











































#### **4.2.4. Business process organisation for street naming and numbering**

Mid Sussex DC run a time bound process, whereby at the start of each month, new developments and planning approval information is received from the planning department. This information is used by the SNN officer to then issue formal information packs to the applicants, thereby starting the process. A further source of information is through ad hoc applications. Feeds are also taken from the Valuation Office Agency.

The council follows the best practice guidance contained in the National Land and Property Gazetteer Data Entry Conventions and Best Practice Guidance. New provisional Basic Land and Property Units (BLPUs) are created within the council's internal system and a template document is created which also includes a plan.

Where a new street record is required, the local town or parish council is consulted over the choice of name. Once a name has been agreed, the council has an arrangement with the Local Street Gazetteer (LSG) Custodian at West Sussex County Council. This is to provide a block of Unique Street Reference Numbers (USRNs) for use when required (in much the same way that Unique Property Reference Numbers (UPRNs) are provided by the hub). These are provided in blocks of ten and the LSG custodian is kept aware of all new street creation activity by email, which also includes a map file indicating the location of the new street.

Once the internal processes are complete, the applicant is informed of the new address. Mid Sussex, like some of the other case study areas, distinguish between the council's role and the role of external contributors. For example, the applicant is informed of their new address and also given information so that the applicant can then source the new postcode directly from Royal Mail.

The end of the process is also time bound to sending revised SNN lists to key internal contacts at the end of each month. This ensures that all colleagues are aware of change on a consistent month by month basis. If new information is received either that it is now an inhabited address or that the postcode information has been received, this is added to the record.

#### **4.2.5. Other key points to note**

The SNN process is underpinned by a Management Plan for the Local Land and Property Gazetteer. Furthermore a SNN policy plan is also due to be published.

Mid Sussex DC consider that combining the SNN role with that of LLPG maintenance was key to achieving an integrated approach to address management. All new SNN activity is recorded on the LLPG, which is fed to the national hub on a daily basis. This includes any new information as change only updates. This ensures that the national hub is maintained to the same standard as the local gazetteer.

As part of the drive to provide good customer service, the team have a series of standard letters they use to communicate the process to customers. These provide updates for the customer regarding the stage of the process they are at. Importantly, the letters also clearly highlight the distinction in roles between the council who provide the street name and number, and Royal Mail who provide the post-town and postcode.

Mid Sussex DC also have a keen focus on good communication links with other partners. For example, there is a county NLPG group which includes LLPG and LSG custodians. The group also includes the Fire and Rescue Service to ensure there is clear communication in place between all those who have an interest in, and use, the information.

Overall, performance and development of the SNN role and function is overseen by staff performance targets and through the appraisal programme. The vital role the officer has in offering the statutory service is a key aspect to the process.

## **4.3. London Borough of Southwark**

### **4.3.1. Summary**

The London Borough (LB) of Southwark is an inner city London borough with approximately 285,600 residents (2009 Mid-year population estimates ONS). The authority has a relatively established process encompassing their Local Land and Property Gazetteer (LLPG), Local Street Gazetteer (LSG) and Street Naming and Numbering (SNN) practices.

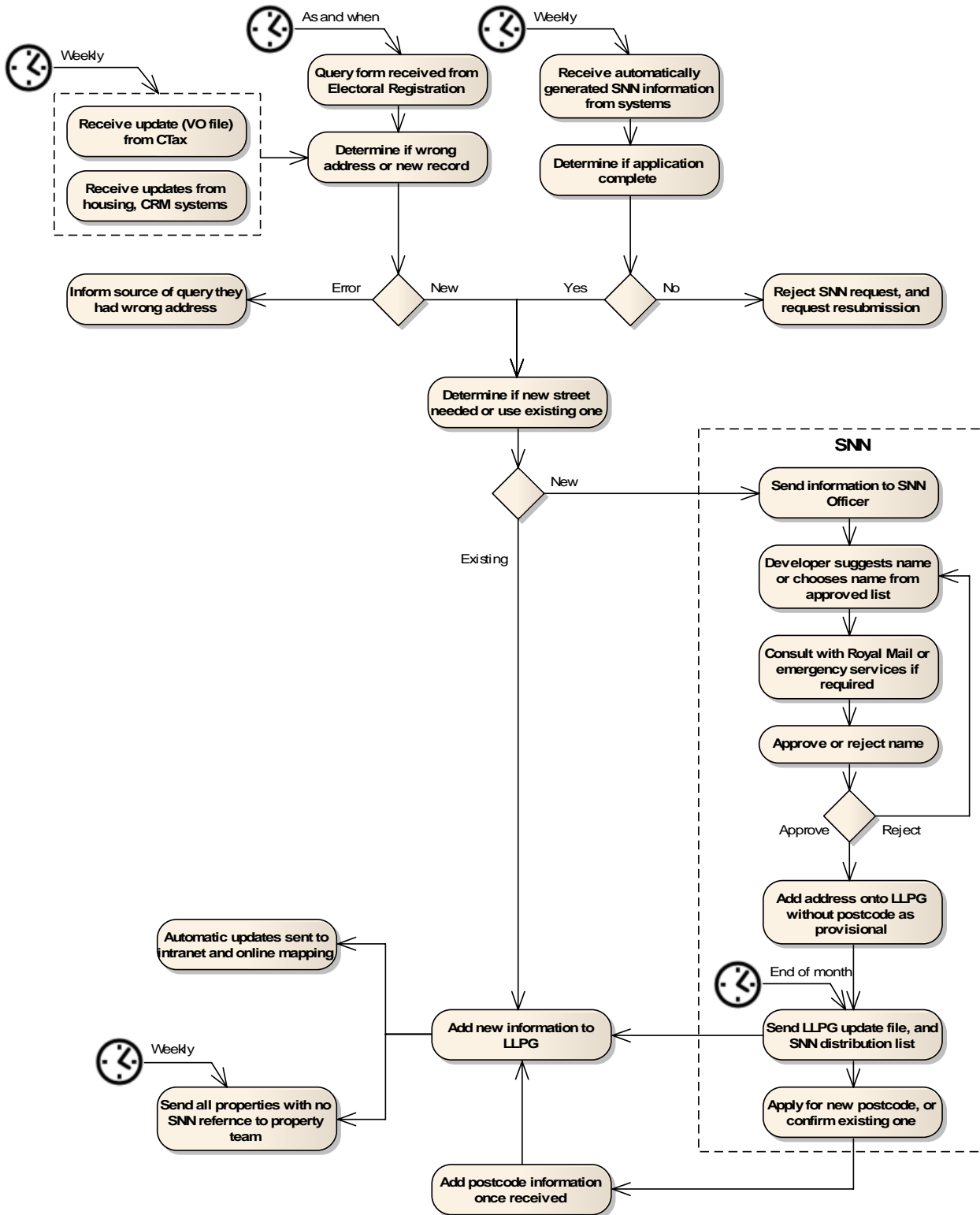
### **4.3.2. Background to the authority and to the process**

The LB of Southwark operate under the 1939 London Building Act for Street Naming and Numbering. The council does charge for the service. They require a clear set of documents to be produced before beginning the SNN process.

All SNN activity is carried out by one individual under delegated power. This means that this person has the authority to name and number streets and properties. However the role holder does engage in a large amount of discussion with various stakeholders, including the developer and also the Fire and Rescue Service, the ambulance services and Royal Mail on new road names.

The Local Land and Property Gazetteer (LLPG) and Local Street Gazetteer (LSG) are maintained by individual role holders. There is a great deal of interaction between the two custodians over particular aspects of the information, such as new road names. Both the LLPG and LSG role holders both sit within the Finance and Resources service area within the council. The SNN Officer sits within the Regeneration and Neighbourhoods department.

### 4.3.3. Diagram



#### **4.3.4. Business process organisation for street naming and numbering**

The SNN policy is that no work begins until payment is received and the necessary information is supplied, as in many other case study examples.

Some aspects of the SNN process are time bound and others occur on an as and when basis. For example, the team receive weekly feeds from a variety of internal sources such as from the internal customer relationship management (CRM) records. They also receive ad hoc inputs from other sources such as electoral registrations and through feedback from online mapping services.

The next phase of the process is defined by whether a new street record will be required. If so, then a process of consultation takes place. At this point, if a new street is created, this is added to the Local Land and Property Gazetteer (LLPG) and the Local Street Gazetteer (LSG). If a new street record isn't required, the new information is added to the LLPG at this point. This is done whether or not a Postcode is available to ensure that at least a record is held on the central LLPG. The record is updated later once the Postcode is received from Royal Mail.

Links between the LSG and LLPG are aided by the close working relationship between the two custodians, but also by the fact that both gazetteers use the same software management system. This ensures that there can be smooth transition of information from one system to another without the need for time intensive data conversion.

On a weekly basis the new information is fed to other council departments in the form of the LLPG and is used to update council intranet, and internet mapping sources. This ensures that all parts of the council have access to the same up to date information.

#### **4.3.5. Other key points to note**

The LLPG is used to generate over 165,000 planning application consultations over the average year. Part of the LLPG custodian's role is to help other parts of the council find out about new and changed addresses to ensure business continuity across the entire council. The back office processes at LB Southwark means that the council can supply daily updates to the national hub, ensuring all information is kept as live as possible.



The fact that the LLPG team sit within the Finance and Resources section ensures that the financial value of the LLPG is recognised and continues to remain a priority.

There are working links between the LLPG custodian and the Census Liaison Officer for example. This is because the LLPG is being used as part of the development of the 2011 Census Address list. The team have found that the Census preparation has been useful in gaining more recognition for their work.

Beyond the Census, the LLPG has been accepted by the LB Southwark as the master address list which supports other council systems. This further reinforces the vital nature of the process of creating and maintaining the LLPG and LSG information. This also provides further quality assurance as the information is used extensively within the council on a day to day basis.

## 4.4. Tandridge District Council

### 4.4.1. Summary

Tandridge District Council is a mainly rural council in Surrey, South East England. The authority has a well established Street Naming and Numbering (SNN) process.

### 4.4.2. Background to the authority and to the process

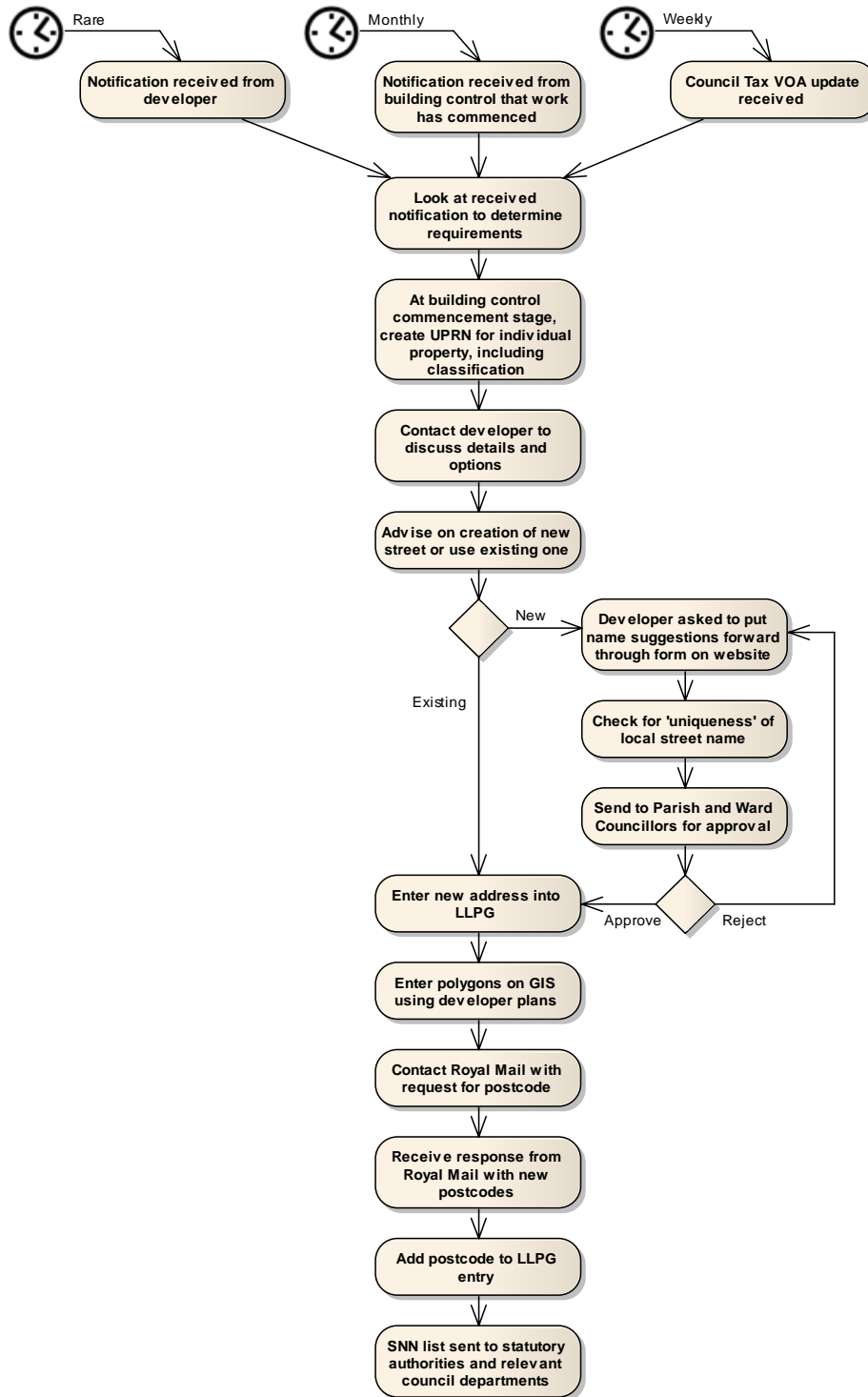
There are approximately 82,200 residents within Tandridge (2009 Mid-year population estimates, ONS). The council boundary includes four main towns and approximately 94% of the district is Green Belt land (source [http://www.tandridge.gov.uk/YourCouncil/CorporateInformation/key\\_facts\\_figures.htm](http://www.tandridge.gov.uk/YourCouncil/CorporateInformation/key_facts_figures.htm)).

The council use the Public Health Act 1925 for all SNN activity. They do not charge for the service. The SNN and Local Land and Property Gazetteer (LLPG) roles are included in the duties of one full time member of staff. The diagram in section 4.4.3 outlines the tasks for the SNN process.

The individual role holder is very proactive, ensuring that she knows about all new developments which require SNN or LLPG activity. Information can come from a variety of sources, including developer requests, advertisements in the local paper, as well as housing benefit and other parts of the council. It is important therefore that anyone working on SNN or LLPG has the skills necessary to understand the disparate array of information available to properly manage the onward processing of that information.

The developer is asked to supply suggested names. The SNN officer checks to ensure that any suggested street names would be acceptable to Royal Mail and the Police. She then sends suggestions for new street names to Ward Councillors and the Parish council. Once the street name has been agreed, she approaches Royal Mail for a postcode.

### 4.4.3. Diagram



### 4.4.4. Business process organisation for street naming and numbering

Council tax and business rate reports to and from the Valuation Office are a weekly source of information. This includes information on demolitions, name changes mergers/splits and new

properties. Further sources of information include ad hoc requests from the public and also internal requests. The SNN officer also receives lists from building control of all development commencements and completions during the previous month. The SNN officer reviews the information received and decides on the appropriate action.

The LLPG Custodian carries out a twice yearly comparison with records from the councils planning lists. She does this to ensure changes to the BLPU status are properly recorded on the LLPG.

The LLPG Custodian carries out a biannual comparison of the LLPG with electoral register, council tax and non domestic rates. This ensures that department records are linked to the correct UPRN, addresses in electoral registration remain accurate and that every property has a UPRN. This provides another source of intelligence into the SNN process.

The LLPG Custodian classifies the type of record early on in the process. If the new information requires that a new street record is created then the SNN officer has a set of established processes in place. This is done in close consultation with the applicant, who is asked to suggest names for the new street. The suggestions are checked to ensure they comply with guidance issued in the SN&N Data Entry Conventions. The names are then put forward for consultation with the Parish council and Ward Councillors. The SNN officer manages this consultation process and liaises between the Parish council, Ward Councillors and the applicant until a name is agreed.

Once the new street name has been approved the new street is created on the LLPG. The plan included in the original planning application is used to create a spatially based record of the new development in the form of polygon records.

The SNN officer then requests a postcode from Royal Mail. Once Royal Mail has issued a postcode this is added to the address created by the council. An email is then sent to all statutory authorities giving details of the new addresses together with a plan of the new development. A copy is sent to the applicant including instructions on actions they should take in relation to contacting Royal Mail when the property is completed. The council has

found that as a result of the inclusion of this information the number of queries as to missing addresses on the Postcode Address File (PAF) has reduced considerably.

The LLPG Custodian provides a Unique Street Reference Number (USRN) for the new street record based on an allocation of USRNs provided by the county council. She passes new street information to the county council on a monthly basis, which ensures a effective feedback loop between the county and district council.

#### **4.4.5. Other key points to note**

Tandridge DC has combined the roles of the LLPG custodian role and the SNN officer role. Combining these two roles has been very beneficial for the council because it has meant one role holder maintains a hands-on overview of the whole process, end to end. This means that the process is quicker as the role holder knows the full details of each application and is able to own and manage the whole process. Furthermore, that person becomes the source of address intelligence within the council, providing a focal point for other staff. The other member of the team is both the Authority Liaison Officer (ALO) and GIS Officer.

Tandridge DC makes good use of the LLPG. To support the council in its use of addresses, they have developed an internal computer system to provide a reference list for addresses. Features include a front page which includes a look up tool which is colour coded to indicate whether an address is approved preferred, historic, provisional or alternative. A further page includes all the information held for a specific property. Users of the system can raise queries directly on the system. They can do such things as request new addresses, amendments to addresses and new cross references.

Areas which make particularly heavy use of the LLPG include:

- amenities
- building control
- bus passes
- council tax and non domestic rates
- customer services
- development control

- electoral registration
- environmental health
- housing
- land charges

Finally, of note is the fact that Tandridge maintains an excellent quality gazetteer at the national hub. The council submit daily updates of their LLPG and the few errors in the data are quickly corrected. In part this may be due to the level of proactive working within the council and the detailed processes in place to ensure all addresses are maintained through the LLPG. The level of integration of the LLPG throughout the council also adds to the value of the data as constant use ensures the data is reliable and maintained for a daily service delivery purpose.

## 4.5. Wigan Council

### 4.5.1. Summary

Wigan council is a large urban borough in North West England. The authority includes approximately 307,000 residents (2009 Mid-year population estimates, ONS). The authority has a mature Street Naming and Numbering (SNN) and Local Land and Property Gazetteer (LLPG) process.

### 4.5.2. Background to the authority and to the process

In 2004 Wigan council created an Address Management Team (AMT) consisting of one full time Address Manager (LLPG custodian) and one full time Address Management Technician. The team are responsible for both Local Land and Property Gazetteer (LLPG) and Local Street Gazetteer (LSG) databases and also the councils statutory Street Naming and Numbering function.

To underpin these functions, corporate policies have been established for the SNN process and the use of the LLPG as the councils master address database. The SNN policy is promoted on the council's website to guide and advise all developers on the transparency, consistency and standards for this service.

Prior to the creation of the AMT, Wigan council operated in silos through the use of many disparate databases held within different departments. The ability for each department to electronically "talk" with one another was therefore very difficult. To tackle this, meetings between various departmental heads were held to explain the benefits to the council of the use of the same address records across all departments. Such benefits included:

- Reduction in third party address datasets and therefore reduction in corresponding licence fees
- Incorporation of the SNN function to ensure timely, more accurate, and fit for purpose data
- Web deployment of spatial address records for all council staff

- An offer from the AMT who can support real time address creation and change to meet departments needs

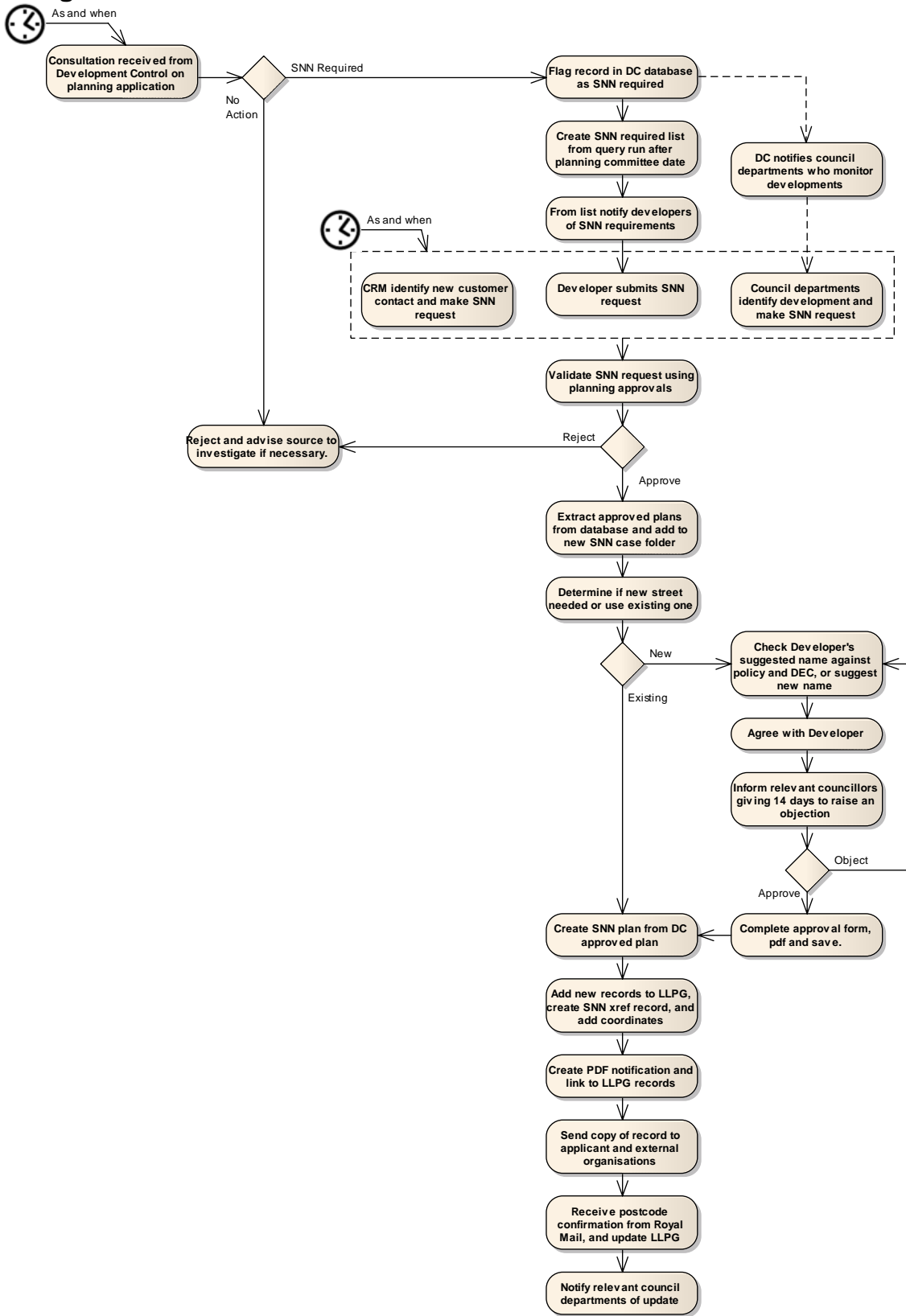
These meetings lead to an agreement that the council would benefit from a corporate address gazetteer and that the LLPG would be used as the master address dataset within the council. To promote departmental confidence in this new arrangement and alleviate any concerns over the LLPG arrangement, Service Level Agreements (SLA) were drawn up between departments and the AMT.

To underpin the SLAs corporate policies have been established for the SNN process and the use of the LLPG as the councils master address database.

The team are very keen to maintain engagement with colleagues across the council. They support all departments through an intranet system and encourage any errors to be reported to them through the same system. This helps improve user confidence in the data, as addresses are constantly verified, and also increases user participation in the process. The development of the SLA has assisted with the internal recognition of the value of the address management team. With the help of departments the address management team have created a mature and robust set of workflow tasks. This ensures that the council works with common, accurate and up to date information, which in turn aids accurate service delivery.



### 4.5.3. Diagram



#### **4.5.4. Business process for street naming and numbering**

Wigan council have implemented a proactive approach to SNN to ensure all relevant developments are allocated new addresses at the earliest possible stages of construction or conversion. This ensures that their LLPG contains accurate “under construction” as well as “in use/occupied” address state records.

The process starts with the receipt of planning application consultations from development control. This allows the team to determine whether future development proposals will require SNN activities. For those applications that may require SNN tasks the team have access privileges to the development control database. This database includes a checkbox denoting that SNN activities are required.

The team only concern themselves with applications where new addresses are required. Building or planning changes, such as home extensions, do not concern the team as they do not require any SNN action

Every month at the end of the planning committee process, a query is run in the development control database that identifies all planning applications that have been granted approval and also contain the SNN checkbox. This report then forms the basis of Wigan’s future SNN work. Communications are then sent to developers advising them on Wigan council’s SNN policies and the need to apply for new addresses as soon as development work is started. The report is shared with various council departments who monitor development starts and report back to the team. These departments include Development Control, Building Control, CTax, NDR, SNN, Refuse, Land Charges amongst others.

Wigan council receive as and when feeds of information from a wide variety of sources via telephone, email or an internal intranet SNN request facility. This includes information from council tax, development control as well as through SNN applications from outside the council. The councils customer relationship management system also identifies new developments through customer contact when registering for council services such as wheelie bins or CTax for example.

At this point, the team manually analyse the information to decide the next course of action. This takes skill and knowledge and involves checking against numerous data sources to be able to accurately decide the next course of action.

Planning and building approvals are always checked to ensure the development is being constructed in accordance with the correct approvals. Any that do not are referred to the planning enforcement team and the SNN process put on hold until the resolution of any enforcement action.

Electronic copies of the planning application approved plan are extracted from the council's document management system and added to a newly created SNN case folder. These plans will form the basis of future SNN plans. In some cases the developer may be asked to submit a better quality electronic plan by email.

Where a new street is required, an established process is in place. This includes liaising directly with the developer, inviting them to suggest appropriate names for the new streets which must comply with the councils published SNN policy. The team ensures that all new street names comply with the council's rules. This includes, specifically, that names cannot be duplicated and where possible names should reflect the history of the site or acknowledge the geography of the area. Some developers do not make suggestions and have confidence in the team allocating appropriate street names. Relevant local Councillors are notified on the final street name and given 14 days to raise any objection. If no objections are received then the new street name is approved under delegated powers

The new street details are then added to the Local Land and Property Gazetteer (LLPG). The appropriate property numbering conventions are also applied and the new property records are added directly to the LLPG. The BLPU state is marked as "under construction", and LPI official address is marked "postcode requested". Coordinates records are added from either visual guess or geocoded from DC approved plan The relevant SNN Xref record is also created. The official SNN document is then produced directly from document templates held within the LLPG. A SNN plan is created using graphics software and embedded into the official document.

From this point, the official SNN document is converted into a PDF file, and linked to the appropriate BLPU records in the LLPG. The document is then emailed to the applicant as well as external organisations, including Royal Mail, Fire, Police and Land Registry. The information from the LLPG, including relevant SNN cross references are then fed to the national hub through daily change only updates. As with other case examples, this ensures the national hub information is kept as up to date as the locally held gazetteer.

The team monitor Postcode responses from Royal Mail, and chase them if no response is received within their 5 day response time. The LLPG is updated with confirmed Postcodes. Email notifications are then sent to internal council departments advising them that new address records, including Postcodes, are now available in the LLPG.

#### **4.5.5. Other points to note**

The team have undertaken a programme of promotion of the LLPG as previously outlined. This has resulting in it being used as the master address list. However, the team are still hampered in some areas by the fact that third party software used by different departments cannot accept LLPG or BS7666 address data. This does cause problems and sometimes results in LLPG data being blamed for being inaccurate whereas it is often software or hardware configuration problems.

Nevertheless the way the team undertook the programme of work to gain corporate wider recognition for the LLPG was through both engagement at senior management level and also involving those who would use the information on a daily basis. For example, the team made the LLPG information available over the intranet before it was embedded in council systems, to allow those who would use it time to review and feedback. This helped to give users confidence in the LLPG for their day to day work.

## 5. A generic approach

### 5.1. Similarities and differences in business process organisation for street naming and numbering

This research presents the findings from a small sample of local authorities who are responsible for street naming and numbering. As previously stated, this research does not intend to outline the optimum process arrangements. The aim is to present examples of the current business process to add to the area of knowledge of this area. The research has found some emerging trends however and these are outlined below.

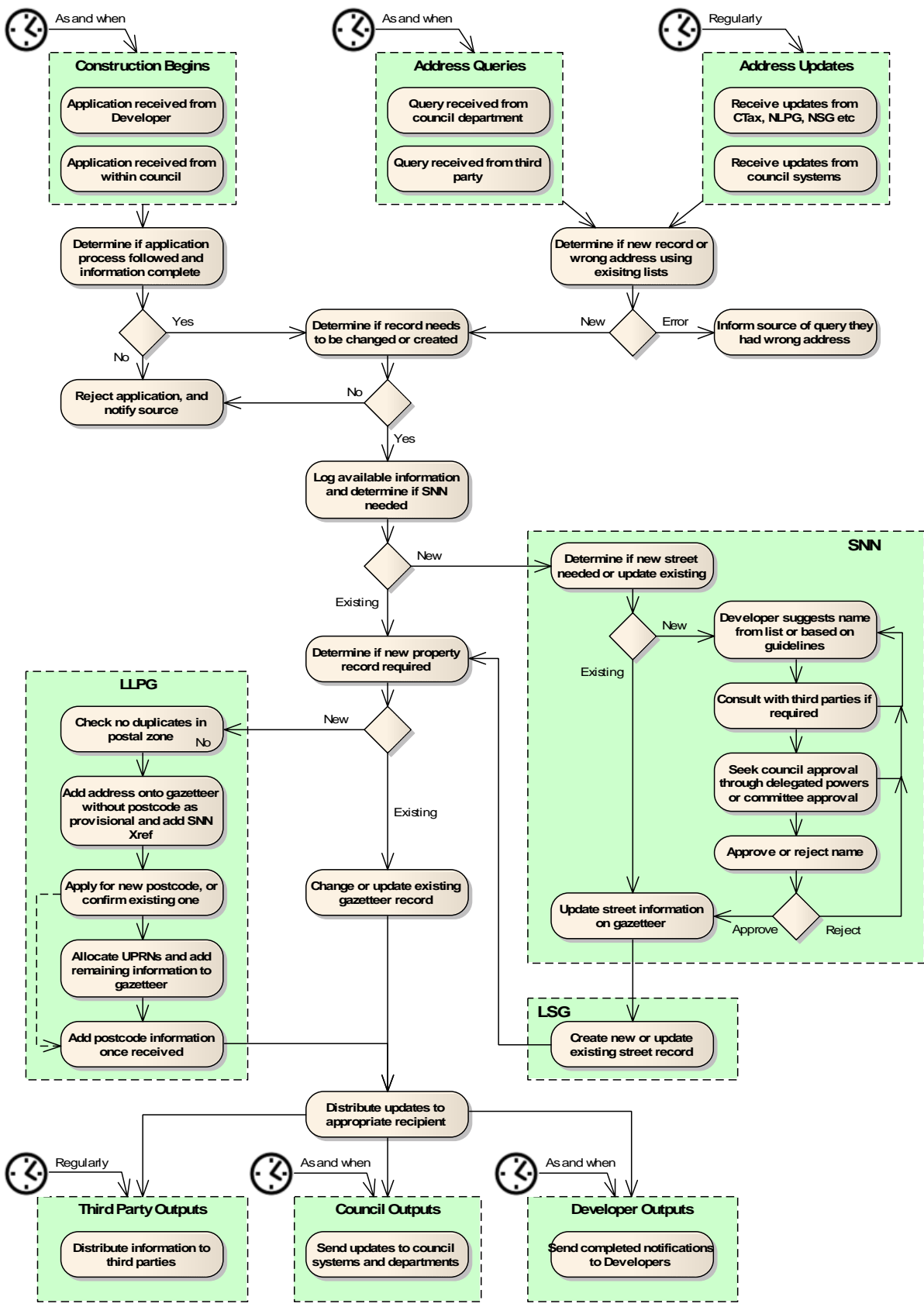
Due to the wide variety of local needs and arrangements, there are local variations in SNN data creation. Each authority featured as a case study follows the current version of the LLPG and SN&N Data Entry Conventions and Best Practice for the NLPG, Version 2.0, 2006 but also has a set of local processes they must work within. The local arrangements presented within this research demonstrate how local processes have been developed according to the specific needs of each organisation. The distinct differences include:

- The timing of information flowing into the team varies greatly. Often, within the sample section, this appeared to be related to the amount of resources and/or staff that have responsibility for maintaining the SNN data.
- There is a great variety between the case study areas regarding whether Royal Mail is engaged to gather Posttown and Postcode information. In some councils, those applicants seeking new address information are advised to contact Royal Mail for the Posttown and Postcode themselves to add to the official address provided by the council. In other councils they provide the Posttown and Postcode directly to the applicant after liaising with Royal Mail on their behalf.
- Some councils have a SNN policy in place whereas others do not.
- A further difference relates to who authorises new street names. In some councils, the SNN officer has delegated power to decide the name whereas in other councils, the street name is approved by council committee meeting.
- A final major difference relates to whether the council charges for the SNN service. All councils provide the statutory power part of their activity for free but some councils

charge a fee for activities which have discretionary powers beyond this. Others do not charge at all for any of the process.

Despite these variations, this research has identified a common set of tasks or process steps found to be shared between the majority of case study areas. This is summarised in the diagram in the next section.

## 5.2. Diagram



### 5.3. Generic business processes for street naming and numbering

There are several common themes between all the case study areas in terms of the processes in place for the creation of street naming and numbering information. Firstly their sources of new information come from three main areas. These are broadly shown in the diagram as planning related sources; address queries or updates. From these sources comes a further commonality which is that the smooth running of the process require the skill and knowledge of the SNN officer. They have to determine whether the record warrants any further stages in the process. From this point also, the separate process, either creating a new street or feeding through to the LLPG or LSG can occur.

In terms of the different processes involved in creating a new street name, again there were common themes between all those interviewed. This includes consultation with the street name and also providing this information to others. Finally, a further commonality is through the distribution of that information on to other interested parties within the council.

It is important to note that the diagram in section 5.2 does not necessarily show the tasks carried out by one member of staff. Often these tasks can be split between different members of staff. Furthermore, in some areas it is necessary to carry out further tasks either to satisfy local needs or procedures. However the basic structure of the process generally takes the form of the generic process diagram in section 5.2.



## 6. Conclusions

This report has presented a range of case studies from very different authorities across England and Wales. The authors would like to stress that this research does not intend to present the ideal arrangement for the creation of street naming and numbering information. The research does not claim to be exhaustive or to present all the possible ways that SNN information is created and maintained and supplied to other parts of an authority.

There is a great variety of local needs and variances which will affect how and when a particular stage of SNN data creation is carried out. The optimum arrangement is outlined in the new version of the Data Entry Conventions and Best Practice for the NLPG, Version 3.1, 2010 guidance which can be found on the Local Government Improvement and Development website at <http://www.idea.gov.uk/idk/core/page.do?pagelId=8035843>. The focus of this research is to capture the range of processes involved in a small sample of authorities to help other councils identify areas where they might review their own processes and work to improve them where required.

There were a number of key common similarities found amongst the case study areas. These are as follows:

- Recognition that custodians and SNN officers are vital for the ongoing smooth operation of address data creation and management within the council. The role holders have the knowledge, expertise and enthusiasm to ensure records are created and maintained to a high enough quality to then be used to support day to day council service delivery.
- There should be a SNN policy in place.
- The SNN information flows directly into the Local Land and Property Gazetteer at an early stage in the process. This is common amongst all the case study areas.
- Each case study area shares a similar range of input sources of new information including planning or internal queries.
- The level of integration and linkage between the LLPG custodian, LSG custodian and SNN officer is also very important and is a key common aspect between those interviewed. Each case study had a good relationship between these role holders, or they are roles held by one person in other cases.

- Finally, irrespective of whether they charge for the service, all councils view the SNN process as a service in one form or another and offer a range of customer service orientated guides and progress materials for applicants.

A key conclusion from this research is that the creation of street naming and numbering information is not just a statutory task. It is an important process which can offer a great deal of value to the council. The information can be used as part of the Local Land and Property Gazetteer and supplied to other parts of the council, providing financial savings through linked systems and joined up data supply.

Further research may be required in the future to investigate whether some of the key SNN good practice aspects such as: how splits and mergers of existing properties and internal numbering of properties are undertaken, best practice SNN policies are implemented and the best sources of address change intelligence are identified.

## 7. Acknowledgements

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