

# delivering **better services** to citizens



**case studies** from the 2006 **NLPG** and **NSG** Exemplar Awards **demonstrating** **benefits** for **authorities** and **customers**

how the **NLPG** and **NSG** meet the **aspirations** of Transformation Government

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## a message from the IDeA's Executive Director



This brochure celebrates the success of local authorities that have been pioneers in two particular information management initiatives. They relate to data which is maintained by local government but which is of national importance to the citizen and potentially many parts of central government.

Councils maintain Local Land & Property Gazetteers (LLPGs) and the Local Street Gazetteers (LSGs) and provide intelligence to the national collations of the data. Both are crucial building blocks if ambitions to enable citizens to have access to cross-government services from a single entry point are to be achieved. This will complement the significant developments in service delivery through one-stop shops and customer relationship management systems.

The National Land & Property Gazetteer (NLPG) and the National Street Gazetteer (NSG) have adopted national standards and both, as the reader can discover in the following pages, are helping to provide a better service, joining-up information through the use of consistent data conventions and the same information infrastructure. The IDeA is pleased to have worked with councils to support the creation and linking of the local gazetteers to the national gazetteer.

The Exemplar Award winners, described in the following pages, provide just a few examples as to how local authorities' LLPGs and LSGs can help achieve effective joined-up back-office services to accelerate, improve and economise on front office delivery to make government services as accessible as possible to the public.

A recent study by the Centre for Economic and Business Research calculated that LLPGs alone had the potential to save local authorities over £50 million a year in the value of the time and resources saved, estimating the benefits to outweigh the costs by more than three to one. This is alongside the improvements they can offer to the quality of service delivery.

Local government represents an estimated 27 per cent of all government IT expenditure. The police represent a further 3 per cent and education 7 per cent. Direct IT expenditure only represents a proportion of data management spend. The NLPG and NSG have key roles to play if government savings targets in the areas of data management and IT expenditure are to be met.

Much has been said about the difficulties of the public sector implementing successful information and IT infrastructure projects. But IDeA is delighted to be associated with two projects which are successfully demonstrating their value to our local government community and the communities they serve. We are therefore equally pleased to support the Awards given in recognition of outstanding performance by local gazetteer custodians.

**Lucy de Groot**  
Executive Director  
Improvement and Development Agency



## a message from the Award Sponsor



Intelligent Addressing Limited manages the central information hub for both the NLPG and NSG. These hubs collect gazetteer data (addresses and street names/roads) from each local authority and highway authority throughout England and Wales, holding an updated and fully collated national version and distributing it to other parts of the public sector. Each record holds a unique reference number, Unique Property Reference Number (UPRN) or Unique Street Reference Number (USRN) enabling data to be joined-up through a common identification of 'location' or 'place'.

Intelligent Addressing advises NLPG and NSG data providers and users on data and best practice issues checking, for example, all incoming and outgoing files for conformance with BS7666, the national addressing standard. We provide NLPG and NSG data to support wider national service connectivity, especially the Emergency Services and projects where there are joint Central-Local Government working, such as with the Valuation Office.

Our central position within this information infrastructure means we are well-placed to see the growing confidence of local authorities as they develop their LLPGs as their single "corporate gazetteers" or extend the scope and value of their LSGs.

One year ago only 80 per cent of Highway Authorities were regularly updating their LSGs to the national NSG Hub, now 100 per cent are doing so. At the beginning of 2006, 41 per cent of local authorities were updating their LLPGs to the NLPG Hub with Status 1 (better than monthly), at the time of going to print we have reached over 95 per cent.

Even more importantly, we see usage of data growing. We see more and more local government datasets embedding the UPRN or USRN and newly benefiting from receiving faster and more accurate address change intelligence. We have seen the idea of a one-stop-shop,

where a citizen can make a single call to a local government front-office which can then link seamlessly to back-office information using the UPRN, move from concept to reality.

The Award winners refer to many benefits of their work including improvements to efficiency, the accuracy and completeness of their data, the quality of service to the customer, inter-operability as well as tangible revenue savings of data management in departments, which are dynamically linked to the gazetteer and so forth. Achieving these goals is not straightforward but the award winners prove the effort is not only worthwhile but has a pivotal role to play in achieving some key modernising policy objectives of Government.

Many policy documents emphasise the need for "more consistent quality of government services as the result of joined-up working", "less duplication of services and customer contact, especially through increased standardisation in data capture and use of better coordinated business delivery" and "significant improvements to key business processes, business critical information and IT systems". LLPGs, LSGs, and their national equivalents, the NLPG and NSG, are central to achieving these things.

We are proud to be associated with these projects and to have contributed to the excellent performance of local government in the challenge of delivering them successfully. We are likewise delighted to sponsor the NLPG and NSG Exemplar Awards and congratulate their deserving winners.

A handwritten signature in dark ink, reading "Michael Nicholson". The signature is fluid and cursive, with a horizontal line underneath it.

**Michael Nicholson**  
Managing Director  
Intelligent Addressing Limited – Award Sponsor

# about the awards

‘Sharing services, knowledge, infrastructure and technology represents a major change for government. By working more closely together, both across and within departments, government can save money, reduce waste and move closer to delivering services in the way that citizens want and expect.’

Transformational Government, Enabled by Technology,  
**Annual Report 2006**

The NLPG and NSG Exemplar Awards recognise outstanding service delivery by local authorities using the NLPG and NSG.

The NLPG and NSG are two key initiatives to improve efficiency and service delivery across local government. The sharing of accurate address information across local government departments, emergency services, the NHS, national and regional government is a vital component in the drive to facilitate and improve efficiency and service delivery. The NLPG makes this possible through linking local authorities’ LLPGs and providing the information to local government’s partners. Similarly the NSG links local authorities’ LSGs and is a key dataset supporting the NLPG and the coordination of street works.

There were a record number of entries for the 2006 NLPG and NSG awards which is a reflection of the changes and progress that have been made since the awards were last held in 2003. The NSG is now under the custodianship of Intelligent Addressing and the introduction of the NSG Exemplar Awards in 2006 recognises the importance of the NSG. Raising the profile of the NLPG and the NSG through these awards acknowledges the hard work and vision of those working within local authorities to bring about e-government and to deliver efficient, effective services that citizens want.

Managing an authority’s back-office information infrastructure effectively is a vital part of the continuing drive to improve service delivery. It is an important part of the efficiency agenda especially when other partners of local government can share the same data.

The 2006 study from the Centre for Economics and Business Research (CEBR) which evaluated the benefit of LLPGs found that:

- the NLPG is saving local government at least £54.4 million per year. These savings only apply to local authorities in England and Wales and could be even higher if account was taken of the benefits to other services including county councils, the police and the fire & rescue service. The benefits are estimated to outweigh the costs by more than three to one.
- significant changes in local authorities who had succeeded in making their centralised address data accessible to different departments and systems. 70 per cent stated that their LLPG have resulted in faster and more efficient service delivery, with 77 per cent feeling that there are now fewer mistakes and complaints and 83 per cent believing that their LLPG has improved the accuracy of their service delivery.
- over 73 per cent of the authorities that have implemented an LLPG have been able to provide a number of new services. These include customer service centres, online property enquiries which enable citizens to access information about council tax, refuse collection, local schools, nurseries, hospitals and other local amenities simply by typing in an address.

The CEBR report can be downloaded from  
**[www.idea.gov.uk/idk/aio/5474393](http://www.idea.gov.uk/idk/aio/5474393)**

These case studies illustrate the innovative practices by local authorities and the resultant efficiency savings and new citizen centered services made possible by the successful corporate deployment of their LLPGs.

Further information about all of the case studies in this booklet is available from **[enquiries@nlpg.org.uk](mailto:enquiries@nlpg.org.uk)**



# NLPG award section

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# improved access to council services via digital TV

## London Borough of Brent

### NLPG Exemplar Award: Winner – 'Most Creative Use'

At the London Borough of Brent, the LLPG has been firmly established for a number of years and has become the central data store for the electoral roll, housing tenant records, council tax records, non-domestic rates records, housing association records amongst other datasets. Brent has already received recognition for the way in which it has made its services available online. Property searches use the LLPG to provide seamless access to information and services. A simple address search reveals a page of relevant information split into five categories, local services, property information, development and regulation, election and representation and geographic information. SOCITM has described Brent's online property search as 'a compelling user experience'.

To improve access even further, Brent has extended access to information and services by making use of the Directgov Digital TV channel making it possible for those without computers or access to the Internet to search and view property based information from the comfort of their homes.

'...providing joined-up services designed around the needs of the citizen or business will yield efficiency savings by reducing duplication across the public sector.'

Sir David Varney (Dec 2006); Service Transformation

Brent developed a special plug-in for its digital TV site which allowed web services to be run on digital TV, as a result address searches are now available for the following:

- premises use
- council tax band
- telephone numbers of the relevant planning and building control teams
- location map showing the property
- ward & relevant councillors with contact details
- polling districts & location map showing polling booths
- refuse & Greenbox collection days
- street cleansing days
- 'Find my Nearest' searches for doctors, dentists etc
- road adoption status
- control parking zones
- conservation Areas and listed buildings
- Unitary Development Plan showing site-specific proposals and a variety of constraints information

Digital customers are also able to post requests for services.

## outcomes

Across the council, systems such as corporate complaints, enquiry, Freedom of Information, CRM, Council Tax, Electoral Register, Libraries, Planning, Building Regulations, Environmental Health, Health Safety and Licensing, Adopted Roads, Refuse Collection and related services utilise the efficiency of LLPG to log service requests or applications. Local Land Charges use the LLPG to extract data from different service systems to

provide an improved one-stop property information service.

The LLPG is now the key to linking different datasets across all departments. A council officer can use the LLPG as a property reference and then access other systems to check for ownership details, regulatory constraints, and any other datasets for additional information if required.

The LLPG is also pivotal to the success of electronic forms on the web site to enable the public to report problems such as faulty streetlights, road potholes or abandoned vehicles.

The LLPG has enabled Brent to challenge the Office of National Statistics estimates for population. This has been taken further with a breakdown by age and gender across output areas and electoral wards to aid service planning and analysis.

## key benefits

- Wholesale use of the LLPG across the council as the key property and address dataset has led to improved efficiencies across the board.
- Public service delivery has improved through innovative use of the council's website and the Directgov Digital TV channel.
- The LLPG is enabling a host of new applications for example informing citizens within a specified area about 'event day parking restriction' for the new Wembley Stadium.



# transforming service delivery through the corporate gazetteer

## Dartford Borough Council

### NLPG Exemplar Award: Winner – 'Most Improved'

At Dartford, the LLPG has become a key part of the council's infrastructure, where improved data quality and integration is transforming the way the council works and delivers its services to the public.

Dartford has been updating the NLPG hub on a weekly basis since 2005. By the end of 2007 match rates are confidently expected to be 100 per cent for council tax, electoral roll, business rates, housing and CRM. 86% of properties within the Borough now have geo-referenced coordinates for their spatial extents, which makes use of the LLPG with maps considerably easier. This information has been available via the council's intranet since 2005, allowing the BLPU to be viewed on a map which enables the user to cross reference with other information layers. Direct data exports to update UPRN references exist between the LLPG and electoral roll, council tax, business rates, housing, benefits and the customer contact centre. In each case the UPRN has become the link mechanism for property identification.

The introduction of the LLPG across the council has resulted in continual improvement of the LLPG as departments now keep the LLPG custodian apprised of address change information. A number of other initiatives have been introduced to ensure continual improvement of data quality.

## outcomes

The use of the LLPG across the borough as a shared service has had a direct impact on service delivery facilitating a number of new initiatives:

### democracy

The LLPG has been used to work out the best location for polling stations and has also identified households not listed on the electoral roll.

### council tax

The LLPG has enabled a number of properties that had not been paying council tax to be identified.

### business rates and environmental health

Business rates information is now linked to the LLPG and is being cross-referred to environmental health using the UPRN which has helped highlight properties not paying business rates or not holding the correct licenses. environmental health is using the LLPG to identify properties requiring re-cycling boxes, especially useful in the case of properties in multiple ownership such as flats.

### development control and regeneration

Citizens can use the council's website and online planning facility to view all planning information relating to their property. The department can also do visual checks on maps to see which properties have been consulted about particular planning applications and view any responses.

### building control

The LLPG is now updated as soon as construction plans are available improving the monitoring of new build properties, the start of service provision and the collection of council tax.

### new services

It is now far easier to compile information across the council for analysis. This is particularly useful for large scale regeneration projects and funding bids, where detailed supporting information is required. The use of the NLPG makes the introduction of partnership working across different councils feasible by providing a framework for data sharing.

Auditing of systems for data quality and consistency has been improved. Managers can now view statistical information about their service, and compare it meaningfully within the council. As all information is

referenced to the same system, information from disparate sources can be viewed together.

## key benefits

- The LLPG has become a shared service across the council, breaking down barriers and promoting data exchange between departments.
- UPRNs and BLPU have become significant identifiers and invaluable tools for a number of new initiatives across the council.
- By the end of 2006, at least £12,000 has been collected through the identification of missing properties on council tax. this is due to increase with a number of other properties found but which are not yet banded, through comparison with business rates and as the VOA investigate anomalies.
- Using the gazetteer through multiple applications has helped to bring information together, which has been key for bringing the average land search turnaround down from eight days to five days. The people who used to update corporate property databases can now spend their time performing the key function of the section.
- There were three-five staff collecting information, which now comes from a central source. In the team itself, one officer has reduced their hours by a third.
- The LLPG will enable the council to monitor and co-ordinate significant growth in the borough over the next 10-25 years.



# keeping citizens informed about refuse collections

## Sedgefield Borough Council

### NLPG Exemplar Award: Winner – 'Best Use Internally'

For many citizens refuse collection is one of the few really visible services delivered by the local authority. There is nothing more frustrating than missing a collection, especially if you have no room to store an extra week's waste. For this reason Sedgefield Borough Council decided to ensure that both refuse collection and information about it was delivered to a very high standard.

Before the advent of the LLPG, information about refuse collection was held on paper or through the local knowledge of bin men and their supervisor but over the last four years it has been geo-referenced so that it can be queried in a GIS. Because the CRM was considered to be the main driver and was already using UPRNs from the NLPG, it was decided to carry out a data matching exercise to ensure that the CRM could access up to date refuse collection data. This was quite a simple process as the refuse collection data was geo-referenced and also held as a cross-reference in the gazetteer. To ensure that the data was accurate, 43,000 domestic properties were checked to confirm that the collection rounds and days were correct. Other domestic collections such as special collections and green waste were also added at this time.

To ensure that the data is kept up to date, new entries or changes to the LLPG are emailed to the 'Street Scene' Manager on a daily basis, who in turn returns the correct collection round and day of the week. Maps have been produced to visualise the rounds and days with existing and new properties clearly visible and countable, before they have even been built. This now enables the Street Scene Manager to have a much better understanding of the workload and distances involved and to reassess rounds as necessary, taking future growth into account.

## outcomes

The refuse information is now available in the CRM using the UPRN as the cross-reference and is also available across the council's internet and intranet GIS, through the new Sedgefield Information Service (SIS). SIS uses the LLPG to pull out property information from several back office systems including council tax and the refuse collection database. The refuse collection database was the first database used to pioneer this service, which can now be accessed by the public over the web.

All the refuse collection data is held on the SIS server along with a copy of the LLPG and other GIS information. The refuse collection data is held in a simple table as the UPRN is used as the main identifier, no additional address information is required. All coordinates required for displaying a map are held within the LLPG copy for each UPRN.

## key benefits

- The LLPG has connected together many disparate systems and services and opened up silos of information not only to officers but also to the public. It has led to efficiencies in data management and also in business processes and service delivery.
- Data is now managed centrally once and used many times for queries through the call centre using the CRM and through the council's website.
- The LLPG is now used to join up many systems and services both to council staff across the intranet and to the public via the internet.
- Efficiencies have been delivered in terms of data management, business processes and service delivery.

- Processes within the Environmental Services Department have improved as a result of this work and the Street Scene team now has tools at its disposal to provide a proactive service.

'We must be relentlessly customer-focused. Many people want a single point of contact for a range of services. The public are not interested in whether their needs are met by department X or agency Y, they just want a good, joined-up service where X and Y talk to each other and share information the public have provided. We should strive to meet this demand.'

Sir Gus O'Donnell, Cabinet Secretary



# create once use many times

## Huntingdonshire District Council

### NLPG Exemplar Award: Winner – 'Best use with partners'

Huntingdonshire District Council completed the first cut of its LLPG in 2002 when it also linked with the NLPG hub. Since that time the LLPG has been maintained and improved and is now considered to be a major asset within the council and is used widely throughout the organisation. The council has an impressive 21 applications that are now supported by the LLPG in one form or another so that across the council, addresses are created and maintained once, but used many times.

Dynamically linked applications include: Development Control, Building Control, Licensing, Listed Buildings, Tree Preservation Orders, Land Charges, Enforcements, Public Access, Property Information Exchange (PIE), a combined application that uses the power of the UPRN to link together information from Development and Building Control along with licensing information, Intranet GIS Gazetteer.

Synchronised users are: Council Tax, Non-Domestic Rates, Electoral Register.

Daily change only updates applications are: Environmental Health, Call Centre, Refuse collection, Community Safety, Housing Grants, Abandoned vehicles.

Other miscellaneous matched datasets are; 22 Registered Social Landlords, Asbestos Register

Building on this, Huntingdonshire's LLPG now contains additional property based information derived from formal procedures and on an ad hoc basis. The richness of a LLPG is enhanced significantly by the inclusion of Objects Without a Postal Address (OWPA). Huntingdonshire have already made great strides in this area and continue to add such items on a daily basis, such as: allotments, churches, bridges, bus shelters, lay-

bys, post boxes, milestones, war memorials, electricity sub-stations, recreation grounds, pavilions, band stands, in fact almost anything that can be recorded as part of the man-made environment.

Many of the existing Basic BLPUs have alternative LPIs and have been allocated property types broadly based on the Valuation Office Agency's categories, which have been customised locally. Wards and parishes have also been appended. The LLPG now has more than half a million cross references to Huntingdonshire's other internal datasets. These efforts have ensured that the gazetteer remains accurate, up to date and an increasingly valuable asset.

Huntingdonshire's Intranet GIS also benefits from linkage with the LLPG. Several layers of the LLPG data enable addresses to be identified and located providing direct support to the street naming and numbering function. Council tax banding and the annual charge for each property are available via the intranet and viewable on a map, particularly useful in the call centre.

## outcomes

Huntingdonshire's LLPG has had a direct impact on the council's service delivery and its internal processes. With more than half a million cross references to other datasets, the LLPG is a rich source of property based information. It is frequently used to produce customised textual and spatial reports and analysis with various permutations of address data by ward, parish, street, postcode and property type. All this has benefited in sharing information with external organisations such as the emergency services, the county council through a joint CRM project and also with links to the district valuation office agency where both council tax and business rates have a 100 per cent match rate. Data cleansing and matching will continue to improve the

quality and currency of the gazetteer.

The LLPG team at Huntingdonshire are continually increasing and developing the links between the council's property and spatial data, with new datasets being referenced in the LLPG. Projects include trying to link property related information held by the council, drawing these together in an effective and efficient method and also working with different sections of the council to develop the 'richness' of property data held in the council's Information systems.

## key benefits

- Consistency of addressing throughout the council
- There are tangible revenue savings in terms of data management in departments, which are dynamically linked to the gazetteer. An approximate estimate of the savings is £100,000 per annum based on eight, soon to be 10 business systems.
- Increased revenue receipts of approximately £180,000 per annum through elimination of unbilled Non Domestic Rating and Council Tax.
- 100 per cent synchronisation to Council Tax/NDR and the Electoral Register has increased confidence in the LLPG as the authoritative address dataset. The cross matching process identified address and missing property anomalies in internal datasets.
- Wider use has also promoted further data cleansing which in turn improves the quality of the gazetteer.
- Enhances the quality of other internal datasets.
- Provision of property based information and planning applications is now available for public access via the internet.



# property intelligence advances gazetteer

## Chorley Borough Council

NLPG Exemplar Award:  
Highly Commended –  
'Most Creative Use'

Street naming and numbering is a key part of the process of keeping LLPGs up to date simply because it can capture information about new developments, changes of use, for example from single occupancy to multiple occupancy and changes of name, both to domestic and business properties. Having up to date information is not only vital to the Council itself but also the Royal Mail and of course the emergency services via the NLPG.

Chorley has taken a proactive approach to ensure that new properties and changes to existing ones are captured for inclusion in the LLPG.

A Guidance Note document and application form for street naming and numbering has been produced for developers and applicants who would approach the council on the commencement or completion of work for which planning permission has been granted. This captures new developments, one off planning permissions, offices, industrial units and changes of use. In addition the LLPG custodian checks the weekly list of planning permissions and Changes of Use awarded from the borough's own public access website and enters them into a spreadsheet. A letter and application form is then sent to the applicant. However there was still no easy way for the council to capture changes of house names or business names required by customers without planning permission or change of use having been required.

Chorley has addressed this problem by making it easy for individuals to enter their change of name details via an interactive form on its website. The form consists of a series of questions filled in by the applicant online or by council staff in the one-stop shop for those who do not have Internet access. One of the key features is that the form has direct

access to the LLPG giving the applicant a street search facility. The web form uses LLPG address information populating the required fields directly from the GMS. The form captures the applicant's address and the address of the property in question. If the property does not exist, the address can be created manually and an e-mail automatically sent to the GIS team highlighting the change. This ensures that new names are applied to the correct property. A completed application form is created at the end of the process and either printed out or e-mailed to the applicant as well as the GIS team.

## outcomes

Chorley has improved its street name and numbering process and ensured that the improvements are passed through to the LLPG. The innovative use of the web form for changes of names makes it easy for members of the public to participate in the process. Application forms are automatically sent to the LLPG custodian by e-mail as are any addresses that do not exist in the LLPG.

## key benefits

- An excellent use of technology and web applications to facilitate the council's introduction of an electronic service for a change of address and business name.
- Customers now have a quick and easy way to apply to change the name of their property or business, either online from their own home computer, or in the one-Stop shop when they come to the council's offices.
- The web form reduces the number of calls received to request changes, saving call centre staff time and makes it easy for staff in the One Stop Shop to deal with customers quickly and efficiently.

'On average 80 per cent of data has an address component. So, one of the keys to government (central as well as local) making intelligent connections between its thousands of pieces of information is to establish a standardised way of referring to locations and addresses. By working together to compile and use the NLPG we are laying the foundation for a combined government organisation that delivers services, not just in a more responsive, unified and thoughtful way, but with a lot less wasted money, time and effort.'

John Prescott MP, Deputy Prime Minister (2003)



# leveraging the power of the UPRN

## South Somerset District Council

**NLPG Exemplar Award:  
Highly Commended –  
'Most Creative Use'**

Building an LLPG is one thing but wielding its power is quite another. In 2004 the GIS team at South Somerset Borough Council were tasked with providing advice on the roll out of wheelie bins to approximately 70,000 domestic properties. They soon realised that the LLPG was key to the solution.

The GIS team came up with a methodology for overcoming the three major challenges: identifying all the domestic properties, identifying those where normal wheelie bins would be unsuitable and consolidating the information in a central database.

Because the council tax system uses the UPRN, it was possible to select all single occupancy households, which would require smaller bin types. Field surveys were instigated using PDAs loaded with maps and the LLPG's BLPU layer to identify non-standard properties. Some would require larger, shared bins or would need to continue with black sacks either because there were no suitable areas to store the bins or because of restricted access for refuse collection vehicles.

Spatial queries were then carried out on the maps to sort out the collection days and vehicle types required, so that the information could then be imported into the Waste Collection database. After this the LLPG provided the mail merge information for the initial wheelie bin mail out to citizens.

A special customer response form was incorporated within the council's CRM so that members of the public calling about their bins could get information directly from the call centre staff without recourse to the 'back office'.

## outcomes

The LLPG was central to providing the information to identify all domestic properties, all single occupancy properties and inform field surveys for gathering other essential information needed prior to the roll out and eventual delivery of the wheelie bins across the district.

As part of its e-government commitment, the council was able to add waste collection days to its 'Your Neighbourhood' pages on their website with ease.

There is now an accurate Waste Collection dataset linked using the UPRN and fully interfaced with the council's 'Customer First' CRM.

## key benefits

- UPRNs are used to identify properties in conjunction with cross linked datasets
- BLPUs are used to inform field surveys
- The new waste collection dataset is empowered by the UPRN, enabling easy access of waste collection information via the Customer First call centre or the council's website.

**'less duplication of services and customer contact, especially through increased standardisation in data capture and use of better coordinated business delivery'**

Government Connect and Local Directgov



# improving access to council services

## London Borough of Lambeth

**NLPG Exemplar Award:  
Highly Commended – ‘Most Improved’**

Lambeth have worked hard to improve their LLPG which now contains details of over 164,000 property records and plots of land. The initial data matching exercise that took place in 2001 with the Electoral Roll, Council Tax, Non-Domestic Rates and Planning revealed 235,000 entries, 70,000 more than expected as a result of errors and duplication; this figure has been drastically reduced to less than 900 mid way through 2006.

At the start of the 2005/6 financial year, two major business priorities were outlined, firstly the resolution of outstanding queries and secondly the polygonisation (digitisation of property extents) BLPUs.

All BLPUs and LPIs requiring further investigation were colour coded, and soon became known as the red records. These were made up of 11,000 BLPUs and 12,000 LPIs. Part time staff with LLPG and GIS skills were tasked with reducing these numbers and by 2006 these amounted to less than 1 per cent of the total. The visibility of the red records made the process noticeable and highlighted the improvements being made, thereby increasing the confidence in the LLPG as the cross council address dataset.

‘Many of the most innovative examples of joined-up services found as part of this review are in the local government sector.’

Sir David Varney (Dec 2006); Service Transformation

The business case for the polygonisation exercise was:

- to enable the Local Land Charge Search section to connect to NLIS, the tool used by solicitors to speed up the property search process
- for Lambeth Property Management to identify the extent of council owned and pre-owned land and property
- the need for other departments to be able to access property boundaries, primarily, Planning, Housing and Estates Management
- to improve the efficiency of system users, enabling them to simply copy BLPU property extents rather than digitising each time they are required

## outcomes

During 2005/6 the quality of the LLPG has improved dramatically. Making the improvement process visible has resulted in growing confidence in the LLPG and there have been real time savings that have helped the call centre, planning and building control, to deliver improved customer service as a direct result. This has also helped Lambeth to become rated as one of London’s fastest improving boroughs.

## key benefits

- This innovative use of the LLPG has enabled users of the data to understand the veracity of the information in the LLPG, leading to people trusting and understanding the data and how it should be used.
- The improved LLPG facilitates both service delivery and the improved performance of the council, a fact backed up by Lambeth residents in the 2005 Residents Survey. Confidence in the NLPG has

grown throughout the council.

- There have been real time savings for Development and Building Control as a result of the digitisation of property extents. A rough estimate suggests this affects 90 per cent of over 6,000 applications received each year.
- The council is now able to support connection with NLIS at level 3.



# gazetteer management on a shoestring

## Richmondshire District Council

NLPG Exemplar Award:  
Highly Commended – 'Most improved'

Richmondshire's LLPG was first created in 2002 after an initial merge of data. Until April 2005, little had changed, but over the next year, a small team of dedicated professionals, who created their own tools to do the job, made significant improvements. Richmondshire is a great example of a local authority with limited resources creating a high quality gazetteer.

Richmondshire's LLPG custodian, with the help of one and sometimes two administrators, took a radical approach knowing full well that the gazetteer would in due course have to support all the council's main systems. Key to this strategy was the creation of the Council's own in house GMS. AV GMS brings together a number of data sources in a single, interactive, spatial environment: LLPG, Council Tax, Non-Domestic Rates, Electoral Roll, NSG, Parish data, Planning.

The team also developed processes in order to analyse the LLPG statistically to monitor progress against the project plan, to observe trends and issues in the data which would otherwise be invisible and unquantifiable, and to accurately access how complete the LLPG was.

A system of 'work files', essentially a list of UPRNs with common problems, was used to ensure that data cleansing was precisely targeted. As similar problems were highlighted 'work files' would be created and then re-loaded into the AV GMS to be fixed. Each property could then be viewed in turn and problems resolved before moving on to the next record. This structured way of working paid dividends, in dealing with heavy work loads, and introducing inexperienced staff to the complexities of data cleansing in an ordered manner.

Progress was monitored on a weekly basis to help keep the team focus.

## outcomes

There has been substantial improvement in Richmondshire's LLPG in the past year to March 2006 with the successful inclusion of data from Council Tax, Electoral Roll, Planning and Non-Domestic Rates.

The AV GMS is now a very useful tool, which has been developed to handle all of the typical problems associated with LLPG creation. Because it is essentially a development of existing GIS software it can also be taken out into the field on a laptop to make on site problem resolution even easier.

Working to a tight budget and with very limited resources Richmondshire District Council now has a high quality LLPG to enable the council to go to the next stage – integration with key systems.

## key benefits

- The case study shows a good improvement in data quality over a very short period of time and the inclusion of missing property information as a result of matching key datasets and validation of the associated local street gazetteer.
- The LLPG is now fit for purpose to become the trusted source of property and address information for the whole of the council.
- The creation of a DIY gazetteer has not compromised data quality and has in fact stimulated the adoption of a rigorous and structured approach to LLPG improvement which has paid dividends.

'The Government wants to deliver the best possible support to people in need. We can only do this if we have the right information about people's circumstances. We are determined that information sharing helps the most disadvantaged in our society...  
...That is why the Government is committed to more information sharing between public sector providers organisations and service providers.'

**Baroness Ashton of Upholland MP**, Parliamentary Under Secretary of State, Department for Constitutional Affairs (Sep 2006)



# overcoming obstacles to gazetteer creation in a rural context

## South Hams District Council

NLPG Exemplar Award:  
Highly Commended – 'Most Improved'

At first glance creating an LLPG in a rural area might be considered easy, but nothing could be further from the case. In the first instance because of the rural nature of the district, a high percentage of the properties are on streets without a designated name.

Early matching with Council Tax, Non Domestic Rates and the Electoral Roll saw the first cut of the gazetteer being completed in September 2004. Soon after this, the council started updates to the NLPG on a weekly basis. From this point onward the effort was concentrated on improving data quality, a process made easier by working against a set plan and set procedures, and a work schedule listing priorities. Weekly reviews were carried out to monitor progress, maintain momentum and motivation and the status of BLPU's, LPIs and positional accuracy were mapped out which enabled the team to keep management informed of progress.

The data cleaning exercise was painstaking. Much of the work centred on ensuring compliance with BS7666, and accurate geocoding was also undertaken as part of this exercise. The last stage was to populate the council's GIS with 'seed points' for approved BLPU's, this helped to improve spatial accuracy and further improved the quality of the gazetteer. A very quick, and effective, visual check of the map identified properties for which there were no seed points – the seed point being wrong or an entry missing from the LLPG.

### 'Setting common standards'

Sir David Varney (Dec 2006); Service Transformation

Once the LLPG was in reasonably good order the priority was to start using it. During the latter stages of the clean up programme the team implemented a 'hub and satellite' solution enabling a real time link of the LLPG with the planning (development control) and land charges systems. Now 100 per cent of new planning applications are linked to the LLPG.

### outcomes

The South Hams LLPG is now of a high quality. It is maintained daily and is fully integrated within the street naming and numbering process. The LLPG is linked live to the council's planning and development control system and updates are submitted to the NLPG hub on a daily basis.

It is clear that further integration with other departmental systems will greatly reduce the current duplication of effort in maintaining addresses. As the LLPG is of a high standard, linking with other property based systems will make the process simpler.

South Hams is now well placed to improve its gazetteer further, especially in the area of commercial properties and can concentrate on further deployment with confidence.

### key benefits

- The LLPG is already highlighting duplication of effort across council departments, which will be a spur to further linking and corporate deployment in the future.
- Linking to the development control process is helping towards achieving 100 per cent land coverage. It is also identifying errors and duplicate entries not picked up earlier. It is also the key to

future accuracy as the majority of new gazetteer entries originate from a planning application.

- Success has been achieved with a small team working closely together to a strict schedule and well defined strands of work.



# web mapping system delivers cross-council addressing

## Leicester City Council

NLPG Exemplar Award:  
Highly Commended –  
'Best Use Internally'

Leicester City Council built its LLPG and started regular submissions to the NLPG hub at the end of 2002. The next phase was creating polygons for each BLPU, thus laying the foundations for the development of a corporate mapping system for use across the council. This was a major strategic objective and several systems are now using the gazetteer, including Environmental Health, Building Control and Consumer Services, Children and Young People's Services. The gazetteer is also used by Land Charges, Electoral Services, the council's CRM system, for the Schools Admission Service and by the waste collection contractor.

Over time the number of people within the council using the gazetteer has expanded because the web mapping system is available to all, across the council intranet. It is simple to use and in some instances preferred to operational systems with address searches completed in less than five clicks. Intranet monitoring statistics provided surprising evidence of how pervasive the system has become across all departments, even those that have not traditionally had a comprehensive list of addresses or access to detailed maps.

'Today there are excellent examples in the public sector of entities cooperating to give citizens and business a better service. These need support and encouragement and we need to grow and emulate their achievements across the whole of the public service sector.'

Sir David Varney (Dec 2006); Service Transformation

The web mapping system has many of the features of a corporate GIS alongside its powerful address searching capabilities. Much of the functionality is also made available to citizens via the council's website.

## outcomes

The gazetteer has enabled large numbers of staff across the council, as well as the public, to access gazetteer and map data very easily. The number of staff using the gazetteer has been greatly extended compared to the number that would have used it if it were only in operational systems. The basic structure of the gazetteer, using the BS7666 format, has enabled a powerful interface to be created that makes finding addresses straightforward. This combined with the growing trust in the accuracy and comprehensive scope of the data has led to its use in all departments

Web mapping has been extended to on-line planning information with support for maps using the same system but with specific planning datasets loaded automatically. This met two of the government's specific priority outcomes. Leicester City Council's planning services achieved an impressive Pendleton Score of 19/21.

Up to date figures of usage of the web mapping system indicate considerable financial benefits from improved efficiencies in retrieving maps and spatial data. As many as 814 of the council's staff would spend an average of 250 hours a year working with maps. Assuming a 20 per cent saving over previous methods and a Scale 3 hourly rate of £11, this amounts to savings of in excess of £447,000, a figure considered to be conservative as many users are above this pay scale.

The gazetteer is now a trusted source of property data, revealing a number of properties that were 'missing' and from which no council tax was being collected. Cross-referencing with Council Tax and the Electoral

Rolls has also led to sub-divided properties being found. Some financial benefits have also accrued from the discovery other properties missing from lists in the form of unauthorised developments in gardens; these were picked up in the process of mapping the property extents.

## key benefits

- The LLPG now underpins many property based searches and through the web mapping system has become a trusted source of accurate data leading to its daily use in all departments.
- There are many 'service' benefits. The 'find my nearest' facility helps members of the council to plan visits and provide citizens with accurate directions to council and other amenities.
- The system provides access to other geographic information such as aerial photography, used to see 'beyond the map' and provide vital information both past and present to help with border disputes and tree preservation orders. Access to aerial photography with the full address search capability often means that some site visits become unnecessary while others can be better planned.
- The system has elementary statistical tools which when combined with the powerful address search mechanism enables users to undertake fairly sophisticated catchments area studies by aggregating statistics together using the map to select zones near to a service delivery point such as a community centre.



# underpinning in house processes and public service delivery

## Stockton-on-Tees Borough Council

**NLPG Exemplar Award:  
Highly Commended –  
'Best Use Internally'**

Having committed to the creation of its LLPG as early as 2000, the benefits made over the last six years are apparent. As far back as 2002, it was decided that the LLPG should become the primary property database for the council and software was installed in order to facilitate direct links between the LLPG and a number of the authority's outward facing services. During this time there was an LLPG steering group, and a gazetteer team has handled its continuous improvement supported by ICT and GIS professionals.

An intranet GIS application branded 'maps@stockton' has provided up to 8,000 users with access to the LLPG, mapping and aerial photography plus other spatial data. The address search facility allows users to search for an address, view the entry along with the UPRN and see the location either on a map or an aerial photograph. Users are also able to see what council assets and services are delivered in that area. These include; wards, parishes and polling stations, local representation, schools and admission zones, land ownership and the adoptive status of the highway. Any problems encountered due to missing addresses or inaccurate locations can be reported back to the gazetteer team.

Key functionality has been extended to the council's public facing website in a direct response to the e-government priority outcomes. As all the searches are address based, without a high quality address gazetteer this would have not have been possible.

The following facilities directly address ODPM outcomes and rely on the LLPG.

- Online education facility showing schools on maps and admission zones.

- A separate but linked site, SEAL (Stockton Events and Activities List) to provide details of all activities in the area regardless of who delivers them.
- maps@stockton provides the public with access to maps and property related data.
- maps@stockton provides a GIS based presentation of road works in the local area which is updated daily.
- The council's CRM uses the LLPG to support its processes.

## outcomes

Stockton-on-Tees Borough Council has taken huge strides with its LLPG, opening it up to council staff through its intranet and to the public via its website. Having the gazetteer also means staff are looking at their data more closely and finding errors and omissions in their data as they are comparing it to the accurate data in the gazetteer. Accuracy of the gazetteer is now a one stop shop that staff check and act on without making lots of enquiries to check properties out, which was the previous approach. The corporate LLPG has resolved anomalies between alternative valid addresses. Analysis of spatial information is now more accurate, such as the count of properties within a given administrative area.

Interfaces have been created for direct connection with key back office systems and where this has proved impractical, exports of the gazetteer have been loaded into those systems. Update procedures and update intervals for these systems have been agreed and formalised by simple service level agreements. Without the LLPG, maps@stockton would not have been possible. The LLPG has proven to be a reliable resource on which to drive forward other major corporate projects such as the CRM.

## key benefits

- The LLPG has made a major impact on e-government priority outcomes, which served as a focus to the project and illustrated to the council as a whole the relevance of a single, high quality address database.
- Confidence in the LLPG is high, the result of six years of sustained effort in managing resources and a constant striving for improvement.
- The LLPG is the council's central address database, the key enabler to the council's CRM, intranet GIS and service access via the public website.
- The council's has been awarded a 4-star CPA rating (Audit Commission's Comprehensive Performance Assessment). It has achieved ISO 9001:2000 certification and met the Charter Mark standard for Customer Service Excellence.

# powering the CRM

## Bolton Metropolitan District Council

**NLPG Exemplar Award:  
Highly Commended –  
'Best use with partners'**

Bolton has taken a customer centric approach in order to provide better services to its citizens. Bolton adopted a CRM three years ago and for it to work effectively, the chief source of property-based information, the LLPG, had to be of a high quality so that the CRM and other departmental systems can be linked with confidence either directly with the gazetteer or through their e-Business Suite.

Bolton undertook a rigorous data management exercise to ensure that the LLPG was entirely fit for purpose.

- The LSG was improved to ensure strict spatial accuracy and as this the core foundation of the LLPG.
- Disparities between the LLPG and Royal Mail have been resolved so that postal districts are now mirrored in the LLPG to ensure all letters reach the correct destination.
- The authority worked closely with Council Tax and Business Rates inspectors and also from the local Valuation Office to improve positional accuracy and deliver better cross referencing between address datasets.
- Aerial photography was also used to resolve some of the positional enquiries.
- Council Tax and NDR inspectors carried out many site visits to help resolve some of the more difficult queries.
- The LLPG data was matched with the VOA data in mid 2006 and achieved an exceptional 99.6 per cent match rate, and is consistently moving towards its 100 per cent match rate target.

The LLPG now resides in a database allowing the LLPG to update the CRM and the e-Business Suite.

The LLPG and the NSG are maintained using a much more robust GMS, which enables full and change only exports to the NLPG and NSG as well as much improved productivity and data handling functionality. It also makes file exchange easier with other systems such as Planning and Building Control, Land Charges and Environmental Health.

### outcomes

Bolton now has a much higher quality LLPG which is maintained in a sustainable environment and fit for its role as a key tool in joining up services and improving the service to the customer.

Having much greater confidence in the LLPG gave Bolton the assurance to expose it to the public through a web mapping project, a response to DCLG priority outcomes.

Other areas to benefit from the improved LLPG are fly tipping, dog control, education and enforcement and bulky refuse collection.

### key benefits

- The LLPG is now fit for purpose to become the trusted source of property and address information for the whole of the council and is already in use by a number of different systems.
- The IT infrastructure has been designed to facilitate the gazetteer being used as the key tool in joining up services and improving service to citizens at all touch points.

'For self-service, an individual would go to their local area public service portal, when they ring the single non-emergency number they get through to their local contact centre and if they wish to they can walk into a convenient local one-stop-shop. This single point of access triggers a comprehensive, fast and accurate service both locally and nationally'

Sir David Varney (Dec 2006); Service Transformation



# improving efficiency and service delivery through vision and action

## London Borough of Haringey

**NLPG Exemplar Award:  
Highly Commended –  
'Best use with partners'**

The London Borough of Haringey started work on its LLPG in October 2002 with a clear set of objectives. From the beginning, the project team recognised the potential of the LLPG as a single, authoritative, complete and up to date source of BS7666 compliant address data for the whole council. Over the following four years the project team has sought to ensure buy-in from all the business units across the council who use address based information and to raise the profile of the LLPG at every opportunity.

Progress was swift with Haringey matching their Local Land Charges, Council Tax and Electoral Roll to the NLPG extract and making their first submission to the NLPG hub in March 2004. By the summer of 2004 the council were making monthly updates. Linking to other systems either directly or through regular updates to locally held address datasets has been preceded by extensive data cleansing and matching.

Haringey was one of 20 local authorities selected to take part in a pilot with NLPG and the Valuation Office Agency. The pilot is associated with Valuebill, where the VOA is linked live to the NLPG. They matched Council Tax and NNDR datasets to the NLPG and found a high match rate for residential property and a lower match rate for commercial property in every case. Matched files and non-matched files sent from the NLPG have been used to make further improvements to the gazetteer.

### outcomes

A number of applications have now been linked to the LLPG including Local Land Charges, Council Tax (including NNDR data), Electoral Registration

data, Social Services e-Care, Planning, Building Control and Enforcement, Housing together with the Council's CRM system.

The use of the LLPG has improved collection of revenues by identifying new properties for taxation helping to protect against fraud by preventing the use of bogus addresses. The LLPG has enabled online planning applications to be made over the Internet using the correct addresses. Many of the Council's services are now enabled through the council's website.

In line with the Government's vision for 'Shared Services' Haringey has made significant steps to ensure that the UPRN is being used to facilitate the joining up of services between departments across the council and with external partners such as the Emergency Services and the Primary Healthcare Trust.

### key benefits

- The vision of address data maintained once and used by many is being realised with a massive reduction of duplicated effort.
- The LLPG is now the trusted source of property and address information for the whole of the council and considered to be a valuable asset.
- The council is now in a position to share its data with partners to release further efficiencies and improve service provision.
- The LLPG has improved access to information, internally, in support of the decision-making processes and externally, through easier dissemination of information to the citizen and commercial interests.

'inspire joined-up services across departments, local authorities and intermediaries through shared values and goals as well as shared infrastructure and data...'

Sir David Varney (Dec 2006); Service Transformation



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# underpinning past and future service delivery

**Sandwell Metropolitan  
Borough Council**

**NSG Exemplar Award:  
Winner – ‘Most Creative Use’**

From a very early stage the LSG has been managed and maintained by Sandwell's Highways Direct Division, which recognized that a standardised and commonly referenced street gazetteer would be essential to any of the electronic information management projects planned for the future. Since the LSG's completion, a number of innovative projects and database applications have been developed all of which use the LSG in varying ways. These are summarised below.

Street look up application with map references.

- A search facility to identify particular streets and display them on maps bound to the LSG's street coordinates.
- A forms-based application to help the council's Risk Management Services to deal with highway related claims.
- A GIS enabled asset management application used by the council's Environment Direct Division to manage highway drainage components such as drainage gullies.
- A database developed to assist with managing a contract for sponsored street signs.
- An application developed to assist with managing the installation of vehicular crossings on the public highway.
- An application developed to assist with managing highway structures such as bridges.
- Database applications developed to assist with managing traffic signal installations and with managing street lighting, illuminated signs and bollards.

- A spreadsheet used to submit street lighting, illuminated signs and bollards inventory for un-metered energy supplies payment reconciliation.

Some of these have now been migrated into fully-fledged applications, which manage service delivery, such as a Street Lighting system; in each case the LSG remains the standard reference for street information.

Field based highway inspections, sometimes machine based (for road surface assessment) or visually by inspectors using data capture devices, are all aligned with the LSG's unique street reference number. Sandwell's LSG street referencing has also formed the backbone of the LLPG which was created during 2004/5.

## outcomes

In line with other authorities, Sandwell has now embarked upon a Highway Asset Management Plan (HAMP), which will provide a complete register of all highway related assets, including; traffic signals, drainage, trees, non-illuminated signs, road lining, fencing, barriers and other specific items of street furniture. This integrated solution is still being developed but already handles highway pavement management, safety inspections, highway structures and street works. The development of and migration to this system has been made much easier and more effective as a result of common referencing to the LSG.

Sandwell's LSG remains a key component of current and future service delivery enhancements and has now reached level three status of providing the most detailed information to the National Hub.

## key benefits

- Sandwell's investment in its LSG has paid dividends integrating into many different business areas.
- The LSG facilitated the creation of the LLPG and still forms the backbone.
- The LSG still plays an important ongoing role in underpinning new 'Transformational Government' initiatives.
- Enthusiasm for the LSG remains undiminished as it has already proved its worth.

'citizens identify these local public service teams with their council. Behind the scenes central and local government coordinate a network of public bodies, private and third sector partners to provide seamless access to these services.'

**Sir David Varney** (Dec 2006); Service Transformation



# best practice across two tier authorities

## Kent County Council

NSG Exemplar Award:  
Winner – 'Best Integration'

The NSG pre-dated the NLPG by a number of years, but the two are designed to be complementary. At the local level, apart from Unitary Authorities, different teams of people maintain the LSGs and LLPGs. The LSGs hold information about roads and associated street data that utilities companies need to know before they dig up the road, while the LLPGs hold land parcel data, property and address data. Both gazetteers are built of street records and should therefore contain the same street names, start and end points and record identifiers. This in turn means that it should be possible for a district council to build its LLPG from the LSG built by the highways authority.

'Standardisation is key to tackling many of the most common problems that citizens and business experience in dealing with government. It provides the building blocks for responsive and personalised services. Standardisation of data systems, for example, can enable data to be shared between services, enabling citizens and business to provide simple information, such as change of address, only once.'

Sir David Varney (Dec 2006); Service Transformation

However this wasn't the case in Kent. As the 12 district councils in Kent started to build their gazetteers, the LSG was found wanting and the pressure soon began to mount. Kent decided to act and resolve the differences between the county gazetteers, highways referencing and LLPGs by construction of a Digital Local Framework, Kent's integrated gazetteer and highways management system. Interests were brought together within the Kent Geographical Information (GI) Forum and pockets of good practice were shared. All the individuals involved began to recognise the skills and experience that could be brought to the table. This collaboration resulted in a published document, 'Best Practice for Maintenance of the Kent LSG'. This has changed the processes involved in the following ways:

- Street Naming and Numbering Officers now divert data inputs away from County to the district council LLPG custodians. This reduces significantly the administrative burden of LSG maintenance by slimming down LSG data input to monthly reports of new streets, changes and deletions from each of 12 LLPG Custodians. These monthly LLPG reports are sent, with data quality checklists, added commentary and maps to a dedicated Kent LSG e-mail address.
- District LLPG custodians are now responsible for street names and also their USRN street record identifiers and attributes, while the County LSG custodian manages all spatial data, road number records, cross-referencing, mapping, adoption status, designations and street works restrictions.

## outcomes

Kent County Council's gazetteer management savings are already approaching 30 per cent. The currency and completeness of the data has improved dramatically and the county now has the resources for resolving anomalies between LSG and LLPGs.

With more resources available, Kent Highways is active in other areas for improving the LSG, including the timely addition of newly constructed roads and the quality and currency of Associated Street Data.

The processes are now in place and working to enable both the LLPGs and the County's LSG to continue to improve. Soon the LSG inputs will come direct from the NLPG hub – promising a further improvement in efficiency.

## key benefits

- Better communication and collaboration between the districts and the county has delivered better data quality and currency of both the LSG and LLPGs.
- Changes in processes and responsibilities have led to efficiencies at all levels.



# partnership in action

## Durham County Council

**NSG Exemplar Award:  
Highly Commended –  
'Best Integration'**

As a two-tier shire authority with one city, one borough and five district councils, Durham County Council is the custodian responsible for the LSG while each district council is custodian of its own LLPG.

The NSG has been established for 10 years and is used as part of the New Roads and Street Works Act: 1991 for Statutory Undertakers, when serving notice of their works in the highway, to confirm the street in which their works are located. Highway Authorities are able to use this information to coordinate works in the highway as required under section 59 of the 1991 Act and also data can be attached to the street reference number to warn Statutory Undertakers of conditions that the Highway Authority has imposed on that street.

The county council, as the Highway Authority for County Durham, soon realised that there may be a conflict of interest as to the use and requirements of USRNs the district councils would have in their own LLPGs. In 2003, the county council set up a series of meetings with the district council LLPG custodians to look at coordinating information to reduce these anticipated problems.

It was agreed that the county council would allocate batches of USRNs to the individual district councils. These would be used to add new streets or streets that had not been previously allocated a USRN to the LSG. A simple procedure was established with the districts reporting back to the county council with updated USRNs and these were then added to the LSG. If the full spatial coordinates were not available, for example because a road is still under construction, then the county would draw provisional centre lines based on information provided by the districts. The

county returned to these roads at a later date to correct any errors as resulting from the provisional information.

With the introduction of the MSA, the district councils initiated a series of meetings to deal primarily with the LLPGs. These meetings were attended by the LSG custodian to advise on LSG issues. Dialogue continued to resolve problems between the respective gazetteers.

As a further tool, the county council provided a layer on its internal mapping system to show the LSG in a map format. This proved invaluable to both the district and county councils in sorting out where anomalies and discrepancies lay and identifying unallocated or incorrectly described streets.

More recently, with the introduction of a CRM, the respective LLPGs were seen as being a useful mechanism for managing the various aspects of CRM where all enquiries and reports generated could be referenced to a UPRN from the LLPG. The county council became the lead authority in coordinating the CRM and meetings with the districts now include the forum for resolving and updating on LSG and LLPG issues.

## outcomes

The introduction of a street gazetteer layer on the county council's mapping systems has improved the efficiency in resolving anomalies and discrepancies and is a useful tool in confirming Statutory Undertaker queries regarding use of correct USRNs.

The continued meetings are invaluable in ensuring that all parties understand the role each has to play for the benefit of improved council services.

## key benefits

- Closer liaison between the county and district councils in resolving gazetteer issues more efficiently.
- Better data quality and currency for both the LSG and respective LLPGs.
- A more efficient CRM system leading to improved council services in the county council and district councils.



# assuring service delivery through integration

## Swindon Borough Council

**NSG Exemplar Award:  
Highly Commended –  
'Best Integration'**

Swindon is a fast growing town. Keeping up to date with new developments poses real challenges for the planners and for those departments delivering services to the public. As a unitary authority Swindon has responsibility for two gazetteers, the LSG and the LLPG. The quality of these gazetteers is of course a reflection of how well the council can keep abreast of the town's rapid expansion. By streamlining processes and through some clever integration, the council gazetteers have reached a very high standard of quality and completeness.

In normal circumstances it might take seven-eight months for localised mapping to become available to enable complete gazetteer updates. However, Swindon Council knows about properties and streets before they are even built and within a day of the street naming and numbering process.

Any new development has to go through planning, whether it is for housing, industrial buildings or public amenities such as hospitals. The Planning Department at Swindon uses a Slave GMS to manage the planning process. The team in the Highways Department responsible for the LSG and LLPG needed to find out when planning approval had been granted so that the gazetteers can become be 'aware' of the new developments as early as possible.

In the past the Highways department would receive a brown envelope containing all the latest approvals once every two weeks. Sorting and sifting through these was a laborious process. When their GMS was introduced an alternative method of receiving this information was possible.

The Highways Department, developed a simple Access Database, called HITS. This database is directly linked via ODBC to the Planning GMS and

is populated by details of planning approvals as and when they are granted. HIT is highly automated and is looked after by Swindon's Street Naming and Numbering Officer. Depending on the type of approval, for example a development of 75 houses, HITS will automatically generate a letter to the developer requesting copies of the site plans. The letter explains that receipt of the plans is necessary for the Royal, the Emergency Services and Council Departments. The Section 38 form sent to developers as part of the highways approval process unusually stipulates that the drawings must be provided in digital format with the required scale and colour coding.

## outcomes

Having an accurate site plan even before work has commenced on site is very useful because it captures all the information at an early stage. Once plans are received from developers, the street naming and numbering process can start. The information can, if supplied electronically by the developer, be imported into the GMS, which handles both the LSG and LLPG. This local knowledge is vital to enable the Council to function, collect revenue and deliver services as soon as they are needed. Once a plan and road layout is available several things then happen automatically: Street naming and numbering; LSG updates; LLPG updates; council systems updates; On line information becomes available using a simple search tool showing the location of any new properties and streets.

The beauty of this system is that it is completely joined up and council departments and personnel can really benefit from the up to date information instead of having to wait weeks or even months. This is particularly well received by departments like social services, as their home workers can now find all addresses without any delay.

## key benefits

- Planning approvals initiate the street naming and numbering process.
- Street naming and numbering is highly automated and feeds directly into gazetteer creation and maintenance with almost no delay.
- The creation and maintenance of gazetteers is streamlined making the best use of resources with both gazetteers managed by the same software package.
- Transportation sections have all new streets information available on the day of naming.
- All council departments and systems benefit from the availability of up to date information.

'...providing joined-up services designed around the needs of the citizen or business will yield efficiency savings by reducing duplication across the public sector.'

Sir David Varney (Dec 2006); Service Transformation

# glossary

a useful guide to the NLPG, NSG and their terminology

**ASD – Associated Street Data**

ASD is data additional to the basic Gazetteer data (NSG) as defined in BS7666. The additional data is essential data relating to the requirements of the New Roads and Street Works Act 1991.

**BLPU – Basic Land and Property Unit**

An area of land, property or structure of fixed location having uniform occupation, ownership or function.

**BS 7666**

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

**CRM – Customer Relationship Manager**

CRM is a broad term that covers concepts used by organisations to manage their relationships with customers, including the capture, storage and analysis of customer information.

**GIS – Geographic Information System**

A GIS is a system for capturing, storing, analyzing and managing data and associated attributes which are spatially referenced to the earth.

**GMS – Gazetteer Management System**

A GMS is designed to facilitate the hosting and maintenance of corporate BS7666 compliant Street and Land & Property Gazetteers.

**LPI – Land and Property Identifier**

A structure text entry that identifies a BLPU, ie an address.

**LLPG – Land and Property Gazetteer**

A LLPG forms a central or corporate address list that provides a unique and unambiguous identifier for each entry in a local authority's gazetteer. This central address list is made up from service areas responsible for the

official street naming and numbering and revenue collection processes. Additional Address Change Intelligence (ACI) is also introduced from other local authority statutory functions such as building and development control, planning and land charges which affect the real world objects included in the gazetteer.

**LSG – Local Street Gazetteer**

The NSG is an initiative to create an unambiguous referencing system with which to identify any length of highway or road in Great Britain through the compilation of local street gazetteer data direct from source. Required under the National Street Works Register Legislation the NSG is an invaluable source of information for anyone with an interest in streets and their usage. It conforms to BS 7666 (2000) part 1 and provides a complete list of all named and un-named streets, footpaths and thoroughfares together with other spatial information.

**MSA – Mapping Service Agreement**

The MSA provides for a comprehensive range of mapping and address data and support services for use in local authorities across Great Britain.

**NNDR – National Non Domestic Rates (NNDR)**

Business Rates (or National Non-Domestic Rates) are another form of local taxation. Together with Council Tax and central government grants they help to fund local services.

**NLPG – National Land and Property Gazetteer**

The NLPG is the first, definitive, national address list that provides unique identification of properties and conforms to the British Standard, BS 7666. It allows organisations across the public and private sector to link their data to the same high-quality source of references that define locations and addresses.

**NSG – National Street Gazetteer**

The NSG and Associated Street Data is designed to be an unambiguous referencing system that will identify any length

of street in the UK. It conforms to the British standard, BS 7666 part 1. The system specifies a format for holding details on every property and street, and provides a complete list of all streets with their names and other useful information.

**NLIS – National Land Information Service**

NLIS provides a national, single point of contact to official land and property-related information in England and Wales. It is a secure, internet-based infrastructure, which allows search requests to be submitted and responded to online.

**OWPA – Objects Without a Property Address**

Addressable objects such as recreation grounds/open space, public convenience, church or car park that does not receive mail but needs to be captured within a LLPG.

**UPRN – Unique Property Reference Number**

Each BLPU has a reference number or UPRN. Each UPRN is a maximum of twelve digits, is unique within the UK and has no internal structure related to the geographical location of the BLPU to which it relates. Maintenance of uniqueness is carried out by the central NLPG hub.

**USRN – Unique Street Reference Number**

Each street in the UK is allocated a seven or eight digit reference number from a pre-defined range of numbers for each local authority.

**VOA – Valuation Office Agency**

Organisation responsible for the compilation of national registers of rateable property.







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

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