**Underpinning
Transformational
Government**

# celebrating ten years of the NLPG

**Case studies from the 2009 NLPG and NSG Exemplar Awards**
Demonstrating the importance of definitive data in transforming government

10

**intelligent**
A D D R E S S I N G

nlpg
The National
Land & Property Gazetteer

nsg
The National
Street Gazetteer

part of the **LGA group**

Underpinning
Transformational
Government

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# Table of contents

# Underpinning Transformational Government

## Foreword from IDeA

It gives me great pleasure to present the winners of the 2009 National Land and Property Gazetteer (NLPG) and National Street Gazetteer (NSG) awards.

I am pleased to be able to present the 2009 National Land and Property Gazetteer (NLPG) and National Street Gazetteer (NSG) award winners. Collectively, they demonstrate how gazetteer custodians, authority liaison officers and street naming and numbering officers have made a real difference to public service delivery, enabled by the NLPG and NSG. They are a credit to the strength of the local government sector. The award winners and highly commended organisations demonstrate real ingenuity in their ability to realise efficiency savings and improved services for citizens through the many examples showcased in this book.

2009 was a real milestone for the gazetteers, in particular the NLPG, as it was the tenth year anniversary of the gazetteer. The Improvement and Development Agency (IDeA) and Local Government Information House (LGIH) are delighted to be part of one of the largest, most innovative and successful projects of its type.

There have been real developments in the sector over the past decade. Originally, the focus was on an 'Information Society' where information was readily available for re-use by the public and by businesses. The public sector aspiration, at that time, was to provide publicly collected information in order that the public and businesses could engage and make informed decisions based upon reliable information, and gain better access to services. The gazetteers were born as a result of the anticipated need to join information together around a common geographical reference point – either an address or a street.

So now the focus is back on getting public sector data out into the public domain and into use. The focus is around economic growth, efficiency, innovation, transparency and accountability.

The difference, this time, is that the debate is really centering on the data infrastructure to do this – core reference datasets and unique referencing - in order that data can be brought together. There is wider awareness that crowd sourcing, geo-webs and mash-ups might provide new ways of engagement, but authoritative data are needed to underpin anything meaningful. We have seen some interesting recent developments regarding the terms under which public sector data are made available through the 'making data public' policy changes. That, in itself, brings its own challenges for local government. However, the NLPG and NSG have, and will remain, relevant throughout this.

There are continued challenges facing the sector but the value of joined up information, underpinned by a core reference geography, collected once and used many times, offers an opportunity to continue to deliver high quality services to all citizens and businesses.

**Steve Brandwood**
*Programme Manager*
LGIH

# Underpinning Transformational Government

## Foreword from Intelligent Addressing

Intelligent Addressing is delighted to once again be joint sponsor with IDeA of the National Land & Property Gazetteer (NLPG) and National Street Gazetteer (NSG) Exemplar Awards.
We congratulate the worthy winners and all those Authorities who made such excellent submissions illustrating the value of their work.

Every year since their inception, the NLPG and NSG have continued to develop and evolve. This year was no different and the Awards bear testimony to the hard work and innovation of custodians and their colleagues in local government and the emergency services.

Ten years ago, when this company first became involved with the NLPG, we all heard much about "joined-up government". We saw the NLPG and the NSG as key enablers of this process. Those involved in information management recognised the good value of the unique referencing that could be provided by the UPRN and USRN and the good sense of collecting information once and using it many times, sharing it at all levels of government. It seemed perfectly logical and obvious.

Then for a time "joined-up Government" seemed to fade from the political consciousness. However, it is now re-emerging far more strongly than before with Sir Tim Berners-Lee and Professor Nigel Shadbolt acting as champions. On 18th November 2009 they wrote in the Times:

"As all of this data becomes available, we have to look for the joins between it. A new set of standards for the web is emerging that allows us to link data from different sources. Everyone knows that web pages have addresses that identify them, allowing you to navigate around and find what you want. To make the web of linked open data work we also need to give identifying addresses to the objects and properties that make up the basic information in pages, spreadsheets or databases."

It sounds very familiar. Separately Sir Tim and Professor Shadbolt have emphasised the importance of consistent property addressing and referencing and Professor Shadbolt is leading a new Local Government Data Panel to see how local government data can be better fused into the data.gov.uk initiative. Joined-up Government is a strategic issue once again, all the more so because when done consistently and to a national standard (NLPG and NSG are BS7666 2006 and ISO 19112 compliant) the result can save substantial cost across the public sector at a time of financial austerity.

The pages of this booklet describe particular initiatives by 24 local authorities but, of course, over the last twelve months there have been hundreds of others at a local level.

At a national level the NLPG has provided data and referencing to CORE (Co-ordinated Online Record of Electors), to trials for the Department of Energy and Climate Change (energy use by buildings), to work by the Office of National Statistics as they prepare for the Census, to the emergency services and so forth. The NSG has helped local government meet its statutory requirements under the Traffic Management Act and New Roads and Street Works Act, particularly with the introduction of the permits scheme; but the reoccurring achievement with the NSG this year, is how Local Authorities have worked hard to make Street Works information more accessible to the public though use of the internet and collaborative working.

The European Commission's eSDI-NET (Spatial Data Infrastructures) Best Practice Award won by the NLPG and NSG on 27th November 2009 was a fitting tribute to the hard work of all those involved in their creation and ongoing development and maintenance. The vision was always to place the NLPG and NSG at the heart of the public sector's information management. With "joined-up government" back on the agenda there is a now a renewed opportunity for us to accelerate the fulfilment of the vision.

**Michael Nicholson**
*Managing Director*
Intelligent Addressing

## About the awards

The NLPG and NSG –
underpinning service delivery
within and between local
authorities
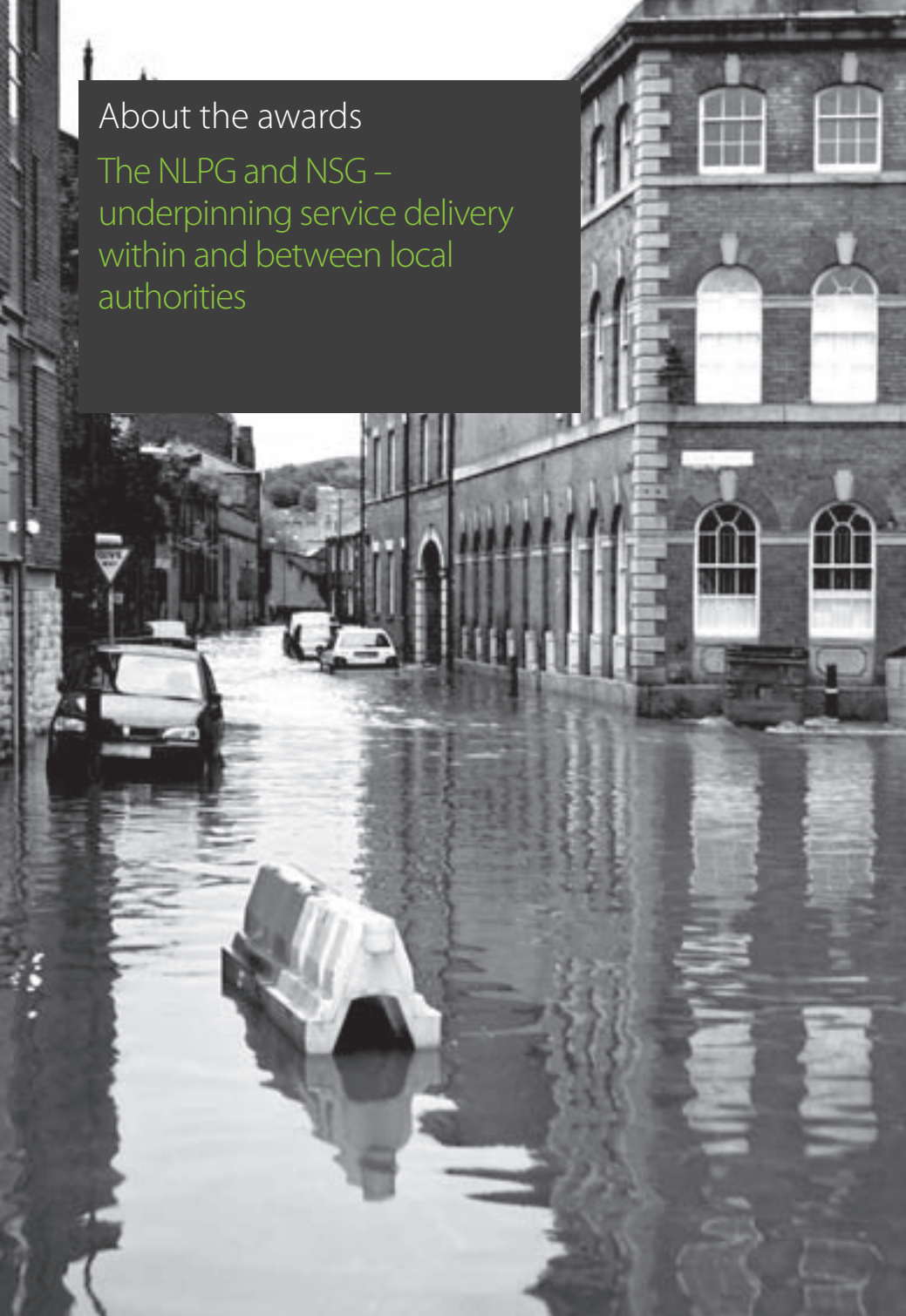
**Underpinning Transformational Government**
celebrating ten years of the NLPG

Location is all important when it comes to service delivery – knowing where your customers are is vital when focusing on the best way to deliver services or connecting and engaging with the community.

An accurate record of the location of all land, property and streets is a vital resource within a local authority. But why? At first glance, the NLPG and NSG could be perceived as a technical issue, nestled away in one specific service function. However, they actually underpin the day to day service delivery throughout and between local authorities, including:

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy

Economic development

Education and skills

Environmental protection

Finance

Health and safety

Housing

Human resources

Information and communication technology

Information management

Legal services

Leisure and culture

Management

Planning and building control

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure

Waste management

Everything happens somewhere – every service area provided by local government has to be able to locate public and business needs properly within their boundaries, in order to deliver joined up services effectively and coordinate these services between partners.

Knowing the location of children and families in need, for example, and rationalising the various service functions of the council and its partners who deliver different services to the same address can provide a better service for the citizen and a more efficient approach from the council.

Every example in this case study booklet demonstrates the breadth of application of a definitive record of streets and property within the local authority. For example, refer to the case study discussing Crawley Borough Council. The winning project successfully transformed both front and back office council systems. This project proves that it can increase productivity, reduce avoidable contact and increase customer satisfaction service levels, whilst reducing revenue costs through the effective use of address records.

Similarly, the Business Matters project has made real developments towards data sharing for the benefit of business customers as a collaborative effort between Dudley Metropolitan Borough Council, Solihull Metropolitan Borough Council and Litchfield District Council. The data sharing methodology has been accepted by both local and central government as the only method of sharing data about businesses currently in existence, and delivering real benefits in partnership.

Another example is Blackpool Council who have delivered a real step-change in the delivery of cost effective services, demonstrating innovation in asset management and tangible improvements in road safety. Their winning project is underpinned by an understanding of the value of sharing information. It also demonstrates the need to create a street works system that crosses local and regional boundaries, providing road safety and congestion information nationally. This is with the ultimate aim of creating a safer, more accessible and welcoming environment for visitors to the Blackpool resort.

An effective location record within local government enables:

joining up of local authority services

consistency of data and capture of information – collect once, use many times

underpinning of citizen-centred services

the release of resources from back to front office

efficiency savings in rationalising services

confidence in authority data

delivery of a seamless service

avoidance of duplication of effort and valuable resources

improved access to information

These are all reasons why the work of those managing the location information within the NLPG and NSG is crucial in underpinning local government's day to day work. As such, the work associated with the maintenance of keeping these location records up to date and accurate in the NLPG and NSG sits square across all service functions within an authority.

# NLPG Award Section

# nlpg

## The National Land & Property Gazetteer

# Fighting crime the Salford City way
## Salford City Council

### NLPG Exemplar Award
### Winner – Most Innovative Use

**Partners from across the City of Salford are reaping the rewards while criminals are paying the price of a new CCTV mapping system with the NLPG at its heart. Salford's gazetteer has been combined with data on CCTV locations and field of view information, together with camera owner contact details and crime hotspots. The in-house designed system is being used to catch criminals, target surveillance, plan operations and react to incidents in real time. It is also facilitating requests for information or recordings and improving partner cooperation.**

The Salford Crime and Disorder Reduction Partnership (CDRP), like many others across the country, has seen a rapid expansion in both public and private surveillance systems. However, it was not uncommon for the victims of crime to be asked if they had knowledge of CCTV coverage in the vicinity of an incident. This was because CDRP did not have an accurate record of their own camera locations or know of the existence and position of private CCTV systems, and the coverage afforded by both.

Discussions between the CDRP and Customer and Support Services identified the requirement for a mapping based solution, with a tool to pinpoint incident locations, logically based around the Council's NLPG. The system needed to be able to identify the location of an incident quickly and accurately. It then needed to construct routes or pathways between related incidents, identify cameras with potential coverage and provide contact details for relevant systems in order to request footage. The solution was a secure web based application, accessible to authorised users from any internet enabled device.

It is intended that the system, once developed, will be populated with additional intelligence.

## Outcomes

The capture of council monitored camera locations was relatively simple, transforming simple street name or intersection descriptions into NLPG locations. However, the big challenge was to develop a separate mechanism to capture information about private systems. The NLPG was used to develop a web interface, accessible through the council's public facing website. This enables citizens, businesses and other public sector organisations to identify and record their camera locations on a map before adding contact and camera information.

A number of benefits to businesses have already been achieved, including the rapid identification and securing of incident footage. This has led to an increase in crime detection, improved crime and antisocial behaviour reporting, monitoring and targeting, as well as better liaison between partner organisations and agencies. In addition, there is now proactive monitoring and increased use of existing CCTV resources for applications such as emergency planning, insurance claim investigation and targeting benefit fraud.

The resulting system has also led to significant efficiency savings being achieved by partner organisations. These include Greater Manchester Police who report a reduction in the time officers spend tracking down crucial CCTV footage from cameras positioned on different buildings. In the past, they had to identify camera locations by knocking on doors and/or submitting enquiries to HM Land Registry.

The citation for the 2009 'CCTV Innovation and Management Award' effectively summarises the project to date: '…from every angle Salford CCTVGIS delivers what the customer wants. The web application follows two golden rules; a maximum of three clicks per operation, and enter data once – process many times. It is fast, interactive and demonstrates the true power of integrating GIS spatial data, mapping and the NLPG'.

### Key benefits

– **a comprehensive, geographically referenced record of CCTV camera locations, coverage and ownership, together with crime analysis information accessible in real time via an easy to use web application**

– **effective crime prevention leads to a reduced risk of crime. Citizens, who ultimately bear the cost of crime, experience less fear and are more confident going about their daily business**

– **improved partnership working – the Police, Fire Service, University of Salford and Neighbourhood Managers are examples of the organisations who are utilising the system in the increasingly important areas of crime prevention and detection**

– **intelligent expansion of the CCTV network – this results in a reduction of duplicate locations, full consideration of camera views in the planning process**

**Salford City Council**

| | |
|---|---|
| Adult care services | |
| Children and families services | |
| Community safety and emergencies | • |
| Consumer affairs | |
| Council property | • |
| Crematoria and cemeteries | |
| Democracy | |
| Economic development | |
| Education and skills | |
| Environmental protection | • |
| Finance | |
| Health and safety | • |
| Housing | |
| Human resources | |
| Information and communication technology | • |
| Information management | • |
| Legal services | |
| Leisure and culture | |
| Management | |
| Planning and building control | |
| Procurement | |
| Registration and coroners | |
| Risk management and insurance | • |
| Transport and infrastructure | |
| Waste management | |

**View from the authority**

*"It is the combination of the NLPG, mapping, routing, mail forms and GIS analysis that represents innovation and has delivered tangible improvements in the provision of CCTV in Salford,"* commented Paul Coward, Corporate GIS Consultant. *"None of these elements are, in their own right, technically advanced, but drawing them together in a single, easy to use application is groundbreaking."*

Paul Coward, Corporate GIS Consultant, Salford City Council

# Better allotment provision
## Canterbury City Council

### NLPG Exemplar Award
### Highly Commended – Most Innovative Use

**Allotments and community gardens are valuable green spaces and community assets that can help improve people's quality of life by promoting healthy food, exercise and community interaction. In recent years, there has been a big revival in allotments. Allotments are uniquely protected through the legislative and planning framework, and the Government is committed to working with local authorities to ensure quality and availability of allotments both now and for future generations.**

In 2009, Canterbury City Council, realising the importance of allotments to the district's residents, and their place within the local planning framework, set its Outdoor Leisure Team to work on a new 'Allotment Strategy'. The initial work entailed innovative use of its Local Land and Property Gazetteer (LLPG) in the form of a mapping exercise to determine current allotment provision. The outcome of this exercise would determine whether there was sufficient access to allotments and whether the council was doing enough to satisfy both current and future demand.

The exercise used the national standard of 15 plots per 1,000 households, drawn up by the National Society for Allotments and Leisure Gardeners. In addition, existing allotment holders were polled in order to understand how far people were prepared to travel to their allotments. Over 50% of those approached responded to the poll. Responses suggested that allotment holders would travel for an average distance of 1.6 miles.

Using the LLPG, addresses within a 1.6 mile radius of each allotment were plotted on a map. It was then possible to measure the density against the national standard of 15 plots in every 1,000 households. The data also helped to ascertain where there were gaps in provision and where there were opportunities to provide future sites.

In the coastal town of Whitstable, for example, there were three sites with a total of 161 plots. The centres of these sites were within 1.6 miles of each other, so there was complete overlap. With 14,694 households in Whitstable, it was possible to calculate necessary provision and then calculate any over-supply or, in this case, deficiency, which amounted to 59 plots. This is roughly equivalent to one full size allotment

### Outcomes

The information produced through the use of the LLPG in this exercise started the process of identifying or procuring three sites for new allotments:

Wincheap: the council owns the land but it needs to raise the funds to deliver on the proposal. This is likely to proceed once the council has received compensation monies for closing another site lost through highways improvements.

Whitstable: a former allotment site is being brought back into use. A community gardening group is targeting new users accordingly.

Herne and Broomfield: parish council are receiving help from Canterbury City Council with the setting up of a new site which they are in the process of procuring.

### Key benefits

– enabled Canterbury City Council to draw up its Allotment Strategy in line with its own community plan, sustainable development and neighbourhood initiatives

– achieved huge savings in officer time through intelligent use of an existing resource

– identified areas where allotment provision was deficient

– provided the evidence base for external funding applications

– significant outcomes in terms of new allotment provision

**Canterbury City Council**

| | |
|---|---|
| Adult care services | |
| Children and families services | |
| Community safety and emergencies | |
| Consumer affairs | |
| Council property | • |
| Crematoria and cemeteries | |
| Democracy | |
| Economic development | |
| Education and skills | |
| Environmental protection | |
| Finance | |
| Health and safety | |
| Housing | |
| Human resources | |
| Information and communication technology | • |
| Information management | • |
| Legal services | |
| Leisure and culture | • |
| Management | • |
| Planning and building control | • |
| Procurement | |
| Registration and coroners | |
| Risk management and insurance | |
| Transport and infrastructure | |
| Waste management | |

**View from the authority**

*"Without the LLPG, carrying out an exercise of this type would be extremely time consuming. It was done quickly and efficiently using existing resources and did not require any site survey work. The exercise highlighted a deficiency of allotment provision across the council area and in particular the main towns of Whitstable, Herne Bay and the City of Canterbury itself. It also made it easier to see and understand where new provision is required. Being able to gauge this demand has helped make the case for a rent review, which will result in additional revenue for the council and help to move it toward a revenue neutral budget. The information will be used to support applications for external funding."*

Stella Morris, GIS/LLPG Custodian, Canterbury City Council

**Exemplar Awards**
nlpg and nsg

# One council one address: back to basics
## Fenland District Council

NLPG Exemplar Award
Best Practice – Most Innovative Use

**The LLPG Team at Fenland District Council has long supported the use of the NLPG as the only address database within the organisation, using articles in the council's weekly magazine and direct communication in the form of staff emails. In order for the NLPG address data to eventually become the only address database used within the authority, the LLPG Team promoted the Fenland 'One Team Approach' to communicate the benefits of using the LLPG service to all service areas.**

The supposition made by the LLPG Team was that if incorrect contact details were being used, it was highly probable that correspondence was not getting through and post was being returned as 'undeliverable' by Royal Mail. This led the team to the Council's post room and the start of a targeted communications campaign to minimise the use of non NLPG compliant addresses for customer correspondence and delivery of services.

By examining every item of returned correspondence, the LLPG Team identified those service areas not using the NLPG database. Research into the remit, role and responsibility of the identified teams highlighted opportunities to sell the value of the LLPG, targeting a specific function or outcome that would benefit from its introduction and use.

The items of returned mail gave the LLPG Team an opportunity for instigating discussions with service delivery teams. It was important to find out what address resource they were using and to present them with the potential benefits of the NLPG. These discussions also provided the opportunity for questions and further promotion of the centralised address database.

## Outcomes

Within the first week, the LLPG Team had identified an issue with a batch of mail sent to every resident within the authority, regarding forthcoming changes to refuse bin collections.
Prompt identification, combined with ongoing support of the service delivery team, minimised the potential for complaints and led to the early involvement of the LLPG Team in similar exercises in the future.

Other service delivery areas, including Community Development and a number of smaller teams, have also instigated discussions with the LLPG Team to investigate how the NLPG can be applied beneficially. The LLPG Team are also working closely with frontline service providers, investigating potential changes to addresses, prior to adoption and use, to ensure the NLPG is well maintained and up to date.

The work undertaken by the LLPG Team has uncovered some issues with Royal Mail relating to the non delivery of correctly addressed post. The council is working with Royal Mail to address this issue ahead of the Census in 2011.

Resulting from the use of the NLPG across the organisation, the working practices instigated by the LLPG Team will continue until the only post returned by Royal Mail as undeliverable is that which has been marked as 'No longer at this address' or 'gone away'.

## Key benefits

– contributed to an improvement in customer service, resulting in Fenland District Council being the first Council to be presented with, and retain, an award for Customer Service Excellence

– increased revenues achieved through the effective delivery of official correspondence and the accurate targeting of promotional material

– reduction in overall post budget, with additional savings achieved as a result of minimising undeliverable or returned correspondence requiring staff intervention

– joined up service delivery across the organisation and improved partnership working, with Fenland engaging with Royal Mail to improve delivery processes

**Fenland District Council**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy

Economic development

Education and skills

Environmental protection

Finance

Health and safety

Housing

Human resources

Information and communication technology •

Information management •

Legal services

Leisure and culture

Management •

Planning and building control

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure

Waste management

**View from the authority**

*"Without spending thousands of pounds or using hundreds of man hours we have significantly increased the value to the council of the NLPG. By simply adopting new working practices that demonstrate best practice, we have achieved improvements in service delivery, efficiency savings and customer satisfaction. This project proves you don't always have to invest money to achieve excellent and positive results for both internal and external customers."*

Wendy Cooley, LLPG Custodian, Fenland District Council

**Exemplar Awards**
nlpg and nsg

# Streamlining customer transactions
## AXESS West Sussex – a partnership of county, district and borough councils across West Sussex

### NLPG Exemplar Award
### Winner – Best Business Process Transformation

**AXESS West Sussex have dramatically streamlined the process by which street cleaning service requests are received, processed and responded to. This has been done through a combination of specially devised e-forms, the council's Customer Relationship Management (CRM) system, the Local Land and Property Gazetteer, both internal and external Geographic Information System (GIS) maps, and SMS text messaging, together with email and web services.**

Designed to deliver one streamlined service transaction type, this project exposed the reporting mechanisms, the back office requirements and the processes required to enable structured data to be passed from the reporter to the service provider without the need for double handling.

The project encouraged the use of self-service channels by the citizen, with information being passed directly to the service provider, who, having resolved the incident, reports closure of the job and links back to the CRM to build transaction knowledge.

Using Blackberry devices, staff in the field record and direct incident reports directly to the responsible officer or contractor, without returning to the office or completing unnecessary paperwork. Incidents that can be resolved at point of reporting are also recorded, reducing the differential between actual jobs completed and those reported through the CRM. The project was funded by Improvement and Efficiency South East.

## Outcomes

– this innovative use of existing technology has delivered measurable cost reductions through the integration of front and back office systems – an estimated £18,500 per annum through the elimination of re-keying data,

– lower procurement costs obtained through partnership joint procurement. This has saved nearly £13,000 in capital costs.

– the project has also reduced the cost per transaction by 45%, which, in turn, increases the capacity of the customer contact centre to the value of £2,500 per annum, equivalent to an increased capacity of 13% of one full time employee.

In addition, the cleansing team can concentrate on delivering front line services. An additional productive hour per person per day has been released through the automation of the administrative process. The introduction of mobile working and an increase in the accuracy of transaction reporting from 58% to 90% means the team gets credit for all the work being done. The project has also helped automate and increase the accuracy of reporting of National Indicators 195 (Litter) and 196 (Fly-tipping) to DEFRA, and the delivery of NI14, the reduction of avoidable contact between the community and council.

Although grounded in the delivery of street cleaning services in Crawley, this transformation of customer transactions has resulted in the creation of a 'SCT Project Delivery Toolkit', available on request, that can be used by other local authorities to implement similar business process changes underpinned by technology. This, in turn, has directly contributed to the South East Regional Improvement and Efficiency Strategy, promoting skill building and reducing the need for reliance on external consultants.

## Key benefits

– **elected members, the public and council staff have access to the most up-to-date information, providing status reports and painting a picture of street cleaning and fly-tipping incidents across the authority**

– **staff members feel empowered and engaged, and have an understanding of the 'end-to-end' service delivery process, appreciating both their own and others' roles and responsibilities**

– **alignment with government strategies, including transformational government – focusing on the citizen not the ICT supplier, joining up to reduce wasteful duplication and enable personalisation, all grounded with professional project delivery**

– **integration of front and back office systems with customer transactions, and the systems used to record and report them have led to a continuous process of data validation and cleansing, resulting in improved data accuracies**
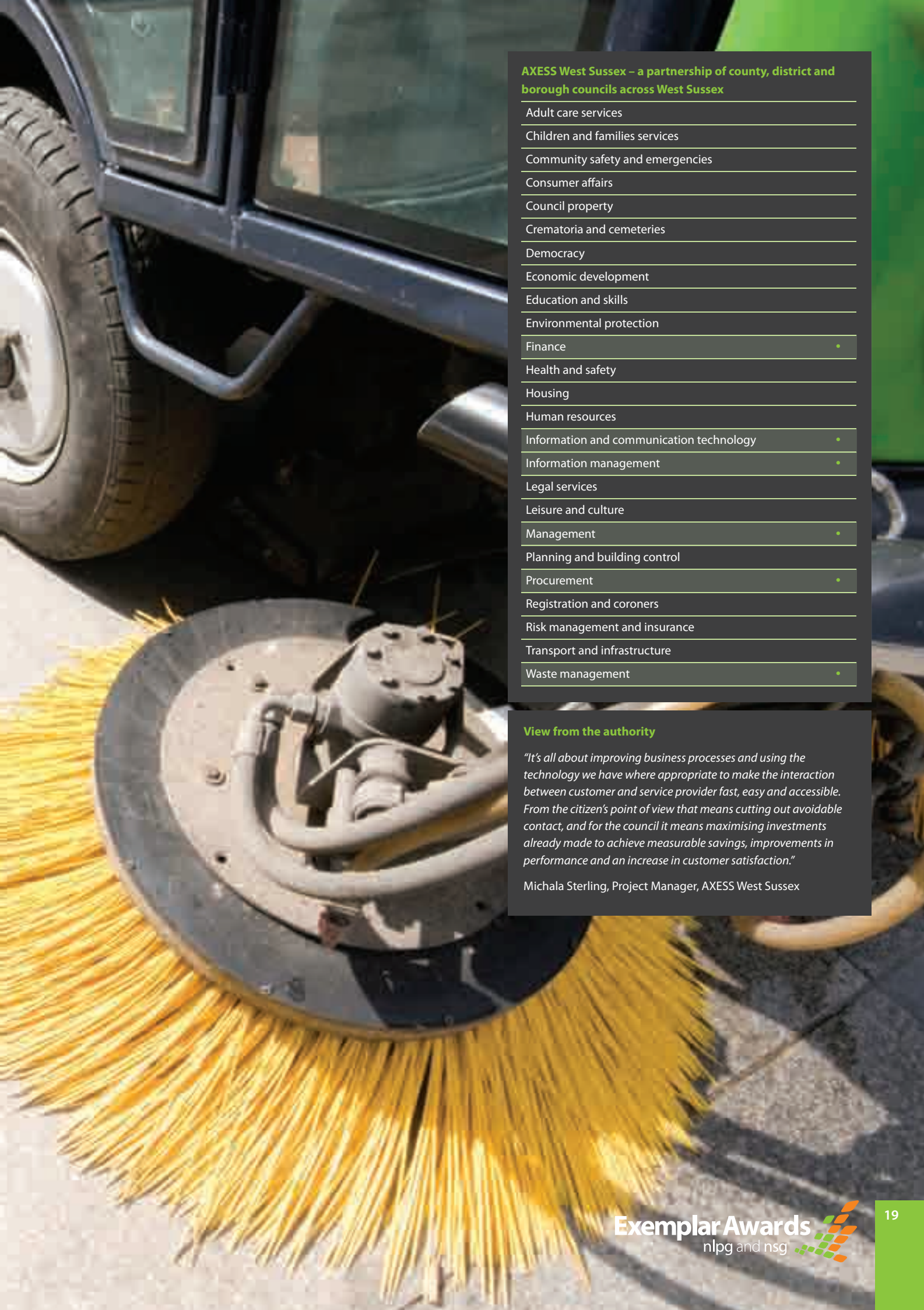
**AXESS West Sussex – a partnership of county, district and borough councils across West Sussex**

| | |
|---|---|
| Adult care services | |
| Children and families services | |
| Community safety and emergencies | |
| Consumer affairs | |
| Council property | |
| Crematoria and cemeteries | |
| Democracy | |
| Economic development | |
| Education and skills | |
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| Housing | |
| Human resources | |
| Information and communication technology | • |
| Information management | • |
| Legal services | |
| Leisure and culture | |
| Management | • |
| Planning and building control | |
| Procurement | • |
| Registration and coroners | |
| Risk management and insurance | |
| Transport and infrastructure | |
| Waste management | • |

**View from the authority**

*"It's all about improving business processes and using the technology we have where appropriate to make the interaction between customer and service provider fast, easy and accessible. From the citizen's point of view that means cutting out avoidable contact, and for the council it means maximising investments already made to achieve measurable savings, improvements in performance and an increase in customer satisfaction."*

Michala Sterling, Project Manager, AXESS West Sussex

**Exemplar Awards**
nlpg and nsg

# Underpinning unification
## Cornwall Council

### NLPG Exemplar Award
### Runner Up – Best Business Process Transformation

**In April 2009, Cornwall Council came into being as one of eight new Unitary Authorities in England, replacing two-tier Government in a region that stretches over a huge geographic area from the river Tamar in the East to Land's End in the West.**

Underpinning this unification and the drive to deliver both better services and better value for money is a single BS 7666 compliant Local Land and Property Gazetteer (LLPG). Under the old two-tier system, there were six LLPGs, established at different times, maintained using different software by staff working in different departments and councils.

Becoming a unitary authority obviously has its problems but it also presents significant opportunities. The old councils (already well connected through pan-Cornwall working groups) were keen to develop an integrated approach to managing addresses. A single definitive list could be used by as many business applications as possible, both to fulfil the promise of 'create once, use many times' efficiencies and to make the improvements in service delivery that one might expect as a result.

The move to a single unified gazetteer would not only deliver savings in terms of software licenses and maintenance, but also remove the need for the costly process of intermittently merging the gazetteers for the new council's National Land & Property Gazetteer (NLPG) submissions. In August 2008, at an early stage of its preparations for 'going unitary', the 'ONECornwall IT Workstream Programme Board' gave the go-ahead for the new 'Address Management Project'.

Since then Cornwall's Address Management Team managed to create a new single Cornwall-wide gazetteer, whilst ensuring business and service continuity for the few business systems that still rely on the old gazetteers in the short term. The NLPG hub accepted Cornwall's single unified gazetteer in advance of the 1st April 2009 deadline: a significant achievement. The gazetteer is now collectively managed by the Address Management Team, who still sit in different parts of the county, preserving one of the NLPG's greatest strengths: local knowledge.

### Outcomes

There are a number of potential benefits that accrue from successful project delivery. These include providing effective address management for Council Tax and Non-Domestic Rates, and working with the Office of National Statistics (ONS) on the 2011 Census to maximise Cornwall's Revenue Support Grant. A single accurate gazetteer would also support improved service delivery through One-Stop-Shops and an integrated Customer Relationship Management (CRM) system which is part of the Council's Customer First Programme.

A unified gazetteer for Cornwall has also led to a single council-wide policy and workflow for Street Naming and Numbering (SNN) to provide consistent new addresses in support of the planning process and ongoing gazetteer maintenance.

The Address Management Team has now moved on to working with the new countywide Revenue and Benefits System Implementation Team. It also provides the hub for a new system supporting Planning, Building Control, Land Charges and Public Health and Protection. This last deployment alone will have over 600 system users.

Elsewhere and outside the Council, preparations for the move to a new Fire and Rescue Service Command and Control Centre in Taunton are underway. Part of this work includes the matching of Cornwall Council's gazetteer to the Cornwall Fire and Rescue Service mobilising gazetteer. This is being supported by the Address Management Team via a web mapping site, along with email and face to face meetings.

The Cornwall Address Management Team also supports the Electoral Registration Service with the Ministry of Justice's 'Coordinated Online Register of Electors' (CORE) initiative. This has involved automated address matching with the Electoral Roll and assistance with reintroduction of the data into the system supporting it. Once again, an intranet based web mapping site is being used to help with the process, sending emails directly to the Address Management Team's shared inbox to enable the best use of available resources.

### Key benefits

– **significant savings in gazetteer software licences and maintenance**

– **significant cost avoidance through combination of gazetteers for regular NLPG hub submissions**

– **new unified SNN Policy**

– **enabled council wide systems adoption for key business areas**

– **provides the basis for ongoing business area transformation**

– **simplified working for FiReControl adoption of the NLPG**

– **close cooperation with Ministry of Justice CORE program**

## Cornwall Council

| | |
|---|---|
| Adult care services | |
| Children and families services | |
| Community safety and emergencies | |
| Consumer affairs | |
| Council property | |
| Crematoria and cemeteries | |
| Democracy | |
| Economic development | |
| Education and skills | |
| Environmental protection | |
| Finance | |
| Health and safety | |
| Housing | |
| Human resources | |
| Information and communication technology | • |
| Information management | • |
| Legal services | |
| Leisure and culture | |
| Management | • |
| Planning and building control | • |
| Procurement | • |
| Registration and coroners | |
| Risk management and insurance | |
| Transport and infrastructure | |
| Waste management | |

### View from the authority

*"Cornwall Council formed a new Address Management Team, working in separate locations across Cornwall, to create and manage a single gazetteer, the first new unitary authority to do so. This avoided a potential spend of in excess of £250,000 associated with compiling unified update files to the NLPG. Collective management of the LLPG has enabled the new council to merge its processes but, at the same time, maintain one of the gazetteer's key strengths - local knowledge."*

Elaine Bennett, Address Management Team Co-ordinator

**Exemplar Awards**
nlpg and nsg

# Intelligent updating of live systems
## Exeter City Council

### NLPG Exemplar Award
### Highly Commended – Best Business Process Transformation

**Local Authorities use numerous systems for departments such as Council Tax, Planning, Refuse and Recycling, CRM etc. The concept behind the NLPG is that these systems use a common, locally administered address gazetteer, the LLPG. In reality, some of these systems use a version of the gazetteer, downloaded daily, weekly or monthly rather than being fully integrated, or having a direct live connection.**

Exeter City Council's GIS/LLPG Officer, together with one of his software suppliers, came up with an idea for a new and original software solution. In a nutshell, this solution would enable Local Land and Property Gazetteer custodians to be notified as soon as a new entry is created in an external system in order to maintain and update the LLPG. The system would also work to ensure that the new system cross references were appended to individual records in the LLPG. This simple idea is fast becoming a reality at Exeter City Council, and now has a name: DataWatcher.

DataWatcher monitors multiple property based databases held in other systems and compares those data with an up-to-date copy of the LLPG on a daily basis. It even maintains a table of cross references held in the LLPG so when new cross references are created they are appended to records in the LLPG. When DataWatcher spots a difference, it will automatically create an email, including all the relevant details, which is sent directly to the gazetteer team. From here the team can investigate each instance, and check to see if there is a valid entry in the existing gazetteer to match to the address, or whether to create a new Unique Property Reference Number (UPRN) to update the LLPG. The outcome of each enquiry can then be communicated to the person responsible for the system involved.

At Exeter City Council, there is an initial deployment of DataWatcher which is currently monitoring three systems: Council Tax, Planning and CRM, and it is already generating a steady stream of queries. Currently, this amounts to about 10 per day from Council Tax and Planning, and 70 per week via the CRM which 'fronts' a number of different systems. Eventually, it will be linked to somewhere in the region of 30 different systems used by the Council.

## Outcomes

DataWatcher is a simple, easily deployed and cost effective software solution that ensures that the LLPG team are made aware of changes in other systems in order to maintain an up-to-date gazetteer.

Until recently, maintaining the LLPG at Exeter City Council was reliant on inter-departmental communications and frequent data matching exercises which were both time consuming and costly to undertake. Based on typical time estimates for data capture officers and gazetteer work, the savings delivered by DataWatcher could amount to many thousands of pounds per year for each authority that deploys it.

Exeter City Council has been so taken with the idea that it has decided, with the developers' agreement, to make the source code of the solution open to all. The main component of DataWatcher is already Open Source so this means that the solution will be available to all Local Authorities across England and Wales for very little cost.

### Key benefits

– open Source solution

– simple to install and deploy – minimal cost

– can be maintained in-house

– will deliver a joined up process to improve both the LLPG and by extension the NLPG

– savings, through less time spent data matching

– improved communications between the Gazetteer Custodian and other departments

– improved Gazetteer quality improves service delivery, authority wide

**Exeter City Council**

| | |
|---|---|
| Adult care services | |
| Children and families services | |
| Community safety and emergencies | |
| Consumer affairs | |
| Council property | |
| Crematoria and cemeteries | |
| Democracy | |
| Economic development | |
| Education and skills | |
| Environmental protection | |
| Finance | |
| Health and safety | |
| Housing | |
| Human resources | |
| Information and communication technology | • |
| Information management | • |
| Legal services | |
| Leisure and culture | |
| Management | |
| Planning and building control | • |
| Procurement | |
| Registration and coroners | |
| Risk management and insurance | |
| Transport and infrastructure | |
| Waste management | • |

**View from the authority**

*"The LLPG is central to Exeter City Council's service delivery, both through general service provision, self-serve opportunities via the website and through the call-in centre. We have over 30 systems using the LLPG as the prime source of address information. For the gazetteer to improve we need to know what is going on with other systems and be able to 'catch' spurious entries as they occur. This solution will provide us with just that."*

James Hodgson, GIS/LLPG Officer, Exeter City Council

**Exemplar Awards**
nlpg and nsg

# Create once use many times
## Newport City Council

### NLPG Exemplar Award
### Best Practice – Best Business Process Transformation

**Newport City Council (NCC) has over 50 business areas supported by separate IT systems, all of which rely on addresses. NCC, which was an early adopter of GIS, fully understands that it needs to identify locations in order to deliver services.
In 2003, it embarked upon an ambitious programme to build a single source of addresses that would underpin business transformation, join up processes, deliver efficiencies and improve services to the citizen.**

The NCC project aims to create a corporate spatial data repository that would not only provide a single source of addressing for all of its support systems, but also support the extensive GIS function within the authority.

The project seeks to build on the spatial data capture work that has been going on at NCC since 1989. This work would focus on the capture of Basic Land and Property Unit (BLPU) extents within Newport, i.e. not just the Unique Property Reference Number (UPRN) represented by a geo-referenced centroid but the extent of each property. The vision stretches to central management of the Street Naming and Numbering process and management of the NSG.

### Outcomes

Progress has been impressive. In the first year, Newport established its Local Land and Property Gazetteer, and it launched its City Contact Centre and associated CRM. New systems integration is a continuing process. In 2004, the LLPG was integrated with Environmental Health, Trading Standards, Licensing, Land Charges and Renovation Grants. In 2005,

a Spatial Data Unit was created to manage centrally the LLPG, the NSG and Street Naming and Numbering (SNN).

In 2006, there was further integration with Development Control, Building Control and Youth Offending. Today there are 14 systems integrated with the LLPG, including Electoral Registration and Estates Management. All business areas, including those not linked, now recognise the LLPG as the single most authoritative source of address information, and work closely with the GIS and gazetteer management team to ensure they are using the most up-to-date source when queries arise.

Behind the scenes, a quiet revolution has been taking place and today there are over 55,000 out of an estimated 75,000 BLPUs now created, confirmed and quality assured. These are all captured in the LLPG and can be viewed council wide. The BLPUs are captured as and when required, when a new property is built or when there is a new planning application affecting an existing property, for example. With approximately 3,000 new BLPUs added each year, the goal of complete coverage is within sight and likely to be given further impetus by the European Union INSPIRE Directive which looks to harmonise the way spatial information is captured and shared across Europe.

NCC process approximately 10,000 spatial data extents each year. Where a BLPU already exists, the savings and efficiencies accrue. A full development might include between 100-200 variations of conditions, resulting in a lot of plotting and digitising work. However, if the extent is already digitised, the processing time is cut from three minutes to around 30 seconds, an efficiency improvement of 6:1, a significant saving. In the case of

Planning Services, which includes both Development and Building Control, the time taken to process submitted applications has been calculated to be 84% with a consequent impact, in terms of registration, designation to a planning officer and service delivery to the applicant. Improved efficiency and performance means that NCC also meets national key performance indicators.

NCC benefits from an improving single source of high quality spatial data which has an impact across the council. As well as reducing duplication of effort associated with handling planning applications, it improves communications between business areas, and speeds up the response to almost any query from the public. Every business area benefits, even those that are not fully integrated, because access is available through a corporate GIS.

### Key benefits
– **changes in data capture methodology have been achieved at no extra cost to the citizen**

– **huge improvements in efficiency achieved in planning application processing**

– **central and integrated management of LLPG, NSG and Street Naming and Numbering**

– **improved response and service delivery to citizens**

– **improved communications and data sharing across all business areas**

– **foundations laid for further business area systems integration**

– **will be easier for NCC to meet its INSPIRE obligations**

**Newport City Council**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy

Economic development

Education and skills

Environmental protection

Finance

Health and safety

Housing

Human resources

Information and communication technology  •

Information management  •

Legal services

Leisure and culture

Management

Planning and building control  •

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure

Waste management

**View from the authority**

*"Although capturing a BLPU extent is optional, we have been capturing property extents since 1989, so it made sense to continue doing so when we set up our property gazetteer. The benefits accrue down the line with huge reductions in the time taken to process planning applications and variations, for example. Once this process is complete, the fundamental principle of 'create once use many times' will be realised across the authority and the 50 or more systems that reference the gazetteer. This work will also mean that the Council is well prepared for INSPIRE"*

Shaun Powell, Spatial Data Manager, Newport City Council

**Exemplar Awards**
nlpg and nsg

# One address, one boundary, one council
## Chorley Council

NLPG Exemplar Award
Best Practice – Best Business Process Transformation

**The Information Team at Chorley Council has a vision to create one definitive address for every property and parcel of land in the borough. Taking the promotion and application of the NLPG to the next level, this will not only standardise the format and use of textual address records across the organisation, but it will also create a full geographical record of property extents, improving the quality of spatial analysis across a range of directorates.**

The initial step was to get the LLPG Strategy and LLPG Policy documents approved. These, respectively, outline the vision of the Information Team and detail the methods that would be used to implement the strategy, including procedures for the sharing of address intelligence.

The primary aim of the approved policy document is to provide a link from the LLPG to every third party application that uses address data, for example Council Tax, Revenues and Benefits, Electoral Register, and the newly introduced Customer Relationship Management (CRM) application. A combination of both live links and scheduled updates is being used, dependent on the specific requirements of the end user directorate.

For users without access to front office software linked to the LLPG, a web based search engine has been developed. Accessible via the council's Intranet service – The Loop – Chorley Address List (CAL) is an easy to use application that provides access to both LLPG address records and UPRNs. The use of CAL has been promoted in the council's weekly e-newsletter and users are encouraged to communicate any queries or additional address intelligence to the Information Team for ongoing maintenance.

The continued development of the LLPG at Chorley also includes a project to further develop the GIS resource by creating polygons of every Basic Land and Property Unit (BLPU). This will give the potential to improve the quality of spatial analysis, as the property curtilage polygon covers a wider ground area than a single address point. Additional efficiencies should also be achieved by creating the data once and using it across many different departments.

## Outcomes

By centralising the creation and management of address data within a single team, efficiencies in day-to-day administrative tasks across a number of diverse directorates will be achieved by releasing staff time previously spent on address input and validation. The ongoing adoption of this data, either through CAL online look-ups or integration of the LLPG within third party systems, reduces the time taken to create mailing lists, improving the efficiency of communications with residents and the effectiveness of individual campaigns. With regular and widespread use of the data, additions, anomalies and/or queries are fed back to the Information Team for investigation. This engages users and gives staff confidence and a feeling of investment in the database.

The matching of LLPG data with Council Tax and Electoral Roll registers has identified properties not currently paying council Tax. This is an immediate income generator, with year on year repeatability, with the likelihood of more properties being identified. The centralised address resource will also contribute to a more accurate Census count in 2011, validating the funding allocation received from Central Government.

A consistent address on every piece of correspondence issued by the council not only reduces the threat of important letters going astray, but also demonstrates to the resident that the Council is efficient in its information management and professional in its approach. The use of the LLPG to pre-populate the newly introduced CRM system also increases the efficiency with which initial enquiries to the council are handled.

## Key benefits

– adoption of the 'one address, one boundary, one council' policy has resulted in increased operational efficiencies, reduced administrative burden and an investment by staff in the ongoing maintenance of the LLPG

– improved data analysis through the use of spatial references: either the UPRN point data or the more complex BLPU polygon, improving targeting of services and delivery efficiency

– additional income of more than £16,000 already generated by identifying properties not on the Council Tax register. This is an ongoing revenue stream and it is anticipated that this figure will increase as more properties are identified

– pre-population of address data in CRM improves the quality of service to citizens, reducing the time taken to deal with enquiries. The use of a consistent address across all communications also increases confidence in the professionalism of the Council

**Chorley Council**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy

Economic development

Education and skills

Environmental protection

Finance

Health and safety

Housing

Human resources

Information and communication technology •

Information management •

Legal services

Leisure and culture

Management

Planning and building control

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure

Waste management

**View from the authority**

*"It is all well and good creating and maintaining an accurate and up-to-date database of addresses; however, the true value of such a resource is only realised through its use. By making the LLPG accessible to all staff, we are not only maximising the benefits gained but we are also giving users the chance to invest in LLPG, ensuring that its future development is in line with their needs."*

Paul Sudworth, Information Manager, Chorley Council

**Exemplar Awards**
nlpg and nsg

# Operation lock down: identify, eliminate and infiltrate
## London Borough of Lewisham

### NLPG Exemplar Award
### Best Practice – Best Business Process Transformation

**For the last year, the London Borough of Lewisham has been executing Operation Lock Down, a two tier project that aims to 'track down' and 'eliminate' third party address datasets and 'infiltrate' the NLPG into every service delivery area and back office system. In the current financial climate, it was deemed unacceptable that departments within the organisation were unnecessarily paying for legacy third party databases.**

The first stage of Operation Lock Down was to make the LLPG available to every department and every staff member via the council's Intranet. This pre-empted the first hurdle 'I can't access it!' Lewisham's LLPG team then began a comprehensive address data audit, in order to identify departments using, and therefore paying for, redundant third party solutions. The target completion date for the NLPG proliferation programme is April 2011, by which time all external sources of address data within the council will have been identified and replaced by the NLPG.

The second stage of Operation Lock Down was to establish and implement an address management guidance in line with the British Standard for the representation of addresses (BS7666) and NLPG convention guidelines. This included an Integration Policy to which all NLPG integrated back office systems have to sign up and adhere to.

## Outcomes

By replacing surplus address datasets with the NLPG, the London Borough of Lewisham has achieved what can be described as, in Gershon terms, both cashable and non-cashable efficiency gains.

The three areas, Customer Complaints, Customer Relationship Management (CRM) and Planning, which were considering purchasing new third party products, have reconsidered. This has released funds that would have been spent on the procurement of new licences – a cashable efficiency gain – and, with the adoption of the NLPG, they are receiving a higher quality address database and service - a non-cashable gain. Additional gains are on the horizon with the council's Integrated Children's System, Integrated Adults' System and with the Education Department also due to replace the use of third party products with the NLPG.

Departments and service delivery areas that had already adopted the NLPG as their only address resource, namely Electoral Register, Council Tax and National Non Domestic Rates, together with CRM, Customer Complaints and Planning, are all sharing the same data information management resource. By rationalising the maintenance and management of the NLPG, rather than developing isolated pockets of experience and expertise, Lewisham Council has realised further efficiency gains, with resources available for deployment elsewhere in the business.

With the adoption of the NLPG in the provision of frontline services, the London Borough of Lewisham has achieved tangible benefits for its citizens. The CRM is helping Lewisham to identify customers and build an ongoing dynamic relationship with them, and the use of NLPG has helped improve the Council's National Indicator for Avoidable Contact (NI14).

Prior to Operation Lock Down, the Planning Department received regular complaints from residents whom it had failed to include in the planning permission notification process. Since its adoption, the NLPG has directly improved the targeting of customer correspondence and therefore the quality of service to citizens.

### Key benefits

– **measurable, cashable and repeatable efficiency gains through the discontinued use of legacy third party datasets, with direct savings in licence procurement costs and indirect savings in product support**

– **non-cashable efficiency gains achieved by the rationalisation of data management and maintenance resource into a single team**

– **tangible improvements in customer service with effective targeting of correspondence, resulting in a direct reduction in complaints**

**London Borough of Lewisham**

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| Adult care services | • |
| Children and families services | • |
| Community safety and emergencies | |
| Consumer affairs | |
| Council property | |
| Crematoria and cemeteries | |
| Democracy | |
| Economic development | |
| Education and skills | • |
| Environmental protection | |
| Finance | |
| Health and safety | |
| Housing | |
| Human resources | |
| Information and communication technology | • |
| Information management | • |
| Legal services | |
| Leisure and culture | |
| Management | |
| Planning and building control | • |
| Procurement | |
| Registration and coroners | |
| Risk management and insurance | |
| Transport and infrastructure | |
| Waste management | |

**View from the authority**

*"We have at the touch of a button the most accurate and up-to-date address information available, created and maintained in-house, with direct inputs from frontline staff and citizens. To even consider spending a penny on additional data simply doesn't make sense."*

Fuad Yusuf, Local Land and Property Gazetteer Custodian, London Borough of Lewisham

# Data sharing and early intervention
## Nottingham City Council

NLPG Exemplar Award
Winner – Most Effective Data Sharing Partnership

**Nottingham is Britain's first 'Early Intervention (EI) City'. EI was pioneered in the US to tackle inter-generational cycles of disadvantage. In Nottingham this falls to 'ONE Nottingham', a strategic partnership for the City which brings together public, private, voluntary and community sector organisations to champion Nottingham's long term vision of 'EI, pre-emption and prevention'.**

EI is a cross-city programme, facilitating partnership working to improve outcomes for children, young people, adults and families who are very likely to experience difficulties, and to break the inter-generational cycle of problems in the long term.

Another council led initiative, also working under the ONE Nottingham banner, is 'Contact Point' (CP), part of the 'Every Child Matters' programme. CP is designed to facilitate communications between practitioners from different service agencies to enable them to share information about children in an appropriate and secure way. This online resource enables the stakeholders, schools, council children's services, the primary care trust, police, and voluntary and community sector organisations to have a single view of a child. Authorised staff can see which organisations are working with the same child, providing a much clearer understanding of the breadth and depth of the problems faced by each individual.

Behind these initiatives lies the understanding that breaking the cycle has become a modern imperative. The number of citizens so affected is increasing, and supporting them in the longer term at current levels of spending is considered unsustainable. Tackling disadvantage earlier on should reduce the need for further costly interventions later – avoiding wider social impacts such as drug and alcohol abuse, absent fathers, crime and antisocial behaviour.

Within Nottingham City Children's Services and partner organisations, data relating to children and young people is held in a number of business specific systems. To facilitate data sharing under both these initiatives, Nottingham City Council's Local Land and Property Gazetteer (LLPG) was used to check the quality of information held within various systems. Using the LLPG, the systematic programme of work has led to a significant improvement in communications with vulnerable people, ensuring that services are targeted correctly.

An initial comparison with the LLPG saw the number of addresses inside and outside the Local Authority boundary change from 154,000 and 33,000 to 134,000 and 53,000 respectively. Over 5,000 individual address anomalies relating to 'live clients' were resolved. This work underpinned and enabled a consistent referencing framework for subsequent projects and activities, and ensures that there is a sound evidence base for strategy evaluation and cost benefit analysis.

## Outcomes

The six strategic partners involved in ONE Nottingham have developed 16 innovative delivery projects within the EI Programme, ranging from 'Reducing Teenage Pregnancy' to 'Homelessness Prevention' and '11-16 Life Skills'.

These EI projects were based, in part, on their ability to have an impact on Nottingham's Local Area Agreement (LAA)

and national performance indicators. The LAA was organised under the core themes of 'Choose Nottingham', 'Respect for Nottingham', 'Young Nottingham', 'Active and Healthy Nottingham' and 'Transforming Nottingham's Neighbourhoods'.

The results from these projects will transform the way that Nottingham City Council and partner organisations deliver their services. In the future, they will be based on shifting the balance of funding away from dealing with the results of underachievement and deprivation in order to break the intergenerational cycle, and move towards empowering people to transform their lives and to make the right choices for both themselves and their children.

US based outcomes indicate that EI initiatives such as those being employed in Nottingham, can deliver an impressive invest to save ratio of 1:5.

### Key benefits

– NCC's LLPG underpins and enables a consistent referencing framework for the Council's EI programme and CP

– data improvements enable savings and efficiencies

– Early Intervention projects are directly linked to the LAA and National Performance Indicators

– sound evidence base will inform, and transform the way the council delivers its services in future

– will empower citizens to make the right choices for both themselves and their children

– significant cost-benefit outcomes are predicted

**Nottingham City Council**

| | |
|---|:---:|
| Adult care services | • |
| Children and families services | • |
| Community safety and emergencies | |
| Consumer affairs | |
| Council property | |
| Crematoria and cemeteries | |
| Democracy | |
| Economic development | |
| Education and skills | • |
| Environmental protection | |
| Finance | |
| Health and safety | • |
| Housing | |
| Human resources | |
| Information and communication technology | • |
| Information management | • |
| Legal services | |
| Leisure and culture | |
| Management | • |
| Planning and building control | |
| Procurement | |
| Registration and coroners | |
| Risk management and insurance | |
| Transport and infrastructure | |
| Waste management | |

**View from the authority**

*"Nottingham is leading the way as the UK's first Early Intervention City. The effectiveness of the initiatives running under this programme has been improved by the early realisation that new levels of partnership working and integrated and confident use of information were essential for the transformation of services provided for young people. At Nottingham we have raised the profile of the LLPG which is now seen to be key to quality checking, improving the validity and integrity of information before it is combined into a quality assured referencing framework for this programme."*

Diane Fieldhouse, Searches and LLPG, Nottingham City Council

Exemplar Awards
nlpg and nsg

# The wheels on the bus
## East Riding of Yorkshire Council

NLPG Exemplar Award
Runner Up – Most Effective Data Sharing Partnership

**In 2006, over 6,600 pupils received home to school transport in the East Riding of Yorkshire Council area, attending 18 secondary schools at an annual cost of £4.9 million or £750 per pupil. This frontline service required 255 contracts with 275 vehicles travelling between sparse settlements connected by over 4,500km of roads, ranging from major motorways to winding country lanes. Against a backdrop of increasing costs, a project was initiated to review the current level of spending and achieve cost reductions where possible.**

The primary objective was to review every route taken by every child, including location of bus stops and their accessibility from the home address. Pupils' addresses, supplied by schools, matched to the LLPG enabled the UPRN of every eligible pupils' home address to be mapped. A network analysis exercise was then undertaken using the council's GIS and another system developed in-house. This considered home locations in conjunction with existing routes, bus stops, potential hazards etc. This re-routing project has facilitated the re-tendering of school transport contracts, giving Transport Services confidence in the quality and reliability of the data used to create routes.

Consultation with all stakeholders was key to the delivery and take up of the optimised provision and, again, the LLPG helped to facilitate the process. The early engagement of pupils, parents and schools was achieved through consultation. Pupils and parents also benefitted by receiving route maps and tailored bus stop details. Assignment of pupils to specific bus stops has helped reduce overcrowding, and vacant seats are easily offered to pupils not eligible for the free service, at an agreed cost.

Following a successful pilot project, a programme for implementation across all secondary schools in the East Riding of Yorkshire was drawn up and is now being rolled out. This is on target for completion by 2011.

## Outcomes

East Riding of Yorkshire Council has realised substantial year on year cost savings through the introduction and ongoing roll out of an intelligence led allocation of pupils to routes. This has been achieved using existing technology, such as the council's GIS, and both council and third party data, including the LLPG and Local Street Gazetteer (LSG), to develop an in-house system and workflow. This has the capacity for expansion, thus eliminating the requirement to purchase an off-the-shelf solution and thereby maximising investments already made.

In addition to the cost savings achieved through a reduction in the number of vehicles required, the transport service has contributed to national targets and initiatives for reducing the council's carbon footprint. The national target set for East Riding of Yorkshire Council is 4% by 2010/11. As a result of the re-routing and re-tendering project, to date the 275 bus fleet has been reduced by 11. This is equivalent to a 4% reduction in vehicles and therefore $CO_2$ emissions.

By encouraging greater use of the service, both through the improvements in service delivery and maximisation of capacity, the council also believes that private vehicles are being removed from the school run. As a result, the council estimate that $CO_2$ emissions have been cut by a further 1,800 tonnes.

This project is an example of an effective data sharing partnership with a countywide collaboration between the local authority, schools, parents, pupils and contractors. It clearly demonstrates the value of integrating LLPG data, through the use of GIS. The resulting system and workflow are scalable and are being considered for other projects within the council, including the provision of community transport and social services lifeline units.

## Key benefits

– **use of the latest technology to create an intelligence led public service that is efficient, effective, personalised and supported by all stakeholders**

– **an initial saving of £315,000 per annum; a figure that it is estimated to rise as the remaining schools undergo the re-routing and re-tendering process**

– **11 double-decker buses have been removed from service with an average cut in $CO_2$ emissions of 633g/km. This reduces the council's carbon footprint by 19.4 tonnes per year**

– **in-house development of a replicable system and workflow. This is now proven, can be demonstrated as best practice and deployed to gain benefit across other service delivery areas**

**View from the authority**

*"By stripping away historical working practices and adopting existing technologies and data in new and innovative ways, we have been able to get back to basics. This has provided us with an efficient, cost effective and safe home to school transport service. We have achieved considerable cost savings, reduced the environmental impact of the service and created a system and workflow that can be rolled out across the organisation."*

Marilyn George, LLPG Custodian,
East Riding of Yorkshire Council

# Positively engaging with improvement
## Lincoln Fire and Rescue

NLPG Exemplar Award
Winner – FiReControl Award for the Best Integration of the NLPG by a Fire & Rescue Service

**The FiReControl Project has mandated the use of the NLPG as the gazetteer solution for Fire and Rescue Services (FRS) throughout England and Wales. The quality of an address list is especially important in a large geographical area such as Lincolnshire with 900 fire fighters and support staff operating out of 38 fire stations. In this instance, the effort has been concentrated on improving the data first: a win win situation, as it turns out, for all involved.**

Lincolnshire Fire and Rescue (LFR) are adopting the NLPG for both Command and Control and also wider corporate use. The vision is to use the NLPG as the common address database for each service area, such as Community Fire Protection, the Risk Department and Legislative Fire Safety. LFR is currently migrating data from existing systems that currently support these areas to new software that enables sharing of data and connectivity through a centrally managed UPRN linked to the address.

On the data front, these aims have necessitated a pragmatic, process-led approach to ensure that the data used by the systems is fit for purpose. LFR has gone about this by developing strong working relationships with the seven Local Authority Land and Property Gazetteer custodians in their area of operation. These are: Lincoln City Council, Boston Borough Council, South Holland District Council, East Lindsey District Council, West Lindsey District Council, North Kesteven District Council and South Kesteven District Council.

In this process, LFR is able to request additions and changes to an LLPG if: each instance is an accurate and current representation of a real world situation; it is missing from the gazetteer; and, if added, will comply with the gazetteer's BS 7666 conventions. Requests can refer to a street, BLPU or Land and Property Identifier (LPI). These conditions mean that the onus is on LFR to ensure that each change request is validated prior to sending to the Custodian. This is done by visiting the location to confirm its existence, and then by carrying out an NLPG search to ensure that it is missing or incorrect.

Upon receipt, the LLPG Custodian reviews the request and provides an anticipated timescale for resolution. Having validated the request, the custodian will either make or reject the change or addition. The custodian will then update the documentation and provide a new UPRN, if necessary. The process is accompanied by an informal service level agreement which ensures that custodians are not flooded with requests.

Key areas that have generated queries so far include positional accuracy, the use of town and locality information, and the inclusion of business name information for commercial properties.

Adoption of the NLPG by LFR will deliver significant benefits, not least operationally. The switch to a property based gazetteer will improve call handling and ensure that crews have all the intelligence and risk information they require to handle incidents. Internally one gazetteer will ensure all service areas within LFR will be linked, with the data accessible to all.

Throughout this process, LFR has put great emphasis on sound partnership working. This has delivered swift progress internally, with departments gaining a better understanding of each other's aims and objectives. Working closely with the district council custodians has yielded significant improvements in the local gazetteers, and also raised the profile of the NLPG across the region, driving change within Lincolnshire County Council which has also decided to adopt the NLPG as a direct result.

**Key benefits**

– **established a pragmatic, process-led approach to improve local gazetteers**

– **standardisation and consistency in the way properties are described**

– **data sharing across all service systems ensures that risk data and intelligence will be linked and accessible**

– **improved partnership working with districts councils and the county council**

– **raised the profile of the NLPG**

**Lincoln Fire and Rescue**

Adult care services

Children and families services

Community safety and emergencies • 

Consumer affairs

Council property

Crematoria and cemeteries

Democracy

Economic development

Education and skills

Environmental protection

Finance

Health and safety

Housing

Human resources

Information and communication technology • 

Information management • 

Legal services

Leisure and culture

Management

Planning and building control

Procurement

Registration and coroners

Risk management and insurance • 

Transport and infrastructure

Waste management

**View from the FRS**

*"We have taken this opportunity to get positively engaged with the NLPG process, and come up with a simple guidance procedure for exchanging queries. By coordinating data management activities across organisations, duplication of effort is reduced, data are maintained once, and everyone benefits. We have raised the profile of the NLPG and the county council is now adopting it too."*

Rosaline Hayes, RCC Project Data Transfer and Migration Manager

**Exemplar Awards**
nlpg and nsg

# Improving the improved!
## Kent Fire & Rescue Service

NLPG Exemplar Award
Runner Up – FiReControl Award for the Best
Integration of the NLPG by a Fire & Rescue Service

**Fire and Rescue Services exist to prevent fires and accidents and to respond quickly to incidents as they arise. In Kent, the Fire and Rescue Service (KFRS) has 65 stations all of which have to respond to incidents around the clock. This places a huge dependency on the systems that support the service at all its locations. Crews rely on high quality data to ensure they know where they are going and what they might face when they get there.**

KFRS has had long term involvement with the NLPG, initially through KentConnects, an ICT partnership of public sector bodies within the county. It was this partnership that funded the first NLPG corporate gazetteer for KFRS in 2003. This partnership also started an active cycle to improve data quality. The central strategic aim behind KFRS' efforts in this area is:

*"to collect, store and manage all information relevant to service delivery activity, enabling the accessing, linking, reporting and display of this information to the right person at the right time and at the right location for maximum service delivery benefit."*

This process is ongoing. FiReControl spurred further efforts to put the NLPG at the heart of things. It encouraged the switch from a street based to a property based, BS 7666 compliant, corporate gazetteer. This would not only require considerable effort to integrate with KFRS' own in-house mobile data systems, but also with other key delivery systems, such as Fire and Community Safety. Work to enable the gazetteer to store and manage

a range of other non-BS 7666 data, such as station areas, socio-demographic profiles and environmental data, was also mooted, in order to link property and area specific information needed by crews. This would include, for example, information on fire fighter risks, building plans, and hydrant information. Adding new data to systems would have to be achieved without compromising address search performance, crucial to mobilisation.

Specific operational improvements associated with mobilisation have been realised through the deployment of satellite navigation into vehicles fitted with mobile data terminals. This enables crews to exploit the availability of accurate incident location provided by the NLPG. Analysis of call handling and average attendance times to incidents occurring in private houses indicates significant performance improvement where NLPG location has been involved.

By establishing the UPRN as the primary key across service delivery databases, KFRS has now embarked upon a large project to implement an operational premises risk management system. This will produce further information and business process alignment, covering data capture, quality assurance analysis and data sharing. For example, officers involved with fire inspections will know how many incidents there have been in particular buildings.

Other initiatives have looked to share the improvements in data with outside service providers. All 11 Central Alarm Station (CAS) providers in Kent, for example, used the NLPG to cleanse their address data. This enabled matching of automatic fire alarm calls from these providers directly to an address in the

NLPG. Since this source represents 11% of the calls dealt with by KFRS, the benefits of this engagement were clear: quicker address recognition for Control Centre staff to match addresses; more accurate call location and significantly faster response times.

KFRS has embraced the opportunities offered to it by early adoption of the NLPG, and gained further impetus with the onset of FiReControl. All service delivery systems are now integrated with the NLPG delivering in-house efficiencies, along with improved mobilisation and attendance performance. It has also enhanced partnership working with its external service providers. This has produced a Fire Service that is at the forefront of current developments; one that continues to transform its processes and working practices to reduce risk and save lives.

### Key benefits
– **encouraged cross-departmental working**

– **improved partnership working with service providers and 13 district councils**

– **significant improvement in mobilisation and attendance performance**

– **improved knowledge of risk improves preventative measures**

– **new operational premises risk management system with the NLPG at its core**

**Kent Fire & Rescue Service**

| | |
|---|---|
| Adult care services | |
| Children and families services | |
| Community safety and emergencies | • |
| Consumer affairs | |
| Council property | |
| Crematoria and cemeteries | |
| Democracy | |
| Economic development | |
| Education and skills | |
| Environmental protection | |
| Finance | |
| Health and safety | • |
| Housing | |
| Human resources | |
| Information and communication technology | • |
| Information management | • |
| Legal services | |
| Leisure and culture | |
| Management | |
| Planning and building control | |
| Procurement | |
| Registration and coroners | |
| Risk management and insurance | • |
| Transport and infrastructure | |
| Waste management | |

**View from the FRS**

*"We have embraced the NLPG beyond the FiReControl requirements and chosen to integrate it into all our service delivery systems and processes. The engagement with our 13 gazetteer Custodians and the feed back mechanisms we have in place for them and our fire crews has seen a huge improvement, not only in the gazetteers but also in our mobilisation performance. If everybody is using the same data it can only get better."*

John McGonigal, IS Strategic Development Manager, Kent Fire and Rescue Service

**Exemplar Awards**
nlpg and nsg

# Engaging the voter
## Tandridge District Council

NLPG Exemplar Award
Winner – MoJ Award for Best Implementation
of the Electoral Register Data Standard

**The Direction requiring Electoral Registration Officers to take steps to ensure that electors' details are stored to a consistent standard was issued in April 2008, with standards set for the formatting of names, dates of birth and addresses stored in electoral registers.**

Implementation of the data standard will underpin electoral modernisation – giving people choices in the way they exercise their votes and provide the foundation for innovations in local elections, such as the Coordinated Online Record of Electors (CORE) information system. It is also expected that implementation of the data standard will assist with changes in electoral administration – improving confidence in, access to and engagement with the electoral system, and maintaining the professional delivery of registration procedures and elections.

Tandridge Council has pioneered the use of the NLPG, placing it at the heart of every department, service delivery area and business process. It also pre-empted the Directive, adding UPRNs to its Electoral Register (ER) back in 2005. The new data Directive and the introduction of the CORE initiative provided an impetus to revisit this exercise and validate the ER against the continually evolving LLPG.

This data validation exercise identified a number of anomalies requiring further investigation. It also prompted Tandridge to initiate a more detailed matching exercise, comparing addresses contained within the LLPG with those in the ER.

### Outcomes

Initial independent validation of Tandridge's ER recorded a match rate of greater than 99.6%. The 569 identified errors all fell into five categories; each of the 569 errors was individually analysed and amended, some as simply as by adding a missing digit to the URPN; others requiring more detailed investigation. As a result, Tandridge was proud to be able to report a 100% match rate, well in advance of the December 2009 deadline.

In addition to the work undertaken by Tandridge in order to comply with the Electoral Register Data Standard Direction, the Council has also initiated a major project to ensure the actual addresses on the two databases are the same. Above and beyond the MoJ directive, this project will further improve the quality and validity of both the ER and LLPG, and facilitate the wider use of the data across the Council.

Tandridge took an interesting decision to resolve a small number of address anomalies through direct liaison with residents. This citizen-centric approach to resolving addressing matters is also evident in the approach used by Tandridge, adopting amended address details from returned canvass forms into the LLPG, subject to data standards and formats.

### Key benefits

– by including householders in the process by which their address is defined, recorded and used by the council, and other statutory authorities, the citizen can take ownership of the information, making them more likely to engage with the council

– the additional data verification exercise undertaken by Tandridge identified 400 properties that were not receiving electoral registration forms and therefore potentially were not being given the opportunity to take part in the democratic process

– the improved LLPG, validated by the above exercises, has been adopted by the council's newly introduced customer service section. Handling up to 4,000 enquiries a day, the use of address information with which the citizen can identify improves the efficiency of each interaction

– a current initiative by Tandridge to reduce postal duplication with the integration of electronic and white mail correspondence relies heavily on effective addressing standards. It has been estimated that first year savings achieved through the use of the LLPG will be between 10-20% of the £150,000 annual postal budget

| Tandridge District Council | |
|---|---|
| Adult care services | |
| Children and families services | |
| Community safety and emergencies | |
| Consumer affairs | |
| Council property | |
| Crematoria and cemeteries | |
| Democracy | • |
| Economic development | |
| Education and skills | |
| Environmental protection | |
| Finance | |
| Health and safety | |
| Housing | |
| Human resources | |
| Information and communication technology | • |
| Information management | • |
| Legal services | |
| Leisure and culture | |
| Management | • |
| Planning and building control | |
| Procurement | |
| Registration and coroners | |
| Risk management and insurance | |
| Transport and infrastructure | |
| Waste management | |

**View from the authority**

*"At the heart of everything we do is the fundamental mindset of 'one property – one address'. The inclusion of the householder in this process and the adoption of the LLPG across the council provide a continuous flow of information, ensuring our LLPG is an evolving resource providing benefit to the council, citizen and third party stakeholders."*

Pat Porter, LLPG Custodian, Tandridge District Council

COUNCIL TAX

REGISTER OF ELECTORS

**Exemplar Awards**
nlpg and nsg

# You only need to tell us once
## High Peak Borough Council and Staffordshire Moorlands District Strategic Alliance

NLPG Exemplar Award
Runner UP – MoJ: Best Implementation of the Electoral Registration Data Standard

**The Direction requiring Electoral Registration Officers to take steps to ensure that electors' details are stored to a consistent standard prompted High Peak Borough Council and Staffordshire Moorlands District Council, through the Joint Strategic Alliance (JSA), to undertake an Elections Address Matching Project. Not only would this upgrade the Councils' Electoral Registers to BS7666 standards, but also other operational and organisational opportunities were identified.**

Operationally, by introducing the UPRN and BS7666 standard, information currently held in the Electoral Register 'silo' could be accessed corporately using dynamic database links. This would then enable information held within the ER to be cross-referenced, providing additional information for the identification of residential properties, in turn aiding the classification of BLPUs and, therefore, reinforcing the integrity of the LLPG data.

The Electoral Registration Team was also identified as a source of vital customer intelligence. For example, when occupiers of a new build contact the council to register to vote, the LLPG can be automatically updated and the property status changed to 'Approved'. The change of status is then seamlessly fed into the council's 'My Property' web page so that the customer can access information relevant to their property. Other service delivery areas will also be notified of the change of status through the corporate GIS and so, for example, Refuse can arrange for the delivery of bins and Council Tax will be aware the property is occupied.

The aim was that the address matching exercise would enable the Elections Team to benefit from the introduction of GIS as a medium for communicating information - particularly useful for the joint senior management team and Councillors - and as a tool to aid pro-active decision making. Analysis of ER Information can, for example, enable the identification of Postal Voting properties and help Councils to be more efficient in promoting 'take up' of this service. The Strategic Alliance also hopes to aid social inclusion by identifying premises that may be eligible to vote but are not registered, therefore enhancing engagement by local residents.

## Outcomes

The JSA between South Moorlands District Council and High Peak Borough Council is, relatively, in its infancy, although, through the Alliance Improvement Methodology for Services (AIMs) process, more and more back office services are working in partnership. The ER address matching presented an opportunity to engage further in partnership working, and to solve and troubleshoot problems experienced across both authorities, from project management through to day-to-day issues.

The ongoing integration of LLPGs across the Strategic Alliance has further solidified its position as the de facto corporate address resource. Members of the Election Team no longer maintain address information within their system; instead they feed intelligence to the LLPG custodian for verification prior to inclusion in the gazetteer and use within their own and other frontline service systems. This, in turn, has led to a reduction in officer time spent researching and inputting information

on addresses, and has reduced the inefficiencies and errors associated with double handling of data.

The addition of UPRNs to ER information has opened up the use of the information across the Alliance. Through the council's public-facing web service, citizens can access service information that is specific to their property, such as local Councillor information or nearest polling station. The corporate GIS resource ensures other departments have real time access to update information, and provides all services with the ability to undertake a wide range of locational analysis.

**Key benefits**

– **enforcement of the 'Tell Us Once' initiative increasing customer service levels; facilitating self service mechanisms; improving communication and contributing to the pro-active provision of services**

– **ongoing validation and improvement of the LLPG with field intelligence gained from canvassing and registration fed into the gazetteer**

– **introduction of GIS analysis providing better location intelligence, improving efficiency and reducing time spent on canvass**

– **reinforcement of both internal working relationships and those between the Strategic Alliance members, offering further opportunities for joined up working in the future**

**High Peak Borough Council and Staffordshire Moorlands District Strategic Alliance**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy                                                    •

Economic development

Education and skills

Environmental protection

Finance

Health and safety

Housing

Human resources

Information and communication technology      •

Information management                            •

Legal services

Leisure and culture

Management

Planning and building control

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure

Waste management

**View from the authority**

*"Through the integration of essential databases, such as the Electoral Register, we can share information between service providers. This enforces our 'Tell Us Once' initiative delivering real benefits to citizens and enables frontline staff to concentrate on what they do best – delivering a first class service to residents – rather than maintaining disparate and dysfunctional data silos."*

Chris Stevens, Corporate GIS Officer, High Peak Borough Council

POLLING STATION

**Exemplar Awards**
nlpg and nsg

# Improving democracy
## Nottingham City Council

NLPG Exemplar Award
Highly Commended – MOJ Award for the Best Implementation
of the Electoral Register Data Standard

**Like councils all over England and Wales, Nottingham City Council (NCC) has been working with its Democratic Services department to bring its Electoral Register in line with its LLPG. The task, as is so often the case, is not simply a data verification exercise. It requires joint working and a real desire to overcome technical obstacles.**

The Electoral Register is an important data source for councils. The health of democracy depends on the authenticity of the data. The broad aims of this project have been laid out by the Ministry of Justice, complete with a deadline and a vision of the future where Electoral Registers combine to become the Coordinated Online Record of Electors (CORE).

The thinking is sound enough. An up-to-date BS 7666 compliant LLPG is already used to match Valuation Office Agency lists for Council Tax, so it should also be capable of being used to match records in the Electoral Register. Everybody who votes has to live somewhere.

At a local level, NCC's LLPG is already used as the address dataset for a number of service delivery areas, including Planning, Building Control, Estates, Social Services and Education. It is considered to be comprehensive, complete and up-to-date, and is built into the council's data management structure.

Nottingham is a city with a traditionally poor election return rate so it is hoped that alignment with the LLPG will deliver significant improvement. This also means that data from this area can be used more effectively across the entire council, and

join the LLPG as a legitimate part of the Council's data management structure.

Matching LLPG data was not, however, a straightforward proposition due to different internal processes. The staff responsible for the LLPG and those in democratic services worked closely together to devise a process which would achieve their aims. The teams also worked alongside the system vendor to ensure better interworking and invoke software replacement, as necessary. The first stage was to create an initial match and then remove unwanted addresses from the Electoral Register: those that were confirmed as historic and not yet built via the LLPG. A UPRN and address were provided in order to overcome missing or incorrectly formatted addresses in the register.

A system was devised for ongoing maintenance, and skills were developed to extract only relevant residential records from the LLPG which would then be imported into the register. At the same time, Democratic Services was given direct access to the LLPG in order to check addresses before adding them to the system. This will also help ongoing efforts to minimise fraud. Citizens will also benefit from a growing web-based, direct update process, allowing electors to enter and maintain their own records. Those moving into newly created addresses will find that the address in use is the same as that used throughout the Council.

The initial match rate with 131,000 records in the Electoral Register was 99%, but 1,320 records were still left that required careful checking and validation by both teams. Almost 900 records were removed from the Register. Fewer than 200 remained to be checked in detail,

some of which required a site visit. Over 2,000 records were identified for primary addresses that were missing from the Register. 130 street records were identified as needing correction, a change that would affect about 3000 house records.

This project has been technically challenging, involving council staff, software vendors and external consultants. It examined each and every step of the Electoral Register collation process. The new register is already being used for cross referencing with other datasets. The exercise has resulted in the identification of a number of missing properties, with resulting additional revenue.

### Key benefits
– **much improved Electoral Register data**

– **enabled the electoral system within Nottingham City Council to be open, fair and transparent**

– **the whole approach to collation and maintenance of the Electoral Register has been reviewed**

– **democratic services is now au fait with the wider vision for joined up government**

– **since the Electoral Register now holds the UPRN, it will support joint working with other areas, such as Council Tax**

– **closer ties between democratic services and LLPG staff**

– **this exercise will have a positive impact on Nottingham's traditionally poor return rate**

**Nottingham City Council**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy •

Economic development

Education and skills

Environmental protection

Finance

Health and safety

Housing

Human resources

Information and communication technology •

Information management •

Legal services

Leisure and culture

Management

Planning and building control

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure

Waste management

**View from the authority**

*"The success of this project has come about through close partnership working and a rigorous and innovative approach to data cleansing and matching. Subsequently, we have made sure that this is not just a one off exercise, and we have provided the Democratic Services team with direct access to the NLPG. The Electoral Register address data and UPRNs will be maintained via regular change files direct from the LLPG, so there is no need for staff to input information manually."*

Diane Fieldhouse  Searches, LLPG Team Leader,
Nottingham City Council

**Exemplar Awards**
nlpg and nsg

# The rediscovered treasure
## Blaby District Council

NLPG Exemplar Award
Winner – Most Improved

**Driven by external policy developments, including the Ministry of Justice Electoral Registration Data Standard, Blaby District Council undertook a programme of work to improve their Local Land and Property Gazetteer. External policy drivers also helped to raise the profile of the LLPG within Blaby and gained support for a rediscovery and reinvention of the gazetteer as the primary source of address data within the council.**

A project team was established and a comprehensive review of the data flow feeding the LLPG was initiated. This review identified a number of unnecessary and/or duplicate processes that were hampering the continued development of the data resource. A project team was established with a project leader who reported directly to senior management, and a new LLPG custodian was appointed. Software options were explored and a decision to move forward with an existing solution was taken based on system stability and support. Staff training followed and the ongoing process of updating the LLPG, using newly created workflows, commenced.

## Outcomes

In less than a year, Blaby District Council has turned around both the quality and applications of the gazetteer data within the Council. An independent review by the Exemplar Award panel of judges showed Blaby leaping a massive 273 places (out of a total of 348) in the analysis performed for the Awards 12 months prior to the 2009 judging.

Blaby has significantly improved the match between the LLPG and benchmark datasets, such as Council Tax and Non Domestic Rates, and has been able to extract data for the Coordinated Online Record of Electors (CORE) information system. Such is the confidence in the data, it has been used to populate a Customer Relationship Management (CRM) system implemented in 2009.

Blaby also continues to perform well in other health checks, including the proportion of approved Basic Land and Property Unit (BLPUs) recorded as unclassified or with a poor relative positional accuracy.

Progress in Blaby is, however, ongoing, with regular meetings between departments and a monthly progress report submitted to senior management. The project team continues with its efforts to cleanse the LLPG, sending daily updates to the hub, and will further strive to address the positional accuracy of data which, in turn, will raise the value of the data to third party organisations such as the Fire Service.

## Key benefits

– a streamlined NLPG data management flow, with a recognised project team supported by and reporting to senior management within the organisation

– 100% match rate between the NLPG and Council Tax records, and 99.7% match rate with Business rates, up from less than 90% and 51% respectively in one year

– adherence to the Electoral Registration Data Standard Directive and adoption of the LLPG to populate a newly introduced CRM

– ongoing data cleansing with daily updates to the hub and improvements in positional accuracy
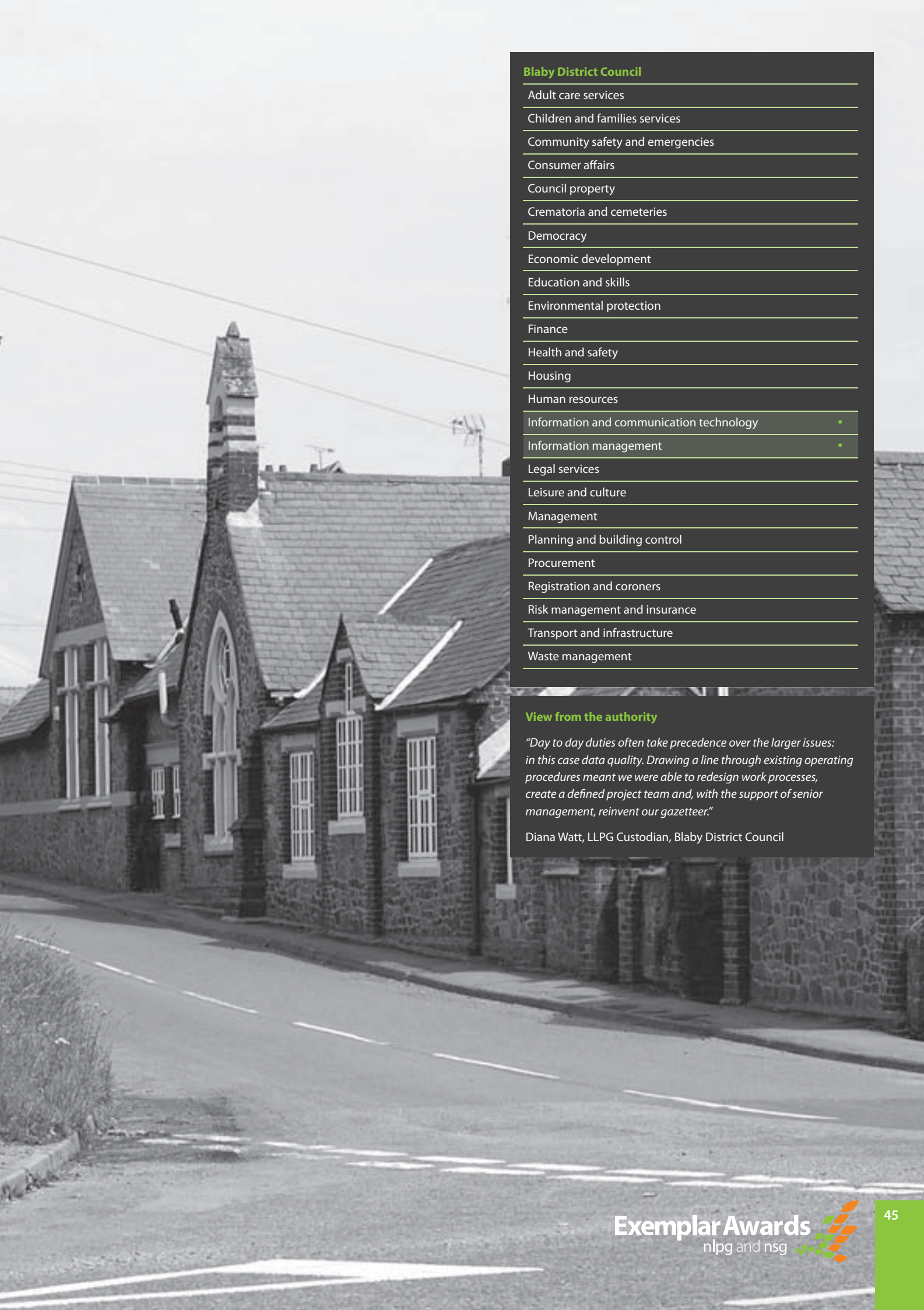
**Blaby District Council**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy

Economic development

Education and skills

Environmental protection

Finance

Health and safety

Housing

Human resources

Information and communication technology •

Information management •

Legal services

Leisure and culture

Management

Planning and building control

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure

Waste management

**View from the authority**

*"Day to day duties often take precedence over the larger issues:
in this case data quality. Drawing a line through existing operating
procedures meant we were able to redesign work processes,
create a defined project team and, with the support of senior
management, reinvent our gazetteer."*

Diana Watt, LLPG Custodian, Blaby District Council

**Exemplar Awards**
nlpg and nsg

# About the awards
## NLPG Best Performing Region
## NLPG Best in Region

**Underpinning Transformational Government**
everything happens somewhere

Location is all important when it comes to service delivery – knowing where your customers are is vital when focusing on the best way to deliver services or connecting and engaging with the community.

The NLPG Best Performing Region was awarded by the judges based on a combination of analysis of data quality, consistency, update frequency and collective working across the government region.

This year there were two regions which performed very strongly and which, through strong local and regional working practices and the quality of LLPG data content, showed themselves as contenders to be worthy of this award.

However the winner, the East Midlands region, has collectively resolved the largest number of outstanding data anomalies, set up close links between practitioners, and really embraced the use of NLPG data, both across the region and through local initiatives. The region has also been shown to have the highest number of NLPG top performing local authorities based on data quality improvements over the last 12 months, frequency of update to the NLPG, and reported health check anomalies.

## NLPG Best in Region

Awards were given to the local authority in each region. These Best in Region awards have been based, wherever possible, on nominations by Regional LLPG and LSG Chairs. The Regional Chairs were asked to consider which authority in their region has made a significant contribution and/or best use of the Local or National Land and Property Gazetteer or Local or National Street Gazetteer, either internally or externally. Further to this, any promotional or outreach work the authority has done to champion the use and value of the gazetteer(s) was also considered. In some areas, performance statistics were used to reach a final decision.

In addition to the Chairs' nominations, certain authorities have also been awarded a runner up prize by the National Custodian due to their good statistical performance over the year.

Winner – Best in East Midlands Region
Ashfield District Council

Winner – Best in East of England Region
Maldon District Council

Winner – Best in London Region
London Borough of Redbridge

Winner – Best in North East Region
Stockton-on-Tees Borough Council

Winner – Best in North West Region
Ribble Valley Borough Council

Winner – Best in South East Region
New Forest District Council
Runner up: Adur District Council

Winner – Best in South West Region
Exeter City Council
Runner up: Mid Devon District Council

Winner – Best in Wales Region
Monmouthshire County Council
Runner up: Caerphilly County Borough Council

Winner – Best in West Midlands Region
Staffordshire Moorlands District Council

Winner – Best in Yorkshire and Humberside region
Kingston upon Hull City Council

**Exemplar Awards**
nlpg and nsg

# NSG Award Section

# nsg

## The National
## Street Gazetteer

# Addressing the technological divide
## Blackpool Council

### NSG Exemplar Award
### Winner – Most Effective NSG and Street Works Integration

**An early adopter of gazetteer data, Blackpool has placed the National Street Gazetteer (NSG) at the heart of a revolution in asset management. Fundamentally reprocessing the way data are collected, managed and accessed, the council is addressing the traditional divide between those who create and maintain data and those who require information for strategic decision making.**

A comprehensive review of the asset management of all highways led to the development of a suite of innovative software. This was designed to support decision-making by capturing day to day changes in the council's assets; to record and monitor service requests; and to communicate information, via the Internet, to be accessed by council staff, elected officials and citizens.

Although designed to publish the position of current and planned road works, the resulting online information portal has been rolled out to facilitate the management and display of a wide range of data. These include: road safety information, such as patrolled crossings, accident black spots and slippery surfaces; public service information, including road closures, diversions and flood locations; and asset information, such as width restrictions and low bridges. The unique feature of this system is that information can be posted in real time, from any location, using any Internet enabled device, subject to authorisation and system set up.

Blackpool Council, residents and local businesses are already achieving benefits from the dissemination of real time service information via the internet, and the council is now working with partner organisations, leading academic institutions and government organisations, to realise the wider potential of the system.

### Outcomes

Residents and visitors to Blackpool can obtain information about the location, duration and impact of both current and planned maintenance and improvement projects in and around the popular seaside resort. Presented using a familiar web mapping interface, visitors can choose a backdrop of standard street mapping or aerial photography before selecting the information they wish to display and interact with. The information is updated in virtual real time and can be supplemented with safety information, service requests and the council's asset register.

This effective application of the NSG / NLPG within a local street works system has led to the launch of a national street works portal. Launched in July 2009, Road Explorer UK is a free service which has the potential to save councils collectively millions of pounds as it replaces the need for the development and maintenance of individual commercial systems.

Perhaps the most significant feature of this system is the ability to allow real time streaming of highway related information beyond traditional internet accessing devices, specifically to in-car satellite navigation systems. This would provide drivers not only with up to the minute information on the location and impact of street work operations, but also with additional intelligence derived from council records, gazetteers and service reports.

The core principles and system architecture developed from the initial asset management system are now being migrated to other areas of the council's business and to the wider community.

### Key benefits

– an interactive reporting mechanism that can be used to find out what is happening, and what is planned in the community. Users can also communicate with the council, requesting additional works, council intervention or investigation

– the replacement of manual, paper based systems for tracking public requests for traffic and highway schemes has resulted in dramatic increases in efficiency, with an estimated saving of £30,000 per annum in salaries alone

– improved forward highways maintenance plans targeted at actual need, with additional prioritisation by social and economic worth, have resulted in approximately 10-20% less waste equivalent to £250,000 per annum

– improved partnership working extending across Blackpool to the whole of North West region, across the North East and into the Yorkshire and Humber region. Additional collaboration with different types of organisations e.g. Highways Agency, industrial organisations, transport companies, utilities etc.

**Blackpool Council**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

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Legal services

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Planning and building control

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Risk management and insurance

Transport and infrastructure •

Waste management

**View from the authority**

*"This project was grounded in an understanding of the 'technological disconnect' between those people who collect and manage data, often using complex software, and those who require information in order to make decisions, whether they be senior managers, members or citizens. Addressing this divide has resulted in well maintained, easily accessible data, creating an information rich resource for the council, business and communities."*

Will Britain, Principal Engineer, Blackpool Council

Exemplar Awards
nlpg and nsg

# Joining forces to improve street work coordination
## Dorset County Council

### NSG Exemplar Award
### Runner up – Most Effective LSG and Street Works Integration

**Driven by the requirements of the Traffic Management Act (TMA), Dorset County Council has joined forces with neighbouring unitary authorities - Bournemouth Borough Council and Poole Borough Council - to improve the co-ordination of street works, regardless of administrative boundaries. The TMA requires local authorities to use joint facilities in delivering their respective and required duties; specifically to publish street works registers on the web; use online applications to process Street Works Notices; and coordinate the management of road works with neighbouring authorities.**

The first of its kind in the country, this project builds on the development work already undertaken by Dorset to upgrade its system for the Electronic Transfer of Notices (EToN), in essence providing a link for Bournemouth and Poole to access the existing application. Each authority maintains ownership and maintenance of its own LSG, uploading the data, on a regular basis, to the centralised system. This data then underpins both the noticing system, with each user accessing and managing only notices that relate to their own highway network, and an in-house developed web mapping application (Dorset Explorer) that disseminates information to other council staff, works promoters and members of the public.

Since the outset of this project, the understanding of the role and importance of the LSG has been paramount to its success, and, in turn, the promotion of the LSG has led to better ongoing maintenance, and further advances in its development and application across the three authorities.

## Outcomes

By creating an online information resource and application for not only street works, but also a range of highway related services and data, the partnership has pioneered the use of shared services to meet the requirements of the TMA. This, in turn, has resulted in efficiency gains and cost savings for each contributing authority, as well as utility companies and other authorised street works contractors, through improved access to information and a single system approach.

The community as a whole has seen a reduction in congestion, resulting in decreased travel times through the coordination of street works and road space booking. In addition, greater public awareness of forthcoming works, through the publishing of advance notices in Dorset Explorer, enables road users to take measures to avoid problem areas, further minimising their impact and possible disruption.

The Shared Service model also offers savings through economies of scale with significant savings and efficiencies in terms of the initial set-up and licensing costs, together with sharing of information, skills and knowledge across all three highways teams.

## Key benefits

– minimising the potential disruption to users of the entire road network through the online dissemination of information via a single website using a bespoke mapping interface

– creation of a mechanism for council staff, utility organisations and members of the public to self serve, leading to a reduction in staffing resources at Dorset alone equivalent to ½ full time equivalent

– use of Shared Service to promote joined up working between neighbouring authorities and third party organisations, resulting in significant savings and efficiencies and sharing of knowledge and best practice

– an improved NSG resource with a reduction in health check issues and an improvement in Additional Street Data (ASD) information which can be applied to gain benefit across the contributing authorities and to third party organisations and the community

**Dorset County Council**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy

Economic development

Education and skills

Environmental protection

Finance

Health and safety

Housing

Human resources

Information and communication technology •

Information management •

Legal services

Leisure and culture

Management

Planning and building control

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure •

Waste management

**View from the authority**

*"By sharing data, systems and knowledge between organisations, we have achieved savings and efficiencies in both set-up and licensing and the ongoing delivery of joined up highway services across the entire road network. Citizens, council staff and third party organisations can access up-to-date information, enabling them to make informed decisions about their use of the network which, in turn, helps to minimise the disruption caused by works and the resulting congestion."*

Rob Hardyman, Highways Network Coordinator,
Dorset County Council

Exemplar Awards
nlpg and nsg

# Improvements in rural Wales
## Isle of Anglesey County Council

NSG Exemplar Award
Winner Most Improved – Best In Wales

**Isle of Anglesey County Council has improved its Local Street Gazetteer over the last year, winning not only the most improved gazetteer in England and Wales but also best in Wales. Anglesey presents its own particular problems. Being largely rural, it boasts over 39,500 UPRNs, 2,005 USRNs and has a population of nearly 70,000.**

Much of the improvement has come about through working projects. Initially, this came through raising match rates with Council Tax and National Non-Domestic Rates (NNDR). More recently, the council made extra resources available to focus on meeting the Ministry of Justice's deadline for matching the NLPG to the Electoral Register. Another work stream has focused on preparation for the next Census. Using common software for both the NSG and the NLPG has its advantages. Property matching quite often reveals buildings which are not attached to a street, and it is possible to see this in the map based software used by the Council. When no centre line is visible, a street is missing! As Lee Evans, gazetteer custodian of both Anglesey's LLPG and LSG, says, "If you focus on property matching, the street data will automatically improve and it certainly helps if you are using the same software to manage both. The gazetteers are being worked on constantly and, it does mean that there is consistency in the creation and updating of records."

# NSG best performing region & NSG best in region
## Yorkshire and Humberside

NSG Exemplar Award
Winner – Best Performing Region

**There were two regions that were very close in this award and it was only separated by the difference of a single submission.**

This year, regions have played an increasingly important part in the improvements to the NSG. Local support, communication and problem solving between neighbours, as well as addressing cross-boundary issues, have all become increasingly useful as we look to improve the continuity of the NSG across England and Wales.

This Award has been based on region wide support of the NSG, including how groups have embraced the new DTF format, improved the quality of their data, developed relationships between LSGs and LLPGs and between neighbours. Ultimately, Yorkshire & Humberside is a region that is showing a community wide approach to good practices.

**NSG Best in Region**

Awards were given to the local authority in each region. These Best in Region awards have been based, wherever possible, on nominations by Regional LLPG and LSG Chairs. The Regional Chairs were asked to consider which authority in their region has made a significant contribution and/or best use of the Local or National Land and Property Gazetteer or Local or National Street Gazetteer either internally or externally. Further to this, any promotional or outreach work the authority has done to champion the use and value of the gazetteer(s) was also considered. In some areas, performance statistics were used to reach a final decision.

Winner – Best in East Midlands Region
Derbyshire County Council

Winner – Best in East of England Region
Suffolk County Council

Winner – Best in Greater London Region
London Borough of Enfield

Winner – Best in North East Region
Middlesborough Council

Winner – Best in North West Region
Halton Borough Council

Winner – Best in South East Region
Wokingham Borough Council

Winner – Best in South West Region
Cornwall Council

Winner – Best in Wales Region
Isle of Anglesey County Council

Winner – Best in West Midlands Region
Walsall Metropolitan Borough Council

Winner – Best in Yorkshire and Humberside Region
North East Lincolnshire Council

Exemplar Awards
nlpg and nsg

# NLPG NSG joint Exemplar Award

**Exemplar Awards**
nlpg and nsg

# Redefining what's what and where
## Monmouthshire County Council

NLPG NSG Exemplar Award
Highly Commended – Best Integration of the NLPG and NSG

**Monmouthshire County Council administers a large, mainly rural, area of South East Wales. In 2005, a review concluded that it needed to overhaul both its service delivery and support infrastructure to meet the modern eGovernment agenda.**

Key among the enabling technologies identified to make this happen was a single integrated gazetteer, combining all the underlying highway information with address and property based information. In essence, this is a single data repository, unified by a single gazetteer management system capable of submitting data to both the NSG and NLPG hubs.

The aim for the Highways Department was to review the existing gazetteer in terms of street and road names, extent and maintenance responsibility, to meet the needs of both highway and property based services. The gazetteer work would also seek to develop a definitive bi-lingual settlement structure, capable of producing accurate addressing, not only for the larger urban areas but also for the small rural settlements.

The work revealed by this project, which is ongoing, has proved to be extensive as the original street gazetteer was developed before the NLPG came into existence. Many roads were linked with towns rather than settlements and were incorrectly named or not named at all. Many un-adopted roads, such as farm tracks, were being maintained by the council when they should not have been. The new gazetteer would have to provide a true reflection of what actually existed on the ground rather than what might have appeared on a map.

## Outcomes

The work of defining settlements has been carried out through the use of maps, text data from old paper records, local knowledge and site visits. Using GIS, 'arbitrary' boundaries were created until the entire county was covered by a complete mosaic of places. The proposed settlements were consulted on with internal stakeholders. Alongside this, a complete review of the highways network was conducted. This involved walking and reviewing the full highways network, and comparing it to the original highways register, covering a total of 3500 roads or approximately 1800 km. At the same time, a specialist team from the Welsh Language Board now have a consolidated set of place names on which to determine standardised bi-lingual settlement spelling. The work on settlements and their extents means that streets and properties consistently reference and reflect a recognisable place in the real world.

As a result of this work, time now spent on reviewing extent ownership and naming queries has been significantly reduced and there is a reliable single source of information on which to build highway records and asset data.

The project has delivered substantial improvements in national data matching measures such as Council Tax, now 99%. Business systems accessing the gazetteer, achieve 100% match rates, and work towards the 2011 Census has produced only 680 records for the Council to check, with the ability to resolve 500 of them easily.

## Conclusion

One of the first areas to receive attention was the council's public facing website which now enables citizens to perform a wide variety of searches on 14 council service areas based on where they live. Information accessible through the website can include anything from the location of nearest schools and recycling centres to road works in the area, all displayed on maps. All searches are facilitated by the gazetteer.

Citizens can also sign up to an email alert service, so they are automatically notified when something happens close to where they live, such as a new planning application. Electronic forms also enable citizens to report address queries and identify precise location details via an electronic map.

Monmouthshire Council has also modernised its 'One-Stop-Shops' where staff are able to accurately locate and resolve citizens' problems through access to key information made possible through gazetteer linking.

### Key benefits

– one centralised source of accurate street and property information upon which to base service delivery

– improved data matching

– provides citizens with an efficient means to engage with the council both via the web and through its One-Stop-Shops

– rationalisation of bi-lingual naming with support from Welsh Language Board

– efficiencies already evident in handling of highways and planning enquiries

– Chief Executive/senior management support and buy-in

**Monmouthshire County Council**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy

Economic development

Education and skills

Environmental protection

Finance                                                    •

Health and safety

Housing

Human resources

Information and communication technology      •

Information management                         •

Legal services

Leisure and culture

Management

Planning and building control                  •

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure

Waste management                              •

**View from the authority**

*"Whilst the decision to create a single gazetteer was a daunting prospect, it now means that all property based information is founded on a sound street network. This has a direct impact on every system and process that uses our integrated gazetteer, from the public facing website to the Electoral Roll. With senior management backing, we have undertaken a systematic approach to producing a single, reliable, high quality gazetteer that will underpin our service delivery both now and for many years to come."*

Richard Healy, GIS Manager, Monmouthshire County Council

# West Midlands Business Matters project
## Lichfield District Council, Dudley Metropolitan Borough Council, Solihull Metropolitan Borough Council and Business Link West Midlands

### NLPG NSG Exemplar Award
### Winner Best Partnership Between Organisations

**Much of what is written about Transformational Government centres on driving efficiencies and improving service delivery to citizens; however, businesses are also customers and important to local economic prosperity. Improving the way the public sector works and interacts with businesses can also drive efficiencies and improve service delivery, but it relies on better data quality and the ability to share that data across organisations and agencies.**

Business Matters is a regional project that has been running for four years, involving Business Link West Midlands, Dudley and Solihull Councils, with Lichfield District Council acting as lead. It seeks to promote the idea of businesses as constituents which are important as wealth creators, and to introduce a standardised way of collecting and sharing information about them, in order to drive efficiency and to deliver better regulation and business support.

Businesses are notoriously difficult to track, occupy multiple locations, and have multiple contacts, so bringing together one true source of business data within a local authority and beyond has many potential benefits. Currently, business information is scattered across numerous databases, with no prospect of sharing. Business Matters introduces the concept of the Single Business Account (SBA), a platform for business process change. The SBA will be the basis for partnership working and multi-agency service delivery.

Behind the SBA is the Business Description Schema which provides the foundation for data sharing. This follows a key principle of the 'Hampton Review' which states that businesses should only have to provide information about themselves once, and that this information should be capable of being shared. The UPRN taken from the NLPG was identified as the most critical field in the schema to reliably identify businesses. This provides the unique geographic location for each business, the business identity assurance, and forms the bedrock of the schema.

With all partners adopting the same schema, data cleansing and matching becomes much easier, and the prospect of a comprehensive Regional Business Index with a synchronised update process becomes a reality.

### Outcomes

Business Matters is now working on the fifth and sixth phases of its work, but there have already been significant benefits identified in some of the partners' pilot projects. The adoption of the SBA will facilitate process change and result in clear efficiencies and savings.

At Dudley, for example, matching their data across key databases internally and with Business Link identified that the number of businesses went from an approximate 10,000 in each database to a total of 16,000 overall – significantly changing Dudley's understanding of businesses in the area and their needs.

Across Lichfield and Solihull, internal efficiencies have seen up to 20% time savings with minimal changes to working practices.

Joint working between Environmental Health, Trading Standards, the Fire Service, all of whom undertake planned inspections of a common retail 'client', is almost impossible without identity management and standardised data sharing. The Retail Enforcement Pilot demonstrated up to a 30% reduction in the number of planned inspections without loss of quality.

Each partner has carried out data matching exercises and been surprised by the improvements. With a single view of the customer; the project is now working on how to identify business characteristics that will enable better service delivery; for example, how to recognise head offices of companies where there may be an opportunity to discuss Primary Authority responsibilities.

This project, with little investment has produced the underlying technical and practical solutions to the complicated problem of accurate business identification and data sharing across the public sector. The Business Matters project lays the foundation for delivering better service to businesses, and creates the right conditions for prosperous and vibrant economic communities.

### Key benefits

– low cost technical solution that enables data sharing and joint working across different parts of the public sector

– pilot projects have already identified and delivered real savings and efficiencies

– has further raised the profile of the NLPG as a key business identifier

– starts to address the Varney and Hampton agendas for business

**Lichfield District Council, Dudley Metropolitan Borough Council, Solihull Metropolitan Borough Council and Business Link West Midlands**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy

Economic development                 •

Education and skills

Environmental protection              •

Finance

Health and safety

Housing

Human resources

Information and communication technology

Information management               •

Legal services

Leisure and culture

Management

Planning and building control

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure

Waste management

**View from the authority**

*"The Business Matters project is based on a very simple concept - that by applying data standards to the way we capture and hold core data about businesses we can share that data in a myriad of ways that will improve efficiency both for business and the public sector. The adoption of the NLPG and the UPRN is central to this process and the data sharing methodology has been accepted by local and central government. The project continues to deliver real benefits as a result."*

Rita Wilson, Strategic Director Organisational Development, Lichfield District Council

**Exemplar Awards**
nlpg and nsg

# Keeping warm sustainably
## Nottingham City Council

NLPG NSG Exemplar Award
Runner up – Best Partnership Between Organisations

**Nottingham Warm Zone (NWZ) is a city wide home insulation scheme set up to make private homes and tenancies in the City of Nottingham affordably warm and fuel efficient. Its aim is to help local residents cut their fuel bills by providing free energy advice and free or discounted grants for cavity wall and loft insulation. NWZ is delivered by a partnership, running over three years (2008-2011), between the Warm Zone Community Interest Group (the NWZ holding company), Nottingham City Council, Nottingham Primary Care Trust, Scottish and Southern Energy and the Nottingham Energy Partnership. NWZ aims to provide something for everyone: alleviating fuel poverty, providing affordable warmth and reducing CO$_2$ emissions.**

In Nottingham, poor thermal efficiency is cited as the main reason for 16,600 (60%) homes failing to reach the Government's 'Decent Homes' standard. Estimated savings, based on other similar schemes running in the UK, suggest a reduction of 20,000 tons of CO$_2$ per annum. In addition, NWZ is tied to Nottingham's Local Area Agreement and, more specifically, to national performance indicators 186, reducing carbon dioxide emissions, and 187, tackling fuel poverty.

In order for a scheme like this to work effectively, it has to be comprehensive, tackling the whole of the City of Nottingham, area by area, ward by ward, door by door. In order to achieve this, NWZ has wielded the power of the council's LLPG to deliver a systematic approach. This approach is geographical, records each householder's energy efficiency standards, income levels, fuel poverty status and eligibility for a range of grants. It also leverages economies of scale by integrating different sources of funding and through collective delivery of energy improvements.

By using Nottingham's LLPG, the scheme gained quick access to address data based on streets, wards and area committees. The LLPG enabled identification of domestic, commercial, council owned and other social housing properties through the UPRN. This was the mechanism to link different data systems and to provide huge benefits in terms of time and efficiency.

## Outcomes

In the first nine months, NWZ achieved stunning results; assisting over 13,000 customers, installing 3,070 cavity wall or loft insulation measures and 193 heating installations. These introduced annual fuel savings in excess of £800,000 and cut CO$_2$ emissions by nearly 44,000 tonnes. Other achievements included 600 Benefit Entitlement checks with an average back payment of £720, and an average weekly income increase of £45. Doorstep assessment has ensured much greater take up of domestic energy efficiency measures. NWZ has a high profile within the Council and has attracted significant local press attention. Local interest has now spread beyond the city and NWZ is currently compiling a proposal to extend the scheme to a neighbouring local authority.

This scheme is a great example of partnership working that, thanks to the LLPG, has got off to a flying start. It is fully funded, has delivered real benefits to citizens, and helped raise awareness of climate change and the measures required to cut CO$_2$ emissions for a sustainable future. It has also enabled the partners to meet their varied obligations and targets.

### Key benefits

– enabled stakeholders to comprehend with precision the importance of climate change

– enabled a collaborative approach between public and private sector organisations, ensuring continued funding over the term of the project

– enabled Nottingham City Council to embrace the government's Sustainable Community Strategy and its own City of Nottingham 2020 Sustainable Energy Strategy

– Scottish and Southern Energy met its obligations under the Carbon Emissions Reduction target

– citizens can and have benefited from:
  – a free energy assessment
  – free loft or cavity wall insulation for the over 65s and vulnerable households
  – £49 discounted loft or cavity wall insulation
  – free heating measures
  – top up grants
  – benefits entitlement check
  – Non-Decent Homes identified and made decent through the government backed Warm Front scheme

**Nottingham City Council**

Adult care services

Children and families services

Community safety and emergencies

Consumer affairs

Council property

Crematoria and cemeteries

Democracy

Economic development

Education and skills

Environmental protection                                                    •

Finance

Health and safety

Housing                                                                          •

Human resources

Information and communication technology

Information management                                                  •

Legal services

Leisure and culture

Management

Planning and building control

Procurement

Registration and coroners

Risk management and insurance

Transport and infrastructure

Waste management

**View from the authority**

*"This project has shown that real customer benefits can be achieved through good partnership, working with both public and private organisations, efficient use of LLPG data and a dedication and commitment towards reducing the level of climate change. Once you engage with all the partners, gain support from councillors and local press, projects such as these gather momentum and a proposal is already being put together for a neighbouring local authority."*

Diane Fieldhouse, Searches, LLPG Team Leader, Nottingham City Council

**Exemplar Awards**
nlpg and nsg

# It's only rock 'n' roll
## Dartford Borough Council

NLPG NSG Exemplar Award
Winner – Most Interesting Anecdote or Street Name

**The address of a property, including the street name, often says much about the local area. In Britain, with its rich history, street names can go back many hundreds of years and some are linked to amazing stories, characters or events. Today, the task of street naming and numbering falls to local authorities under the provisions of the Public Health Act 1925, Sections 17–19. However the huge growth in housing across Britain since the war has often resulted in street names that bear no relation to locale or history.**

Dartford is at the heart of the Thames Gateway redevelopment zone and is host to many new housing developments. This means that street naming and numbering is a constant activity for Dartford Borough Council.

A major £350m development of 1,500 environmentally friendly new homes, situated just south of the Queen Elizabeth II Thames crossing, presented Dartford Borough Council with a challenge to come up with new street names. The development, known as the 'Bridge', is the work of Hemmingway Design. In a conversation between owner Wayne Hemmingway and the Leader of Dartford Borough Council, Cllr Jeremy Kite, the two wondered if street names for the third phase of the Bridge could be linked to Dartford's most famous sons – Mick Jagger and Keith Richards of the Rolling Stones.

Street naming and numbering policy, unfortunately, does not permit use of the names of living people so the conversation soon moved on to song titles, many of which would be familiar to both young and old. The Rolling Stones' back catalogue is extensive but some of the song titles, such as '19th Nervous Breakdown', do not really lend themselves to street naming! Despite this, a team made up of Hemmingway Designs, Taylor Wimpey, the developer and Dartford Borough Council came up with a shortlist that was then presented to a Council Cabinet meeting.

The names confirmed at this meeting and the original references are as follows:

| Street Name | Reference |
| --- | --- |
| Stones Avenue | Rolling Stones, band name |
| Babylon Close | Bridges To Babylon, album |
| Ruby Tuesday Drive | Ruby Tuesday, song title |
| Dandelion Row | Dandelion, song title |
| Little Red Walk | Little Red Rooster, song title |
| Lady Jane Walk | Lady Jane, song title |
| Angie Mews | Angie, song title |
| Rainbow Close | She's A Rainbow, song title |
| Cloud Close | Get Off Of My Cloud, song title |
| Satisfaction Street | (I Can't Get No) Satisfaction, song title |
| Sympathy Street | Sympathy For The Devil, song title |

Dartford Borough Council was delighted with the choice and issued a press release 'Rolling Stones names bring satisfaction to The Bridge'. This resulted in huge TV, national, international and music press attention – all of it positive!

The new street names, which will first appear in 2010, have been very well received by local residents and have certainly raised the profile of the town. As with all new streets, they will also appear in the NLPG!

**View from the authority**

*"We came up with the idea because it's great to give new housing areas a sense of history and residents are telling us they love it. The Rolling Stones have made a big mark on the world and it is great for us to recognise their roots. It is a very groovy development – a very modern, creative community – and I think people will enjoy the street names. It is not just fun – it puts the place on the map and links to our heritage."*

Cllr. Jeremy Kite, Leader of Dartford Borough Council

BOROUGH OF DARTFORD

SATISFACTION STREET

For illustration purposes only

**Exemplar Awards**
nlpg and nsg

# An expression of disdain
Devon County Council

NLPG NSG Exemplar Award
Winner – Most Interesting Anecdote, Address or Street Name

**The 1832 Reform Bill granted seats in the House of Commons to large cities that had sprung up during the Industrial Revolution, and took away seats from the "rotten boroughs" – those with very small populations. The Bill also increased the number of individuals entitled to vote, increasing the size of the electorate by 50–80%, and allowing a total of one out of six adult males to vote, in a population of some 14 million.**

As an expression of disdain for the passing of the Reform Act of 1832, Exeter City Council renamed a city centre thoroughfare. Formerly called Small Lane, the newly christened Parliament Street links the High Street to Waterbeer Street, and is thought to date from the 14th Century. At 50 metres (160 ft) long, 0.64 metres (25 inches) at its narrowest point, expanding to approximately 1.22 metres (48 inches) at it widest, it is, according to some sources, the world's narrowest street.

With barely room for one person to pass, let alone two, Parliament Street is a foreboding passage with high buildings on either side. In 1740, the City Chamber had ordered that doors be fixed at either end, in an attempt to stop local householders emptying chamber pots into the street. In 1836, residents of Waterbeer Street petitioned the Council to widen Parliament Street, raising £130 towards the work which, as modern visitors to Exeter will note, was never actually undertaken.

Exeter's alternative newspaper, the Flying Post, had their offices in Parliament Street when they first started publishing in February 1976. The address was recorded as the 3rd floor, 195 High Street, with the entrance in Parliament Street.

A brass plaque on the right of the entrance to Parliament Street from the High Street reads: Parliament Street – believed to be the narrowest street in the world: width 25" increasing to 45".

PARLIAMENT STREET

**Exemplar Awards**
nlpg and nsg

# Glossary

# A useful guide to NLPG and NSG terminology

**ASD – Additional Street Data**
Provides additional attribution about a street, including details of ownership, reinstatement category, and special designations

**BLPU – Basic Land & Property Unit**
A real world object recorded within a gazetteer

**BS7666**
For BS 7666 (2000) Parts 1 and 2 and BS7666 (2006 Parts 0, 1 and 2 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

**CRM – Customer Relationship Management**

**GIS – Geographic Information System**
Used to display digital imagery or mapping

**IDeA – Improvement and Development Agency**
The IDeA works for local government improvement so councils can serve people and places better. It is owned by the Local Government Association and belongs to local government

**LGIH – Local Government Information House Ltd**
LGIH works with local government to develop national geographical and spatial information infrastructure projects and is responsible for the MSA

**IA – Intelligent Addressing Ltd**
Service Provider responsible for the management of the NLPG and NSG Hubs

**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.

**LLPG – Local Land and Property Gazetteer**
A Local Land and Property Gazetteer is the address index maintained by local authorities

**LLPG Custodian**
Nominated officer responsible for the maintenance of the Local Land and Property Gazetteer. This person will also be the point of contact for all addressing matters within and external to the authority responsible for the gazetteer

**LPI – Land and Property Identifier**
A unique and meaningful identifier used to locate an object within the gazetteer, for example an address

**LSG Custodian**
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

**LSG – Local Street Gazetteer**
Street Gazetteer created by the highways function within a unitary or county council for the purposes of identifying street works on highways

**MSA – Mapping Services Agreement**
Contract under which all of local government procures address and mapping services

**NLPG – National Land and Property Gazetteer**
The National Land and Property Gazetteer (NLPG) is
the definitive, 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

**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

**TMA – Traffic Management Act**
Act to make provision for and in connection with the
designation of traffic officers and their duties; to make
provision in relation to the management of road networks;
to make new provision for regulating the carrying out of
works and other activities in the street; to amend Part 3 of
the New Roads and Street Works Act 1991 and Parts 9 and
14 of the Highways Act 1980; to make new provision in
relation to the civil enforcement of traffic contraventions; to
amend section 55 of the Road Traffic Regulation Act 1984;
and for connected purposes

**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

To learn more about the
NLPG or the NSG and how
it can benefit your organisation,
please contact:

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A D D R E S S I N G

**nsg**
The National
Street Gazetteer

**nlpg**
The National
Land & Property Gazetteer

part of the **LGA group**