermore, the project has led to a better understanding of the local residents.



# Improving data, improving waste collection in North Somerset

---

## North Somerset Council

---

### Integration Award

Joint winner

---

### Authority view

The successful delivery of this project has truly strengthened operational relationships between two of the council's key partners, all because we are all now easily able to use the same information. Though a simple concept, the project has seen data quality and currency improve in the LLPG and business systems, as well as enabling the realisation of significant cashable savings. This project has firmly paved the way for more improvement and cost savings through smarter collaborative working.

—David Burdge, Corporate Information Manager

Like many other councils, North Somerset outsource the collection of residents' waste. It is vital that the information to support this relationship, such as address data, is kept up to date. This case study explores how improvements were made in data flows in North Somerset which, in turn, improved service delivery.

## The problem

A problem was identified in the data transfers between North Somerset and their waste contractor. The issue was in the coherence of data sharing and data transfer between both organisations, which, in turn, was affecting service delivery.

The lack of an accurate and comparable property list was leading to inaccurate occupation counts and affecting service delivery in some areas. The project was initiated to ensure one set of address information could be regularly and consistently shared between interested parties to assist communication and partnership working.

## Solution

The Local Land and Property Gazetteer was identified as a crucial part of the solution to improved data sharing and coherence between the two organisations. More widely, the project aims were to

- provide consistent two way information flows between various internal systems (including council tax and the waste management team) and the waste contractor

- improve data quality
- establish information update mechanisms with the contractor
- improve monitoring and reporting of performance targets
- improve service delivery and improve customer satisfaction
- enable visibility of the above datasets in GIS

No capital investment or additional resource was required to deliver the project.

The project involved

- linking the LLPG to council tax records
- adding the Unique Property Reference Number (UPRN) from the LLPG to the council tax records
- ensuring automatic daily update data flows between the LLPG and council tax to ensure sustainability in the linkages
- the validated data were linked to existing systems
- the validated data were also provided to the contractor, with schedules put in place for daily automatic updates
- the data are also used to support internal systems and, in turn, support external systems, such as website information

## Outcomes

The project was completed successfully and delivered the following outcomes:

- improved working relationships, communication and information flows
- accurate property count was created, resulting in an immediate cash saving of £20,000
- improved internal links between the LLPG and council tax, reducing requirements for staff to visit locations to verify records for example
- reporting and monitoring have become more consistent, and have provided numerous benefits, such as enabling targeted action in areas with low recycling rates



Clevedon Pier, North Somerset

- increased self -service traffic through the website
- better, more effective, service delivery to members of the public.

There are numerous strands to this project that display best practice and innovation around usage of the LLPG and information management in general.

# Managing Waste in Colchester

---

## Colchester Borough Council

---

### Integration Award Runner-up

---

#### Authority view

The existing data used for waste management by Colchester Borough Council were not exact enough to provide an optimum service because, in many streets, the mix of housing types presents different demands in collecting refuse and recycling.

By matching this data down to individual properties in the Borough, we have been able to create a much more accurate digest of waste management information which we can use to tweak collection routes, communicate with residents about collections and liaise with councillors, and provide a much more efficient and cost effective service.

— **Matt Sterling** - Assistant Chief Executive.

Refuse collection is a very visible service delivered by councils. It can also be a very costly service and, as such, efficiencies made in waste management can have high returns. This case study explores efficiencies created by Colchester Borough Council.

#### Issue/problem

Following a review of the Operational Services department which manages waste collection, Colchester became aware of the need to review and develop improved waste collection data. The data were used to recalibrate and underpin collection routes. Furthermore, improved processes were required to keep the data up to date and include additional information, such as missed bins, bin contamination and so forth.

#### Solution

The solution required a method of creating and managing refuse collection data for approximately 200,000 property records. The basis of the waste collection data was the Local Land and Property Gazetteer.

The new waste collection routes were developed - 150 in total. Using the Unique Property Reference Number (UPRN) from the LLPG meant the new routes were accurate and realistic. A data validation exercise was carried out to remove duplicates and complete any missing records. The structure of the LLPG meant the team could also create routes for proposed new housing developments, future proofing the project as much as possible.

Mapping the coordinates against the UPRN meant that the data could be spatially

represented for staff in the office and waste collection teams. The process to create this involved:

- creating a polyline road network, utilising the Unique Street Reference Number from the Local Street Gazetteer in mapping software
- the property polygon maps were linked to the road network dataset so that individual routes could be created
- work was then done to ensure the process was repeatable to ensure the data could be properly kept up to date. This involved creating a program that would automatically validate new data against existing waste collection routes, avoiding manual input into the process.

Address and street data were critical to the implementation and ongoing needs of this project. The data structure, i.e. the ability to identify type of property, proved valuable to the process. Additionally, retaining the UPRN adds an extra level of granularity which means queries - for example refuse collection day - can be done by property rather than by street which vastly improves accuracy as one street can contain several collection types.

In addition to the LLPG and Local Street Gazetteer (LSG), the project also utilised Ordnance Survey MasterMap data and also the ITN product.

#### Outcomes

The project is going through user acceptance testing. However, the following benefits have already been realised:

- accurate and more efficient refuse routes
- the ability to report an event (such as a missed bin) dynamically on a collection route
- a robust system of updating the data using the LLPG on a scheduled basis
- facilitating resident self-serving options, such as online collection look up, rather than telephone queries.



TO THE  
GLORY &  
MEMORY  
OF THE  
SOLDIERS  
WHO FELL IN  
THE GREAT WAR

ERECTED BY THE  
MAYOR & COUNCIL OF  
THE CORPORATION OF  
SHEFFIELD  
IN 1920

# Automated Land Charges in London Borough of Tower Hamlets

---

**London Borough of Tower Hamlets**

---

**Innovation in Delivery Award Winner**

---

## Authority view

With emphasis upon finding every greater savings, this project expanded upon this strategic need, by developing progressive methods of delivery with only resources that were available.

Processes for staff across numerous, previous disjointed, teams were fundamentally altered and channelled around GIS, Address & EMDS concepts to produce a tool that was forced to be flawless; in terms of input data, which was both dynamic & complex, to the final output with the varying demands of external and internal clients.

— Philip J Price, Senior Business Intelligence Analyst, London Borough of Tower Hamlets

All councils are under increased pressure to deliver cost savings. This case study examines how the London Borough of Tower Hamlets achieved savings through developing a new electronic tool to support land charges.

## The problem

The London Borough of Tower Hamlets was required to make a £70 million saving over a three year period from 2011-2014. This led to all parts of the council being tasked with examining ways to save resources.

In addition, specifically for the land charges team, information requests by agents and clients in general were increasing, as were overhead costs, which were not sustainable.

## Solution

The Development and Renewal Directorate initiated a proposal to create an Electronic Land Charge Register (ELCR). The ECLR is essentially an electronic tool which facilitates all land charge records. It also re-engineers all processes around the address management infrastructure throughout the Directorate. The project rested on an aspiration that all relevant people would access the system, thereby creating efficiencies both client and corporate side.

The project implementation involved a series of stages including

- reviewing existing records and collating them electronically in a central place; Ordnance Survey's MasterMap greatly assisted with this work in terms of referencing the records correctly

- creating a registry of polygons for all records
- examining existing workflows
- developing the new tool and workflows
- training staff in the new tool.

The project specifically used address data in the following ways:

- each polygon for each Land Charge registry item was and is directly linked to a basic land and property unit (BLPU) polygon from the Local Land and Property Gazetteer (LLPG) to ensure address integrity
- every scanned document is indexed to an Unique Property Reference Number (UPRN) to assist in retrieval and address integrity
- the project also links to the street naming and numbering workflow
- there are daily updates between the tool and the LLPG
- each polygon is created from a BLPU/s to ensure search area integrity.

## Outcomes

The ELCR tool has fundamentally altered the working landscape. All relevant staff now have access to the same electronic records so that queries can be managed smoothly, coupled with more efficient workflows. In addition, efficiencies by moving to electronic data storage have been realised, such as reduced storage costs and time retrieving records and duplicating them.

Quantifiable outcomes:

- cost savings were made directly from the Land charge Team reduction of £115,000 + per year
- electronic registries, reduced request durations and transfer documentation, in addition to reduced duplication, saved an estimated 1,000 + staff hours over a year
- combined savings on direct storage, posting and archiving, and elimination of printing were estimated at £30,000
- moving into a smaller building led to £7 million in savings for the Council

- duration times were slashed; consequently, all targets have been met.

Indirect outcomes

- positive change in culture
- roles are now transferrable
- orientation now upon a stream lined address management process across all teams.

The project has championed a large scale service development blueprint that fully embraced e-government ideals under the umbrella of address management and integrated existing technology systems.

### Why this project won

I really liked the way this project demonstrates an excellent, holistic approach to transforming the user journey for a Local Land Charge search request. The tension of reducing costs and staff, while improving service, is addressed through strong staff engagement in the change process. The UPRN provides the starting point with live updates being drawn from the LLPG. Over £190,000 p.a. savings, including quantified staffing reductions and other savings, have been achieved, together with “slashing duration times” and improved data accuracy. An excellent example of ‘end to end process transformation’ to meet the users’ needs.

Martin Ferguson, Director of Policy & Research, Socitm and sponsor and judge of the Innovation in Delivery Award



# Joining it all up in North Somerset

---

## North Somerset Council

---

### Innovation in Delivery Award

Runner-up

---

#### Authority view

This project demonstrates that establishing the LLPG as 'the single version of the truth' has provided sustainable information flows throughout the council and with our partners. This has led to improvements in service delivery as well as savings in money and resources.

—David Burdge, Corporate Information Manager

North Somerset Council, like many other councils, outsource waste contract work to a third party. However, it was becoming apparent that service delivery was being affected by the lack of common, accurate address information being shared between the two organisations.

#### The issue

The lack of an accurate and comparable property list was leading to inaccurate occupation counts and affecting service delivery in some areas.

#### Solution

A project was initiated to ensure one set of address information could be regularly and consistently shared between interested parties to assist communication and partnership working. The Local Land and Property Gazetteer was identified as the primary address list.

The project aims were to

- develop data flow processes to share information between the contractor and the council to maintain up to date data
- improve data quality
- ensure consistency in the data across all sources of data for all 93,000 properties
- improve monitoring and reporting of performance targets
- enable visibility of the above datasets in GIS

The LLPG was crucial as it provided the basis with which to match existing data sources

together and, in turn, enhance those data sources, such as council tax which now contains the Unique Property Reference Number from the LLPG. The knock on effect has been there is a greater awareness of the LLPG and the benefits it can bring for the council.

#### Outcomes

The project was completed successfully and delivered the following outcomes:

- improved working relationships, communication and information flow between all parties
- improved data flows - no more 'lost' properties and accurate accountability from all parties
- accurate property count was created, resulting in an immediate cash saving of £20,000
- the 93,000 residential LLPG addresses have been linked to council tax, Waste Management and shared with the contractor for the first time, with enhancements made to the overall process to provide sustainability going forward
- reporting and monitoring have become more consistent, and have provided numerous benefits, such as enabling targeted action in areas with low recycling rates
- the contractor is now able to monitor collection routes more closely to keep operating costs low
- an unexpected benefit was the tie in the distribution of the waste calendar with a mail out to residents of their Council Tax records, saving £20,000 in distribution and printing costs
- crucially, better, more effective service delivery to members of the public.

To summarise, this project required no capital investment or additional revenue costs. It required approximately twenty days data matching time. Overall, the council gained immediate cashable savings of £40,000 and ongoing savings by joining up information in a sustainable way to improve service delivery.



# Cleaning up commercial addresses in Nottingham City Council

---

**Nottingham City Council**

---

**Best Practice Award Winner**

---

## Authority view

The successful project, which assigns a consistent property identifier to commercial units, has been undertaken through effective engagement with Nottingham's business community, and is to the benefit of the Council's internal business processes, both within the GIS team and numerous other services, such as Licensing and Business Rates. The targeted and systemised approach has greatly increased the efficiency of the Address Management section in solving this historic problem and responding to current commercial address queries. The project therefore makes extremely effective use of team resources, whilst serving both local businesses and any organisation that uses local authority addresses.

— **Mick Dunn**, GIS, Data & Information Teawer

Commercial property address information is notoriously difficult to maintain due to the turnover in names, details and locations. Nevertheless, it is very important that councils maintain accurate records of this information for various reasons, including business rate collection and other responsibilities. This case study explores how Nottingham City Council followed best practice to improve their commercial address records.

## The issue

Nottingham City Council's commercial property information did not always meet with address best practice guidelines as published in the National Land and Property Gazetteer (NLPG) Data Entry Conventions. The best practice guidelines assert that commercial addresses should not include the occupier name. This is because, if the occupier moves at some point, the address then becomes no longer relevant. In addition, it makes subdivision of the property more challenging in terms of addressing.

Nottingham City Council is an urban authority with large numbers of commercial properties, and its street naming and numbering (SNN) process covered only residential properties until some 10 years ago. This resulted in several hundred commercial properties where a company name formed part of the address, or imprecise addresses existed (for example "Workshop rear of..."). Resources did not exist to allow for dealing with address improvement on an individual property basis, nor for multiple detailed site visits.

## Solution

The solution was to initiate a project to significantly improve the commercial address records held by Nottingham City Council. The project looked to standardise the records according to best practice, to adopt a desktop approach to maximise available resources and to automate the process.

The approach involved

- isolating records which were not in best practice format
- spatially examining them to enable improvements to be carried out in batches
- engaging with the occupying organisation to explain address changes
- using specific letter templates for each type of address change scenario e.g. company name, imprecise address
- building an application that allows for maximum efficiency and future processing
- using cross-team resources and experience with LLPG, SNN, GIS and database knowledge and software.

## Outcomes

Now that commercial records are addressed using numbers as per best practice guidelines, there are several positive outcomes:

- reduced address problems for existing and new occupiers
- on-going benefits for LLPG users throughout the council, particularly for Business Rates, in that the property address no longer depends on the past or present occupier
- in conjunction with the use of the UPRN in council address databases, an improved collection of revenue is achieved, where new commercial properties can be identified promptly and accurately by Business Rates and the Valuation Office



- reduced time is spent by the Address Management Team editing property addresses each time an occupier changes; the need for site visits is reduced, especially in the case of splits or mergers; the Valuation Office and Business Rates will have been notified of the number for the property, so all parties are confident that they are referring to the same site.

A positive response from Nottinghamshire Police states: 'Nottinghamshire Police welcomes anything like this which enables us to tidy up our records for industrial estates which are notoriously difficult to maintain accurate records for.'

The local Valuation Office Agency have also commented that they are '....glad to see you and your team are still looking at protocols to improve records and computer systems.'

Riley Marsden, LLPG Custodian for Barnsley Council, commented, '...one of the really good things about your project is that it is easily replicated by other Authorities across the country and that could potentially help to improve the addressing of commercial premises nationally.'

# Creating a spatial data infrastructure in North Somerset

---

## North Somerset Council

---

### Best Practice Award Runner-up

---

#### Authority view

Our aim was to create a spatial infrastructure, with the LLPG and LSG at its core, to centralise information and give greater access to users throughout the council. The result was much greater and better access to data, growth in its usage and subsequent increase in quality demonstrating what can be achieved with some lateral and innovative thinking. The project has successfully opened up access to LLPG and GIS information, not just within the council but also to members of the public, partners and parish/town/ward councillors.

Like many other councils, much of the data created and held by North Somerset Council was held locally by various functions. As such, sharing information between services was often difficult and led to inconsistencies. This project created a new, centralised data infrastructure with the Local Land and Property Gazetteer (LLPG) at its core.

#### The issue

The main issue was that data were held throughout the council in many different formats and in various silos, limiting opportunities to unlock the full potential of information and through effective, collaborative working.

The project implemented a central, flexible and sustainable GIS architecture with the Local Land and Property Gazetteer (LLPG) at its core. The project brief was to maximise the usage and accessibility of corporate information, while delivering significant cashable and resource savings (e.g. reducing software licence costs and removing duplicated copies of data).

This was a hugely ambitious project that had to be fitted around existing work commitments and within existing resources. The project did not attract any capital funding as funding was met by a planned reduction in software costs and streamlining of technical architecture.

#### Solution

Key to the effective management and dissemination of data was the establishment of a single corporate repository of geographic information. The spatial database was identified as an enabler that would maximise the integration potential of the LLPG alongside other spatial data.

All existing corporate spatial information would be migrated to the new database, with either live links or scheduled updates created to back office systems. Linkages were through the Unique Property Reference Number (UPRN) or the Unique Street Reference Number (USRN) which allowed data to be studied from property level through to regional level, using spatial database queries.

The following systems needed to be linked to the database as part of the initial phase:

- LLPG
- CRM
- Streets and open spaces
- Planning, building control and land charges

The project also included the replacement of existing corporate intranet and internet GIS applications as this technology was outdated and inflexible, stifling innovation. The new systems were to be procured to ensure technology was no longer a barrier, enabling more creative working that would realise the true benefits of the LLPG and other corporate information. Both the intranet and internet applications were specified to read from the spatial database to ensure no duplication of data or effort.

Alongside the three primary deliverables, the project had additional objectives, including reducing licence costs, making information easier to understand, and breaking down silos within the organisation and with partners.

## Outcomes

The project successfully delivered the primary objectives outlined above. In addition, a number of unexpected benefits were realised:

- there has been a significant increase in the number of links between the LLPG and other council data, including council tax, waste management data and adult social care
- LLPG data matching has been simplified due to the geocoding tools in the new systems
- map requests to the GIS team have seen a 90% reduction, significantly more than predicted, due to effective self-service and confidence in information
- increase in self-service transactions by the public through the improved web interface
- senior management awareness has greatly increased of the value of the data more widely and the LLPG specifically
- the requirements of the European Inspire mandate have been met through the production of compliant metadata through the new system
- GIS/LLPG information is now available to mobile devices, meaning more 'field based' data capture/review is possible in real time, opening the door to many further savings
- reduction in software costs and staff time spent processing data requests, equalling cashable savings of £70k per annum.



# Village greens in Northumberland County Council

---

**Northumberland  
County Council**

---

**Best Practice Award**  
Highly Commended

---

## Authority view

The awards highlight the importance of the sharing of knowledge to the benefit of all.

The people who protect the legal status are happy that works will not take place without their knowledge, and Streetworks and the members are happy that there is now an automated way that will prevent this happening in future, all thanks to how the gazetteers work.

Probably our smallest award in terms of time (a whole day between two people, LSG and LLPG), but a huge benefit in protecting these valuable areas in the future.

Village greens are an important local resource. They provide cultural and environmental value through green space provision and also provide a space for sports and leisure pursuits. Village green locations are recorded on registers created by councils. The registers hold details including descriptions of the land, use rights and any other restrictions. Accurate recording of these important spaces proved vital in Northumberland County Council.

## The issue

Northumberland County Councils village green information was held by the legal team in paper based form in a vault. While the information was secure, the valuable information was not easily accessible and useable.

Lack of access to the information became all the more apparent when a particular village green required substantial ground work but there was no awareness among those involved that it was a registered village green.

## Outcomes

The information is now published in Northumberland County Councils LSG and is linked to the LLPG. This ensures the ongoing protection of these valuable resources and ensures all understand their obligations in protecting them.

## Solution

The solution was to take the initiative and digitise the records and link them to the Local Street Gazetteer (LSG). Part of the task involved working with the legal team to see the value of sharing the information. The case example of the local village green that had not been recognised proved valuable to demonstrate the importance of sharing the information.

The team did need to recognise certain restrictions on the information being shared, for example that it should not be shared externally because it was not in the legal form. Agreement was made that the records were transposed into both the Local Land and Property Gazetteer (LLPG) and Local Street Gazetteer (LSG) as the line representing the village greens intersected with the adopted highway.

In total, the task took one member of staff one working day to deliver.



# Keeping names local in Cambridge

---

## Cambridge City Council

---

### Street Naming and Numbering Award Winner

---

#### Authority view

The opportunity to involve the local community in the street naming process was really important to our authority. This approach demonstrated to developers from the outset our intention to use 'local' names which help to provide a long lasting identity. The new developments are seen as an extension to an existing parish, rather than the creation of an entirely new community, thereby supporting the integration of new residents.

Three new large housing developments are being built as part of Cambridge Southern Fringe development. In total, the development includes around 3,700 new homes. This case study explores how Cambridge City Council has worked extensively with local residents and the local history group to develop appropriate street names which mean something to the local community.

#### The naming process

The Street Naming and Numbering (SNN) officer was very keen to involve residents in the naming process of the sites. Engagement with residents and local Councillors commenced two years prior to the start of the developments.

The Ward Councillors representing the area were also keen to include the general public in suggesting new names and this was extended to both resident groups and the local history group. With part of one of the development sites within the area of South Cambridgeshire District Council, Haslingfield Parish Council was also approached to submit suggestions for new street names. This part of the process was helped by both Cambridge City and South Cambridgeshire already having in place a joint working policy with regards to street naming and numbering for cross boundary development sites.

In addition, the Major Growth planning team and Community Development team at the

city council ran a series of local community forums. The SNN officer attended some of these to display the SNN plans and also to promote further the addressing of the new developments.

Research into suitable names and their historical significance was largely carried out by the History Group and Residents' Association who, together, put around 100 names forward for consideration. This level of involvement was warmly welcomed by local residents.

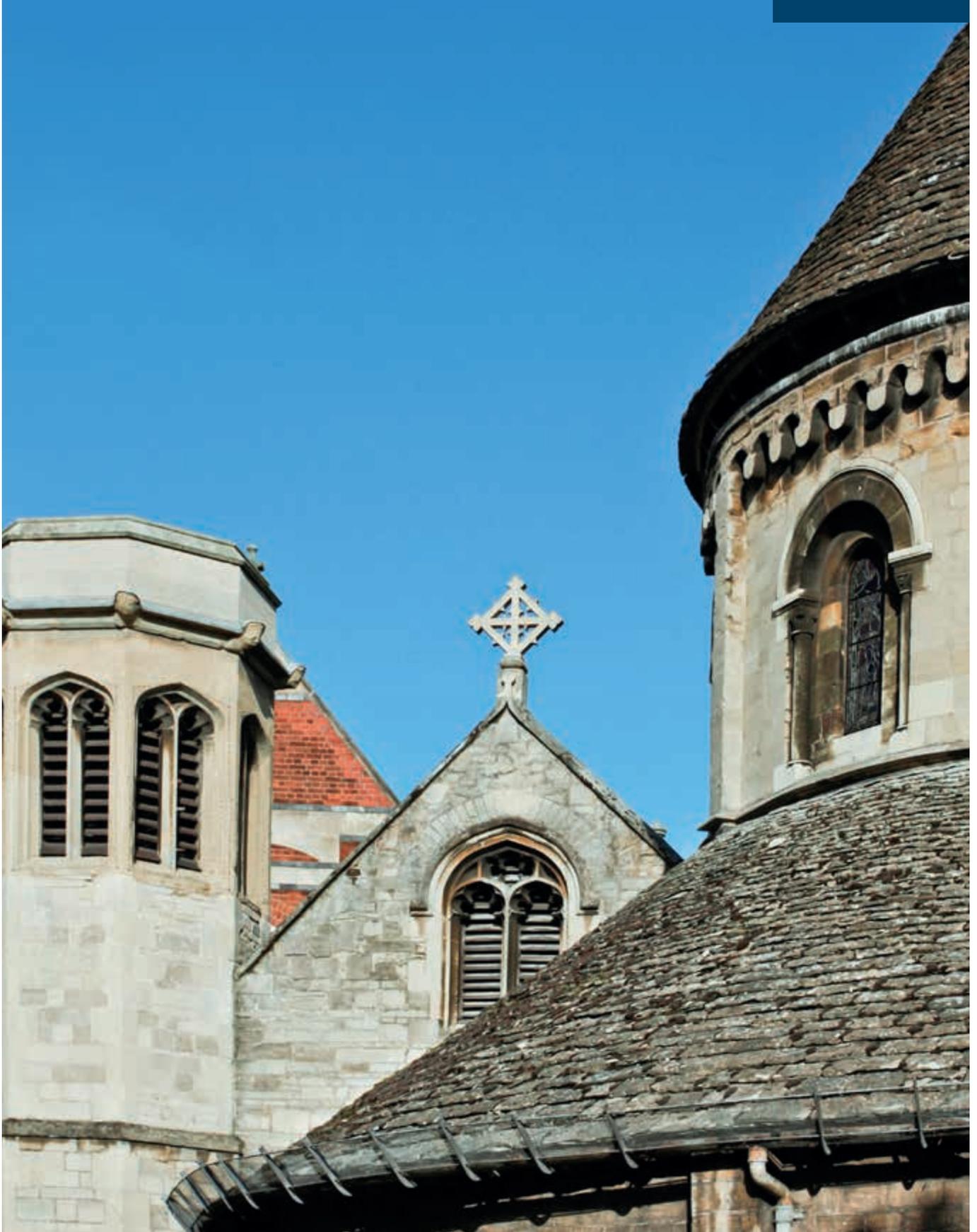
An important part of the process was that, as soon as a list of suggestions had been received, consultation with both the Royal Mail and Cambridgeshire Fire and Rescue Service could begin. This meant that, as soon as the development started, a number of approved names were readily available for immediate use.

#### The names

Based on the extensive research and engagement with residents and resident groups, the names all link to the history of the sites before they became housing sites.

Trumpington Meadows is the former home of the renowned Plant Breeding Institute. As a result, One Tree Road, Spring Drive and Forty Acre Road have all been used as street names. Consort (a wheat variety) Avenue, Banner (a winter bean variety) Road and Proctor (a spring barley variety) Drive have also been used, along with several other names, all of which have a local significance. At the nearby Glebe Farm development, eight new street names have been used and they all relate in some way to the farm that was previously there. Examples of the names used are Tebbit (Street), who farmed the site in the 1930s, Martin (Road), the name of the last tenant farmer, and Harness (Close) which was the name of the Clydesdale horse that worked on the farm many years ago.

Again, at Clay Farm some significant local names have been used. Part of the site was previously used as a Royal Showground



(Royal Way), whilst other names used are Austin Drive, named after a renowned local pathologist who lived nearby, and Cornwell Road, after a local farming family. Some relevant local bird names have also been included in the development, such as Kingfisher Gardens, Skylark Road, Partridge Close and Lapwing Avenue.

# Retaining social history in Chelmsford

---

**Chelmsford City Council**

---

**Street Naming and Numbering Award**  
Runner-up

---

## Authority view

St John's Hospital was a place which so many residents, many of whom had been brought into the world within its walls, could relate to. We wanted to make sure that the new site continued to hold importance to local people and ensure that the history will live on for future generations. Having the opportunity to work with and consult local Councillors, residents in the area, and the developers redeveloping the site gave us the opportunity to strengthen the relationships we have with these important parties, and certainly taught us a thing or two about this historical site.

— **Michael Read**, Information Manager

The site of St John's Hospital is very important in the social history of Essex. This case study explores the activities that took place to properly name the redevelopment of the site by Chelmsford City Council.

## The naming process

The naming and numbering of streets and buildings in Chelmsford is controlled by Chelmsford City Council, following the Public Health Act 1925.

The redevelopment of the site presented an opportunity for Chelmsford City Council to mark the hospital's regional significance with names which will be remembered by many people and will serve as a reminder for future generations

The developer recognised the importance and value of involving local residents, stakeholders and organisation in the planning and development process at an early stage by holding public exhibitions. The exhibitions proved popular with the local residents, and the local ward Members who represent their constituents played an active part.

Preference was given to names that refer to the history and heritage of the local area. For large developments, a list of road names will be approved and allocated as the development progresses.

There were challenges associated with gaining full support from the developers for the council SNN processes, but eventually this was achieved. The press became a very useful source of profile-raising and stakeholder engagement by giving profile to the story.

## The names

It was decided that the new road names would be based on the names of staff who had worked at the hospital. This decision was made by the SNN officer and Council, based on resident feedback.

The two names chosen for phase one of the project are

- 'Grace Bartlett Gardens': Grace was born in 1864 and was the daughter of Rev. Bartlett of Rainsford Lodge. He was Clerk to the Board of Guardians which was a home for single mothers and their babies
- 'Mary Munnion Quarter': Mary was praised for her work as a Poor Law Guardian for the Chelmsford Union Workhouse.

These names carry great significance for local residents and are fitting for the site.



# A history of steam in Newport

---

## Newport City Council

---

### Street Naming and Numbering Award

Highly Commended

---

#### Authority view

Newport's Street Naming and Numbering policy encourages schemes which reflect the history or geography of the local area. This scheme recognises the links of the site with the railway, and honours the impact the railway had on Newport as a developing port. The street names will provide an identity and a sense of community for this developing area.

Selecting names for new developments that are relevant to residents is a challenge for all street naming and numbering officers. This case study explores how Newport City Council worked with partners to develop road names that reflect the area's industrial past.

#### The naming process

In March 2013, an application was received by Newport City Council for a new housing development.

The site had been used by Great Western Railways and later by British Rail as sidings for the freight trains that served the coal and iron ore industries, providing a link between Newport docks and the South Wales valleys.

The development of the railway was integral to the expansion and growth of Newport. The first locomotive was seen in Newport in 1829, and the railway soon replaced the canals as a means of transporting coal and iron ore from the South Wales Valleys.

With the support of the developer and in collaboration with local resident and recognised expert Roger Butcher (Publishing Editor of Rail Infrastructure Magazine), a theme was approved, based upon the names of steam locomotives which worked and were scrapped in Newport, securing a reminder of the history of the site and of Newport's industrial heritage.

Once the suggested names were received, the developer was given an opportunity to comment, before the names were submitted to the locally elected Ward Members for consultation as part of the Street Naming

and Numbering process. This is an important part of the process as the elected members are representing the views of the residents of that ward.

#### The names

For the first phase of the development, eight street names were required; however, the development overall would require around 25 street names. A set of criteria was set out to assist with the development of the names: the steam locomotives would have ended their days in one of Newport's six scrapyards; only Western Region locomotives were selected; each locomotive would, in its active days, have worked through Newport.

The final eight names were chosen from the shortlist based on aesthetics and pronunciation. The steam locomotive names chosen were:

- Abberley Hall
- Arlington Grange
- Cleeve Grange
- Downton Hall
- Gwenddwr Grange
- Monmouth Castle
- Neath Abbey
- Windsor Castle



# Custodian of the Year Award

## **Martin Laker**

GIS Team Leader  
Bath and North East  
Somerset

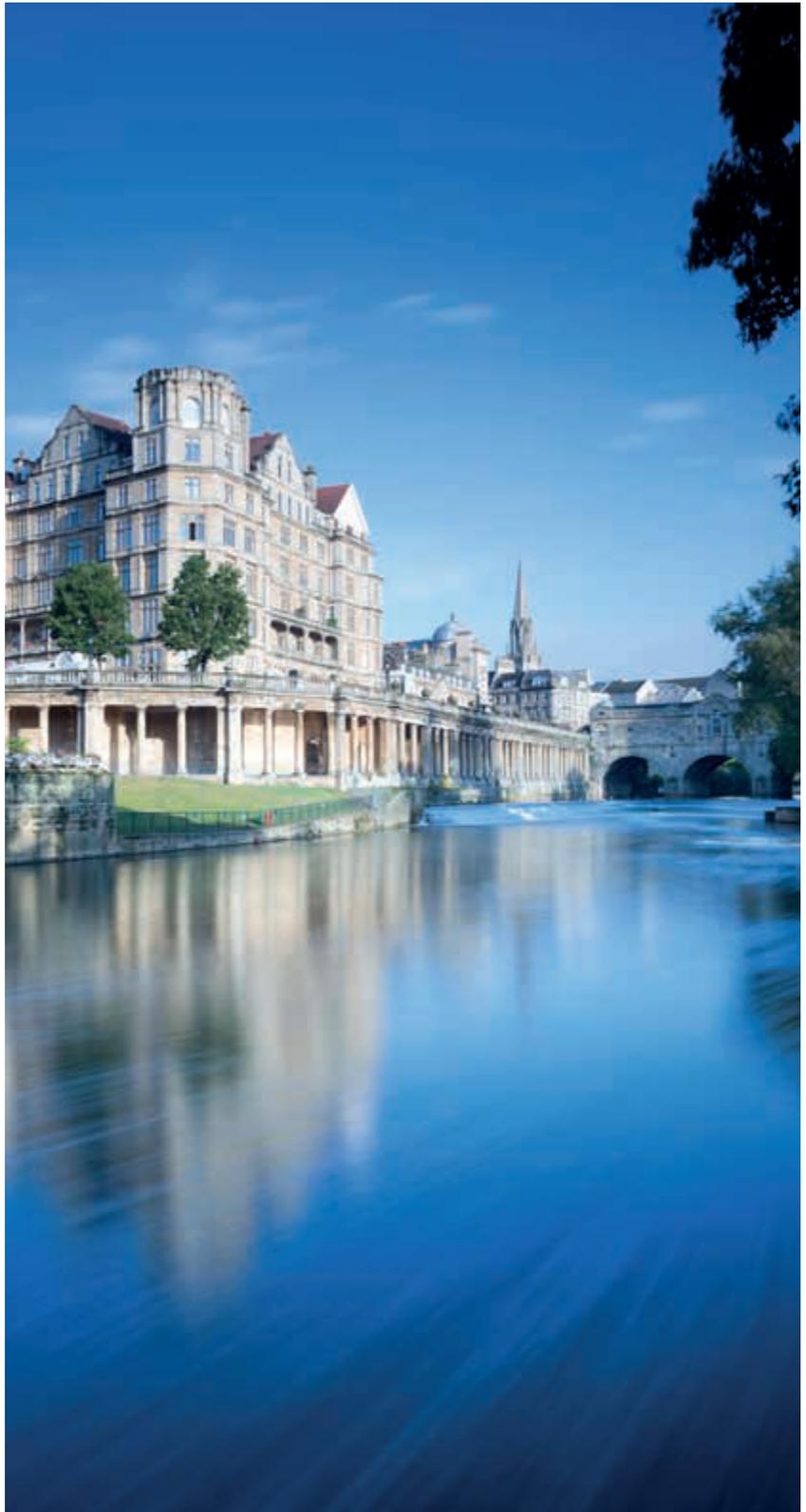
This Award aims to reward contribution to the community, or achievement within an authority. The recipient of this Award has been jointly nominated by the NLPG and NSG Custodians. It aims to reward continuous commitment to the LLPG and the LSG communities.

This year the contributions of one individual whose support, hard work, forward thinking approach and extensive knowledge, in both the NLPG and NSG over many years, were recognised: Martin Laker from Bath and North East Somerset Council.

As well as implementing good practices in local authorities, Martin has also played a key role in formulating national guidance.

Representing both gazetteers and strongly defending the interest of the local community, Martin has encouraged partnership working, and is a true believer in integrating and linking datasets to streamline processes, with the ultimate aim of doing things RIGHT!

A member of the national LSG chairs group, as well as a member of a number of diverse user groups and community forums, Martin also leads as Chair of the Data Entry Conventions group for the NSG.



# Scottish Gazetteer Custodian of the Year

---

## Inverclyde Council

---

### Scottish Gazetteer Custodian of the Year Winner

---

The winner of the Scottish Gazetteer Custodian of the Year was Keith McBean, CAG Custodian from Inverclyde Council

The Runners-up Graham Whitefield, GIS Manager, Argyll & Bute Council and Will Hensman, IT Systems Coordinator, Clackmannanshire Council

The Scottish Gazetteer Custodian of the Year was awarded to the council which has achieved the highest rating in the One Scotland Gazetteer Accreditation Scheme by October 2013.



The Custodian of the Year shortlist was selected based on their continuous 'gold' performance throughout the year.

Keith McBean from Inverclyde Council was selected as the winner for his consistent adherence to further key performance indicators which were not part of the gold/silver/bronze performance monitoring, and his willingness to be involved in One Scotland Gazetteer development work.

---

## South Lanarkshire Council

---

### Most Improved Scottish Gazetteer Custodian of the Year

---

Winner

---

The winner of the Most Improved Scottish Gazetteer Custodian of the Year is Gillian Freshney, Chartered Surveyor, South Lanarkshire Council, the Runner-up is Neil McEvoy, Data Custodian, Midlothian Council.

Using statistics compiled by thinkWhere, the One Scotland Gazetteer Custodian, this Award recognised the authority which achieved a real commitment to improving both the accuracy and quality of the data submitted to the One Scotland Gazetteer and AddressBase. Improvement in the Scottish Key Performance Indicators formed the core evidence used to judge this award.

The most improved custodian was shortlisted based on those local authorities which have shown considerable effort in raising their gazetteer to a high level which benefits the One Scotland Gazetteer and AddressBase in their inclusion. The winner was selected as they showed considerable improvement in their PAF matching stats, Gold/Silver/Bronze status and resolution of address queries.

# Most Improved Address Data

# Most Improved Street Data

---

## North Devon Council

---

**Most Improved  
Address Data**  
Winner

---

## St Helens Metropolitan District Council

---

**Most Improved  
Street Data**  
Winner

---

## St Helens Metropolitan District Council

### Constant improvement

These awards recognise the hard work that Authority Address and Authority Streets Custodians put into both maintaining their datasets and constantly improving the integral data quality through planned work activities, in order to meet internal and external pressures. Using statistics generated by the data hubs at GeoPlace, this Award highlights those authorities who have invested time in creating and continually improving their processes, and who have made and achieved a real commitment to improving both the accuracy and quality of the data submitted to the GeoPlace hubs.

## North Devon Council

On the address side, over the last year, North Devon have improved against four different measures of their Gazetteer, including PAF and VOA linking and health check errors. This has had the effect of increasing their overall level from Above national Standard to Gold Standard and raised their overall ranking by over 200 places.

Within LSG submitters, over the last year, St Helens has moved from Achieved national Standard to being not only Gold Standard, but also one of the top NSG data submissions in the country.

This has had the effect of increasing their overall level from ANS to Gold and raised their overall ranking by 160 places in the past 12 months. They are being commended for their considerable improvement in the past 12 months.



# Leading the regions

## Best in Address Data in Region · Best Street Data in Region

Regions continue to play an important role in improvements to local address and local streets datasets. It is very clear that regions have had their own local challenges as well as meeting national demands.

Local support and cross border working have helped solve a variety of local area issues and promote best practice.

Using statistics generated by the data hubs at GeoPlace, these Awards will be judged by the GeoPlace NLPG and NSG Custodians on overall quality of local address datasets and the local streets datasets, looking at data quality and compliance to the Improvement Schedules. These authorities have all worked hard to maintain their gazetteer and achieve excellent levels of quality across the board.

### **Best Address Data in East Midlands Region**

Mansfield District Council

### **Best Address Data in East of England Region**

Huntingdonshire District Council

### **Best Address Data in Greater London Region**

Enfield Council

### **Best Address Data in North East Region**

South Tyneside Council

### **Best Address Data in North West Region**

Allerdale Borough Council

### **Best Address Data in South East Region**

Adur & Worthing Councils

### **Best Address Data in South West Region**

South Gloucestershire Council

### **Best Address Data in Wales Region**

Newport City Council

### **Best Address Data in West Midlands Region**

Wyre Forest District Council

### **Best Address Data in Yorkshire and the Humber Region**

East Riding of Yorkshire Council

### **Best Street Data in East Midlands Region**

Derby City Council

### **Best Street Data in East of England Region**

Bedford Borough Council

### **Best Street Data in Greater London Region**

Barnet Council

Enfield Council

### **Best Street Data in North East Region**

Northumberland County Council

South Tyneside Council

### **Best Street Data in North West Region**

Manchester City Council

### **Best Street Data in South East Region**

Reading Borough Council

### **Best Street Data in South West Region**

Torbay Council

### **Best Street Data in Wales Region**

Isle of Anglesey County Council

Denbighshire County Council

### **Best Street Data in West Midlands Region**

Wolverhampton City Council

### **Best Street Data in Yorkshire and the Humber Region**

Kirklees Council

# Terminology

## **AddressBase™**

The range of address products which bring together the best parts of local government's NLPG, Ordnance Survey's OS MasterMap Address Layer 2 and the Royal Mail Postcode Address File (PAF)

## **ASD – Additional Street Data**

Provides additional attribution about a street, including details of ownership, reinstatement category, and special designations

## **Authority Address Custodian**

The nominated officer responsible for the maintenance of the LLPG; this person will also be the point of contact for all addressing matters within, and external to, the authority responsible for the gazetteer.

## **Authority Contact Executive (ACE)**

A forum for representatives of GeoPlace and the Participating Authorities

## **Authority Street Custodian**

The nominated officer responsible for the maintenance of the Local Street Gazetteer; this person is also the point of contact for all street gazetteer matters within, and external to, the authority responsible for the gazetteer.

## **Authority Updates**

Authority address updates and Authority street updates

## **BLPU – Basic Land and Property Unit**

A real world object recorded within a gazetteer

## **BS7666**

The British Standard used in the compilation of all LLPGs and the NLPG

## **COU – Change Only Update**

File of gazetteer update records supplied from a LLPG

## **Data Co-operation Agreement**

The DCA is issued by GeoPlace to all district, county and unitary councils in England and Wales. It provides a legally binding agreement between the parties to support the creation and maintenance of GeoPlace Databases and address information for Scotland through separate agreements

## **Data Entry Conventions and Best Practice (DEC)**

The current Data Entry Conventions and Best Practice for the NLPG and/or the NSG

## **Data Transfer Format (DTF)**

The current versions of Data Transfer Format for the NLPG and/or the NSG

## **GMS – Gazetteer Management Software**

A GMS is fused for the creation and maintenance of BS7666 compliant Local Land and Property Gazetteers (LLPG) and Local Street Gazetteers (LSG)

## **The Improvement Service**

The Improvement Service works with councils and their partners to help improve the efficiency, quality and accountability of local public services in Scotland by providing advice, consultancy and support

## **INSPIRE Directive**

A European directive, establishing an infrastructure for spatial information in Europe, to support Community environmental policies, and policies or activities which may have an impact on the environment

## **Local Government Association (LGA)**

The LGA supports, promotes and improves local government

## **LLPG – Local Land and Property Gazetteer**

A LLPG is the address index maintained by local authorities

## **LPI – Land and Property Identifier**

A unique and meaningful identifier used to locate an object within the gazetteer, for example an address

## **LSG – Local Street Gazetteer**

The LSG is created by the highways function within a unitary or county council for the purposes of identifying street works on highways

## **NDR**

Non-domestic rates

## **NLPG – National Land and Property Gazetteer**

The NLPG is the national address list that provides unique identification of land and property and conforms to BS7666. It is updated on a continual basis by each local authority in England and Wales

## **NSG – National Street Gazetteer**

The NSG is an unambiguous referencing system which identifies any length of highway and additional street data in England and Wales through the

compilation of local street data direct from the Highway Authorities

## **Ordnance Survey**

Ordnance Survey is Great Britain's national mapping agency

## **PSMA – Public Sector Mapping Agreement**

The PSMA is run by Communities and Local Government (CLG) and aims to join up government through the sharing of location data between all its members: local government, emergency services, central government and health

## **Public Rights of Way (PROW)**

Public rights of way are open to everyone. They can be roads, paths or tracks, and can run through towns, countryside or private property

## **SNN – Street Naming and Numbering**

District or Unitary Authority Local government function responsible for the approval of all street names and property numbering schemes within that administrative area

## **ToID – Topographic Identifier**

A unique reference identifier assigned by the Ordnance Survey to identify every feature in Great Britain

## **USRN – Unique Street Reference Number**

Unique identifier assigned to each street within a LSG

## **UPRN – Unique Property Reference Number**

Unique identifier assigned to each BLPU within a LLPG



## GeoPlace LLP

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

GeoPlace's role is to create and maintain the National Address Gazetteer and the National Street Gazetteer for England and Wales, providing definitive sources of publicly-owned spatial address and street data. Through agreement with Scotland's Improvement Service Company, working on behalf of Scottish Government, coverage now includes Scotland.

The National Address Gazetteer, managed by GeoPlace, is the data storage and internal set of processes, bringing together the existing local authority sourced Addressing Datasets, together with Ordnance Survey, Valuation Office Agency and Royal Mail data.

Ordnance Survey develops the AddressBase range of products based on data provided by GeoPlace. As a separate process, the National Street Gazetteer is made available through GeoPlace.

As the Custodian of the NSG, GeoPlace has a responsibility to manage access and maintain services related to the NSG. GeoPlace runs the NSG hub at [www.thensg.org.uk](http://www.thensg.org.uk) which enables contributors to supply their own data to the hub and download the data that they require to manage streetworks. The NSG hub also allows access to the data for contractors who are carrying out works to register for an organisation licensed to access the NSG.

## For more information:

### GeoPlace LLP

157-197 Buckingham Palace Road  
London SW1W 9SP

**UPRN** 100023346366

**USRN** 8400915

**Telephone** 020 7630 4600

**Email** [helpdesk@geoplace.co.uk](mailto:helpdesk@geoplace.co.uk)

@GeoPlaceLLP

@TheNSG

### Visit

[www.geoplace.co.uk](http://www.geoplace.co.uk)

[www.thensg.org.uk](http://www.thensg.org.uk)

