



Save money and deliver better
services to citizens



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Local authorities deliver over 700 different services including adult care, children services, leisure, environmental, waste and disposal, transport services, regulatory and planning services. These services do not exist in isolation.

Customers expect coherence between these services. So, for example, roads are dug up once not sequentially for infrastructure maintenance; emergency services arrive promptly at the right place; and when providing personal details, the public expect not to have to keep providing the same details, such as where they live, repeatedly.

In the vast majority of cases, these services need to relate to each other through a common core locational reference. This helps to provide a single corporate view of all services available to the customer, and a single view of the customer's profile for service providers.

Many local authorities provide this single corporate view through the widespread use of their Local Land and Property Gazetteer (LLPG). The LLPG provides the accurate master list of all addresses and properties in the authority. The LLPG also offers a key link by providing a single property or address identifier. In real terms this means each property has a unique code which proves invaluable for accurate service delivery.

Through uploading your LLPG to the national hub, the National Land and Property Gazetteer (NLPG), the system goes further by exchanging this location based data with county councils; fire and

rescue services; police forces; national parks and public transport authorities. Through these local partnerships, the NLPG's information underpins the delivery of the wide range of public services beyond council boundaries.

Local authority business critical applications need to be sustained by a locational address list of the highest order. This includes the electoral register, council tax and non-domestic rates, the results of the 2011 Census and other key customer information data. Managing these applications using the LLPG means you have the opportunity to lower costs for your authority through maintaining the information once centrally, and also improving consistency.

At a time when finances are tight and the pressure is on to maintain services, making the best use of your authority's LLPG provides you with an opportunity to realise a cost to benefit ratio of at least 1:3¹. A corporate master list of addresses, including records for properties without a postal address, which is already created and owned by local government, saves money and provides the bedrock for delivering a wide range of efficient services to your customers.

Your local authority's LLPG enables you to:

- save money
- deliver better services
- know where your customers are and which public services they are using
- reduce waste and duplication
- make evidence based decision making
- make better use of your location based intelligence to transform service delivery
- work with partners
- comply with legislation.

Key to this is your LLPG custodian, who is crucial to the onward management of your LLPG.

Save money

Research has found that savings in excess of £50m per annum² can be gained across local government through optimum use of your LLPG. These savings can be achieved through improvements in data quality and currency. This offers onward efficiencies in all location based activities within local authorities.

There are many examples where councils have made real savings through proper use of their LLPG. One sure way of realising these benefits is to integrate the LLPG corporately throughout your council's systems. In this way, each system will be kept up to date at the same time, errors quickly fixed and the connections to every service function will provide easier and quicker communication between those departments.



Case studies:

- **East Riding of Yorkshire Council** through analyzing and rationalising its home to school transport has made an initial saving of £315,000 pa, which will rise as the remaining schools undergo the re-routing and re-tendering process. The savings as at June 2010 are now over £1 million
- **Plymouth City Council** identified savings of around £150,000 pa simply by avoiding the duplication of addresses
- **Huntingdonshire District Council** increased tax receipts by around £180,000 pa through the elimination of unbilled council tax and non domestic rates
- **AXESS West Sussex Partnership** has saved £18,500 through rationalised back office systems and a further £13,000 capital costs savings through joint procurement
- **Chorley Borough Council**, enabled by an accurate address list from the NLPG, has identified additional income of more than £16,000 by identifying properties not on the Council Tax register
- **Blackpool Council** has replaced its manual paper based systems for tracking public requests for traffic and highway schemes, resulting in dramatic increases in efficiency and an estimated saving of £30,000 per annum. Its improved forward highways maintenance plans has resulted in approximately 10-20% less waste, equivalent to £250,000 per annum
- **Newport City Council** rationalised the addresses held by the council which has led to benefits from a citizen perspective. If each service area carries a different address for the location where a person lives, it makes it much more difficult to join up the services.

The use of the LLPG within Newport is well developed. A common LLPG database is used as the source of address information for many departmental systems which reduces duplication and joins up council services. An additional consideration in Wales is that the NLPG is produced to a national standard and is capable of operating in multiple languages. The fundamental basis of the cost-benefit case to update once and share with many systems is simple. It is estimated from observations that the average time to apply each address update to each system is three minutes. There were approximately 2,300 updates pa made only once to the primary database instead of having to be applied to 15 separate systems. This has yielded an estimated annual net benefit of approximately £57,000 per annum.

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Deliver better services

An accurate record of the location of all land, property and streets is a business critical resource within a local authority.

Case study East Riding of Yorkshire

In 2006, over 6,600 pupils received home to school transport in the East Riding of Yorkshire Council area. In total, they were 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 pupil's 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 retendering of school transport contracts, giving Transport Services confidence in the quality and reliability of the data used to create routes.

As of June 2010, savings made by the local authority are over £1 million.



But why? At first glance, the master address list could be perceived as a technical issue, nestled away in one specific service function. However, a corporately recognised LLPG actually underpins and provides the basis for the majority of day to day service delivery throughout and between local government.

Every service area provided by local government has to be able to locate public and business needs properly. Whether the council function is managing refuse collection and disposal, or providing support for those citizens in need, or collecting council tax, over 80% of council functions occur at a specific location. An accurate record of location, provided by the LLPG therefore enables the delivery of effective joined up services and also facilitates the coordination of these activities between partners.

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Know where your customers are and which public services they are using

Everything happens somewhere. Operationally local authorities deliver a greater number and more varied services to their citizens than any other part of the public sector. All these services are provided to people at a location – normally an address.

Instead of running over 700 separate address databases behind the delivery of all these services and initiatives across a council, all being updated at different times, by different people and to different levels of quality, the LLPG acts as one corporately recognised connecting master address database. This is kept as accurate and up to date as possible both within your authority and also with the NLPG hub. Specific business information from these respective services and initiatives can also be attached to the correct master address.



Case study Surrey County Council

Surrey County Council is improving the quality of citizen records across its customer, employee and supplier databases using contact data management software. This allows the county's social care system to better keep track of citizens and care professionals while ensuring that contact details are always accurate and up-to-date, removing duplicate and conflicting information. It also ensures citizen data across the county is kept in a uniform format, while enabling council staff to verify that all address details are correct.

Ian Coleman, IT development architect at Surrey County Council, believes that "Maintaining a high level of data quality helps us to advance the way we interact with citizens. It is crucial that the information behind our services to the community is accurate to ensure the services we offer are as efficient as possible."

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Case study Plymouth City Council

Plymouth City Council has realised significant savings, increased service efficiencies and improvements in customer care with their use of its LLPG.

The LLPG feeds departmental back office systems and corporate IT applications, through a series of dynamic links and update procedures, including the Council's corporate feedback mechanism 'Have your Say', the authority's CRM and Plymouth's corporate GIS and Intranet based mapping portal. Other departments benefiting from the resource include Environmental Health, Land Charges, Education, Council Tax and Business Rates.

Consolidation of address datasets is saving an estimated £150,000 per annum by eliminating the duplication of work. Additional savings are being realised through a reduction in staff resources and related infrastructure required for frontline query resolution.

The LLPG is recognised internally as one of the central platforms for delivering improved services to residents and underpins corporate IT applications such as the centralised contact centre, public information facilities and online services.

Reduce waste and duplication

Local authorities have a statutory responsibility for creating all street names and the names and numbers of properties on those streets as addresses.

Until the advent of the LLPG the majority of local authorities did not hold a unified and consistent list of streets and addresses within their administrative areas. This led to various services within individual local authorities maintaining separate and incompatible street and address databases. It was quite normal to find that across a local authority a single property address may have many different variants in numerous databases and so be referred to in many different ways.

Maintaining one corporately recognised master address list in the form of the LLPG and sharing it with other services benefits the local authority as the LLPG provides the reference for all property records and transactions throughout the local authority.

Increasingly, local authorities are realising significant savings, increased service efficiencies and have made significant improvements in customer care by re-engineering their business processes by consolidating address information that is key to delivery in all service areas.

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Make evidence based decision making

Finding a common language even between service functions within a local authority can be challenging.

This common language can often be found through the use of consistent location information, and also through more precise information about properties and land parcels. This is often vital when developing local plans between service functions, such as risk planning; service provision planning or policy development.

The use of the LLPG can prove vital in providing this common, accurate language of place. This can aid communication and the sharing of plans between departments as well as within them. This in turn frees up time and resources to make plans and decisions based on an accurate set of evidence about the local area.

Case study Nottingham City Council

In formulating the Strategic Regeneration Framework and the Radford Neighbourhood Plan, housing data was quality checked against the LLPG and some of it proved to be inaccurate - it contained properties that had been demolished or converted. This was noticed and highlighted to the consultants before the plans were further developed. The integrity of the base data used in planning policy was thereby protected and the LLPG ensured that any evidence based decision making was founded on the best and most accurate evidence available.

Nottingham's use of the LLPG has also been instrumental in identifying inefficiencies. In a project analysing the window cleaning service to warden aided and community complexes, after alignment to the LLPG, Nottingham found that three of these complexes no longer existed! As a result of this validation process a number of possible contract duplications in property maintenance were also highlighted, unnecessary expenditure saved and a more streamlined and efficient service delivered to its customers.

Right at the heart of the Nottingham Plan, adopted by Nottingham City Council and its partners up to 2010, is the vision and strategy to break the cycle of intergenerational poverty through Early Intervention. The Total Place project has been recently adopted and will build on the existing work undertaken within the Children and Families Department to build a real-time index of approximately 60,000 children who are receiving services from Nottingham City Council. The LLPG team is part of this very important and ground breaking approach.



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Make better use of your location based intelligence to transform service delivery

Where front and back office systems are integrated together, customer experience of accessing council services are improved, and the authority saves money.

A key way of linking them together is through using a corporately recognised master address list, referenced using the LLPGs' Unique Property Reference Number (UPRN).

If you think of all of the services and initiatives that councils deliver; for example, Council tax, Electoral Services, Business rates, Planning, Children's Services, Schools, street cleaning, Strategic Flood Risk Assessments, Building Control, Parking enforcement... they all contain addresses at the heart of them. By using the same location information to support all these services, you stand not only to link services together through location information but also provide joined up services to your citizens.

Case study Blackpool

Blackpool is seeing substantial rewards as more and more of the council's services benefit from making full use of their LLPG. If Blackpool had not implemented LLPG and GIS, it would have been difficult to achieve the levels of service that it does at present. The technology and data simply allows the Council to operate much more efficiently and in a better way. Without it, staff numbers and overheads would cost hundreds of thousands of pounds more each year, so there is a very clear return on investment.

The LLPG has eliminated the need to maintain seven of the council's key datasets; saving the council £750,000 since data was consolidated. Ease of access to the address data is a key factor with the LLPG software allowing other systems to easily incorporate LLPG addresses. Blackpool's website provides live LLPG-linked address look-ups that greatly enhance searches, allowing staff and citizens to get the information they need quickly.



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Work with partners

Your authority isn't the only user of your LLPG.



Under the Mapping Services Agreement (MSA), the NLPG is also shared with county councils, police forces, fire and rescue service, national parks and passenger transport executives across England and Wales. It is vital therefore that the NLPG continues to be a complete and accurate record of land and property across England and Wales.

Supporting the maintenance of the NLPG is also of wider importance for service delivery within local partnerships. By supporting a shared service culture, other partners can use and share the same address data. A shared address structure benefits the participating organisations on the one hand as they share consistent data, have access to out of area data and can better control and monitor their service delivery. On the other hand, citizens are served better as the same address structure is used for all the transactions which reduces errors, inconsistencies and duplication.

Case study West Midlands Business Matters Project

The West Midlands 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 Lichfield District Council. The data sharing methodology is a leading example throughout both local and central government as a method of sharing data about businesses currently in existence, and delivering real benefits in partnership.

Case study Manchester City Council

The NLPG is also being used to ensure the address list for the 2011 Census is accurate. In Manchester, following the 2001 Census, discussions with the Office for National Statistics and consideration of administrative data, led to the agreement to undertake an address matching exercise which, ultimately, identified around 14,000 properties which had been missed from the Census. ONS estimated the resultant population who had not been counted to be 30,000. The financial effect was worth over £100m to the City Council over the lifetime of the Census.

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Comply with legislation

Ten years ago, local government realised that it had a great opportunity to pool street naming and numbering information through the LLPG, in order to create a resource which was of local as well as national importance and value.

Property references are created through a statutory requirement that councils name streets and properties as unique identifiers. These are recorded in the LLPGs and are given a national Unique Property Reference Number (UPRN). This core reference list does not only reside in local authorities. All local authorities also upload their LLPG to a national hub based on agreed standards and processes where they are compiled into the NLPG providing a single national access point for the data.

The LLPG provides the mechanism with which your authority can meet several key pieces of legislation, it also offers your authority and your citizens significant benefits.

Street Naming and Numbering legislation

Local authorities have statutory responsibility for street naming and property numbering through several different Acts including:

- Town Improvement Clauses Act 1847 (sections 64 and 65) together with section 21 of the Public Health Act Amendment Act 1907
- Public Health Act 1925 (sections 17 to 19).

Ministry of Justice

A Directive from the Ministry of Justice in April 2008 required electoral registration officers to take steps to ensure that electors' details contained within electoral registers are stored to a consistent standard. The order is a non-parliamentary order but has legislative effect.

All electoral registration data pertaining to an elector with a qualifying or postal, proxy, or postal/proxy addresses in the UK, must conform to the UK Address Standard, which must include a Unique Property Reference Number from the authority's LLPG.

The whole process is designed to improve the quality and integrity of electoral registers, enable effective checking of political party donations and to help in detecting certain types of electoral fraud. It also revealed that many properties were missing from Electoral Registers. The process of matching the two datasets together has also improved the quality and reliability of LLPGs, and has facilitated the wider use of the data across councils.

Inspire Directive

The European Inspire Directive, which aims to harmonise data sharing across Europe includes an address element. In essence this will require all authorities with a SNN duty to be able to submit address information to any public sector body. Providing local authorities continue to submit their LLPG to the hub, the National Land and Property Gazetteer can output the format required by Inspire to enable local government to meet these requirements.



Case study Tandridge District Council

Tandridge District Council, one of the first to achieve a 100 per cent adoption of the government directive had matched their Electoral Registers to the NLPG in 2005 but spurred on by the MOJ directive in 2008/9 found that 435 properties were missing from the Electoral Register.

Pat Porter from Tandridge District Council explains, "Whilst we achieved a 100% match in 2005, this must be an ongoing process as nothing stays static for long. We now carry out two matching exercises each year to ensure that the Electoral Register is synchronised with the NLPG and that all known residential addresses are sent a canvass form, once in January to prepare for possible elections in the spring and again in August prior to the annual canvass."

The importance of your LLPG custodian

Hopefully this brochure has demonstrated the benefits to each local authority through continued investment in the LLPG.

This brochure has intended to give you ideas for saving money and improving services through better use of your LLPG.

Your authority does have a contractual obligation under the Mapping Services Agreement (MSA) to continue to maintain at least monthly updates to the NLPG hub. However there are many other reasons why your authority relies upon an accurate LLPG.

Every local authority should have a LLPG custodian. Their role is vital in providing ongoing management of the LLPG. LLPG custodians are often exceptionally proud of their work and want to see it used as much as possible within the authority. Furthermore they are often the key source of local knowledge about addresses within your organisation. Support for their work really is part of the core central corporate function of the council, like ICT or communications, ensuring the smooth running of all services.



Background to the NLPG

The NLPG is a joint venture between all local authorities in England and Wales, the Local Government Information House (LGIH), part of the LG Group, and Intelligent Addressing Limited.

LGIH is a wholly owned subsidiary of the Local Government Group. LGIH is able to act as an intermediary between the private and public sectors and utilise this position to gain best value for the public sector. LGIH has developed and implemented several groundbreaking projects nationally across local government, including the MSA, resulting in faster and more effective service delivery, and have saved local government significant money in the process.

Intelligent Addressing is contracted under the terms of the MSA for Local Government to manage the NLPG and NSG hubs. IA is required to receive, validate and integrate LLPG data from local authorities into the national NLPG hub and then distribute the data as a part of the NLPG.

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