

delivering  
**service improvement**  
through **addressing**

**case studies** demonstrate the **benefits**  
for **authorities** and **customers**

**how** the **NLPG** meets **Best Value**  
and **e-government targets**



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# a message from the IDeA's Executive Director

Dear Colleague

In any aspect of service improvement, it's important to keep in mind the value of the improvement to the customer. One of the greatest things that e-government can do is to ensure that when citizens contact their local authority their request is resolved to full satisfaction on first contact.

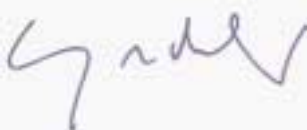
Of course, to do this, staff receiving the enquiries need to be able to respond to any question with a high standard of customer care. Officers must have access to all of the relevant information held by the local authority and its partners, and they need to be able to book appointments and log actions in systems throughout the local authority. This entails a huge transformation that involves people, technology and information.

There have been significant developments in service delivery through local authority staff using technology in one-stop shops, call centres and customer relationship management systems. Staff are better trained and have more job satisfaction and, through technology, they have access to the full range of authority services on behalf of the customer. However, all of this is nothing without being able to identify and retrieve the required information – and this means using the addresses provided by the authority's local land and property gazetteer (LLPG). The gazetteer not only ensures that all systems use the same address for the customer, but also ensures – with the addition of a unique reference number – that all information, not just land and property information, is joined up and accessible.

The IDeA is pleased to have worked with local authorities to support the creation and linking of their local gazetteer to the national gazetteer and its maintenance in a way that is supportive and sympathetic to the effective custodianship of the data. But none of this compares to the huge efforts made by local authorities themselves. To date, nearly 300 local authorities in England and Wales have LLPGs linked to the national gazetteer with the majority of other local authorities at the creation stage. The National Land & Property Gazetteer (NLPG) has over 30 million records and, on average, receives three million changes per month. This is a strong indication of what local government can achieve when it comes together to join up.

For authorities that have LLPGs, the challenge is now to fully realise the benefits by applying the gazetteer to improve customer service. The practical result of undertaking this work is that authorities can reduce disenfranchisement; increase social inclusion; minimise local government administrative costs; and seize missed opportunities to reduce the local tax burden.

The IDeA's recent NLPG exemplar awards celebrated the service delivery achievements of local authorities that are leading the way in the NLPG programme. This brochure profiles how their commitment has resulted in the NLPG being used to provide tangible improvements to customers' lives.



**Lucy de Groot**

Executive Director

Improvement and Development Agency

# how the NLPG meets Best Value and e-government targets

The NLPG aims to join up and enhance the delivery of local public services through definitive addressing and unique referencing.

The National Strategy for local e-government states that the NLPG 'provides a consistent basis for identifying, retrieving and integrating property-related data', and that all local authorities 'should make sure that their property data conforms to the Gazetteer's standards'. Local authorities were asked to demonstrate their commitment to linking their core systems and business processes through their IEG (Implementing e-Government) 2003 statement, and the majority are now developing a local land and property gazetteer (LLPG) that is linked to the NLPG Hub as a step towards meeting the requirements of Best Value.

## how the NLPG was developed

The first stage of the NLPG project, completed in 2001, was to create a national address list for the country to British Standard (BS7666). This was achieved using existing data held by national bodies such as the Valuation Office Agency.

The second stage of the project, one that is ongoing, involves maintaining the NLPG, by the creation of LLPGs in each local authority to the same British Standard. Once created, the authority's gazetteer is linked to the NLPG Hub (to become the live data source of the national gazetteer) and needs to be maintained to provide up-to-date information direct to the Hub. The update process is two-way as candidate addresses from authenticated sources are also passed from the Hub to local authorities to improve their local gazetteer. The NLPG's unique property reference number (UPRN), allocated to each record in the gazetteer, can then be used as the common reference within local authorities and across the public and private sectors to enable joining up of services.

## achieving Best Value

Local authorities are developing LLPGs to meet the requirements of Best Value Performance Indicator (BVPI) 157 which provides a measure of the number of types of interactions (or contact) between the citizen and the council that are enabled for electronic delivery as a percentage of those that are available.

The creation of an LLPG, its subsequent linking to the NLPG, and the ongoing maintenance required will help local authorities to achieve Best Value by:

- avoiding duplication of effort and valuable resources spent on maintenance of land and property-related information across multiple departments
- protecting the investment in data collection through the use of standards, which ensure that the quality and value of the data are preserved across evolving application systems
- integrating local authority data and services. Once all local and central government databases and geographical information systems use the NLPG, it will provide a powerful tool for officers and members in targeting and prioritising services more effectively
- helping to underpin citizen-centred services through one-stop shops, call-centres and online service delivery
- improving access to information
  - internally, to support decision-making processes
  - externally, through easier dissemination of information to customers
  - commercially, through access to a rapidly-growing market for geographic information – much of which is held by local authorities.



## local benefits of creating and maintaining your LLPG

**improves the collection of revenues** – synchronising your LLPG with planning and council tax/business rates will identify new properties for taxation

**contributes to council revenues** – synchronising your LLPG and the benefits service will identify bogus addresses in claims

**underpins customer services** – linking your back-office systems to the NLPG offers a standardised framework that underpins service call centres, one-stop shops and CRM applications

**releases resources from back to front office** – linking your authority's address data at one point of maintenance and adopting the NLPG's unique referencing enables resources to be freed for the delivery of services

**increases confidence in authority data** – data hygiene and data integrity for your council systems and services are provided through authoritative addressing

**delivers a seamless service** – the NLPG's nationally-standardised framework enables partnerships with other organisations and agencies to deliver a fully-integrated service

## what local authorities need to do next

Every authority in England and Wales should create and maintain its LLPG, be linked to the NLPG Hub, and provide regular updates to schedule.

Once this is achieved, you should:

- link the LLPG to all your service area data, particularly address-heavy systems such as:
  - planning
  - building control
  - environmental health
  - estates management
  - local land charges
  - council tax
  - non-domestic rates
  - electoral register
  - other application data such as refuse collection, waste management, street care, licensing and education
- ensure the LLPG is incorporated into your implementing e-government and information management strategies
- provide sufficient resource allocation to guarantee ongoing maintenance of your LLPG
- adopt the LLPG as your corporate address file
- use the LLPG's unique referencing to link your back-office systems for the development of improved customer services
- use the NLPG's nationally-standardised framework when building new partnerships and piloting initiatives with external partners.

### local contacts for further information

Local authority e-Champions and LLPG Custodians are the points of contact within your authority responsible for LLPG development and application.



# streets ahead with online services

At **Amber Valley Borough Council**, recognition of the importance of addressing has contributed to the development of new services such as 'MyProperty', an online facility that provides valuable, property-linked information for the council's customers.

## the importance of addressing

Empowering citizens and improving social inclusion through technology are key aims of the Government's modernisation agenda. One local initiative that is meeting these objectives is Amber Valley's MyProperty, an online service for residents.

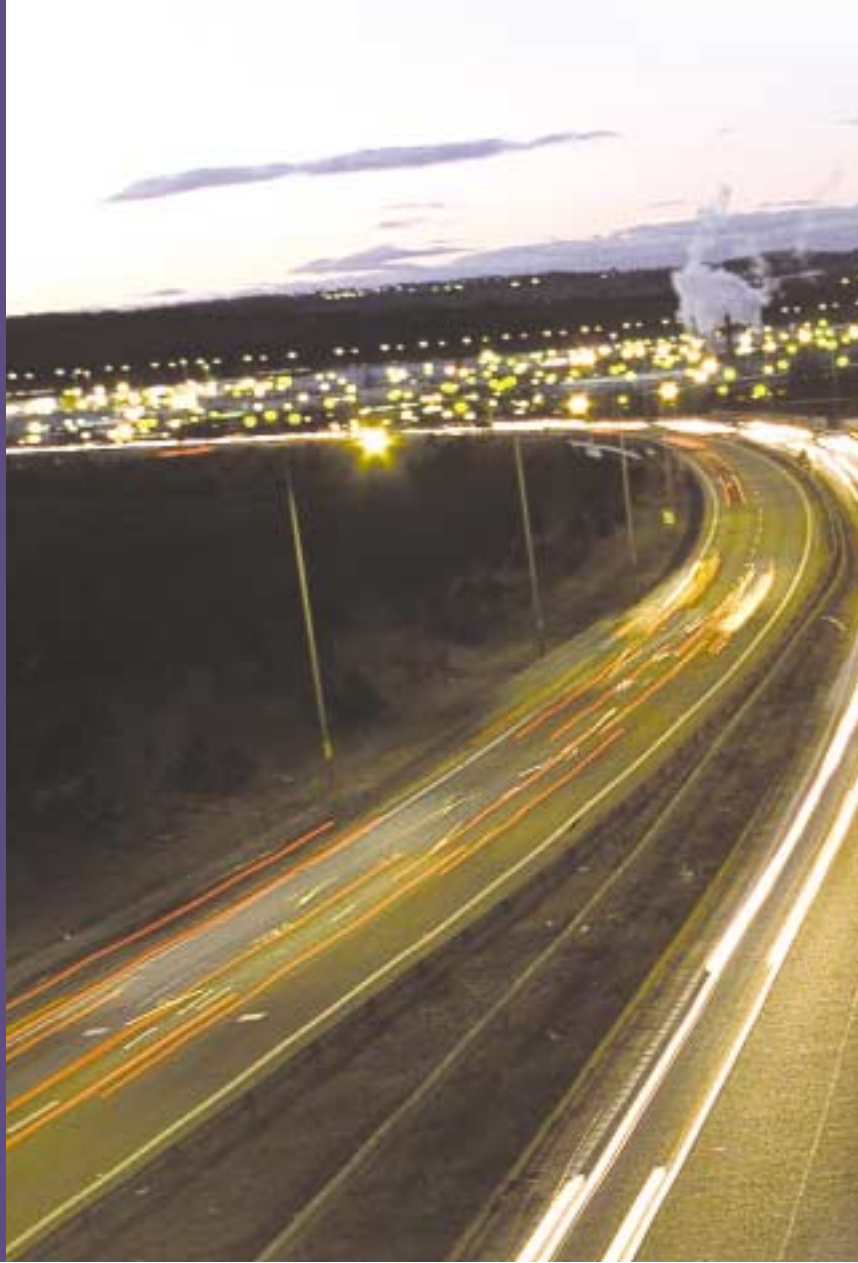
MyProperty provides a search facility to council information held for every property and address in the council's LLPG. All the information is linked together via the NLPG's unique referencing and is presented in a single online environment. The service was created and designed in-house using standard web and database technologies.

To find information on their home or an address, citizens need only visit the council's website and make a search. When the LLPG address for the property appears, valuable information and mapping specific to the property are presented.

'Our LLPG has really captured our imagination', says Andy Wilde, Information Development Manager and e-Champion Officer at the council. 'We intend to link any public information that has a UPRN against it or where we can point at the LLPG address or co-ordinates. By placing that information online, we are transferring the benefits directly to our clients. It really is a data-rich framework.'

### for more information contact:

Andy Wilde, e-Champion Officer  
andy.wilde@ambervalley.gov.uk



## what information is available?

With over 150 users per week, MyProperty is an ideal way for customers new to the borough or new to an address to locate essential services for their address. It also provides them with data-rich access to the planning process: they can download individual applications and even access recorded minutes to planning meetings that relate to the applications.

MyProperty provides a wealth of information:

- property specific such as council tax banding and annual charges; planning history and refuse collection dates
- constraint data such as 'is the property in a conservation area or smoke control-zone?'
- information on local democracy, for example, contact details of parish, ward and councillor clinic times
- nearby council services such as recycling sites
- nearby services provided by non-council agencies such as sports facilities or local schools
- mapping provided courtesy of the Derbyshire Partnership.

## joining-up address data

MyProperty has been enabled by the foundation work carried out in creating the authority's LLPG, and its subsequent linking to internal systems. The benefits of viewing related property data, namely:

- authoritative and standardised addressing
- reduced duplication of effort
- easy linking of related data
- integration of addressing
- mapping and imagery

were first embedded internally within the authority. Then, the Amber Valley team went about making the same benefits available to the public. 'At present,' explains Andy, 'planning, building control, land charges, environmental health, council tax and non-domestic ratings lists, land terrier and other minor systems such as customer comments are directly linked to the LLPG. We also have external links complete with the register of electors. Our organic deployment of the LLPG meant that we were collecting address data for the authority and that all the systems included a UPRN. The value of viewing this information all together, based on authoritative addressing, was extremely powerful. It was the logical step to transfer those benefits more widely by making it available online.'

The screenshot displays the Amber Valley MyProperty website. At the top, it says 'AMBER VALLEY Find It'. Below this is a search bar with the text 'site search' and a 'Go' button. To the right of the search bar is the 'MyProperty' logo and a 'linked property' link. Further right is a contact number: 'If you cannot find an address please contact the Gateway Manager on 01773 641534 or via email gateway@ambervalley.gov.uk'. Below the search bar is a 'Find It' button.

The main content area is divided into several sections:

- Address Details:** Property Ref Num: 10000018216. Address: 11 Gayle Street, Heage, Selby, Yorkshire, YO12 2JL.
- Electoral Details:** Parish: Heage (27), Ward: Heage and Ambergate Ward.
- Council Tax:** Your Borough Council(s) are: Amber Valley B. Council Tax Band: 1E. Rate: 1E700000275.

On the left side, there is a section for 'Amber Valley Borough Council - Elected Representatives'. It shows a dropdown menu for 'Select the Councillor' with 'WILLIAM ADAMS' selected. Below this is a profile for William Adams, including his photo, contact information (Work Tel: 01773 641514, Home Tel: 01773 641514, Email: w.adams@ambervalley.gov.uk), and his political affiliation (Conservative). It also lists his committee memberships: Environmental Forum, Full Council, Planning Board, Planning Board Site Visits, and Scrutiny Committee.

At the bottom right, there is a map showing the location of the property. Below the map is a 'Council Tax' section with a 'Find It' button and a 'MyProperty' logo.

MyProperty delivers valuable online information linked to council addresses. Visit [www.ambervalley.gov.uk](http://www.ambervalley.gov.uk)



# providing improved access to the **planning process**

Improving access to information is a key deliverable in the Government's modernising agenda.

At **Huntingdonshire District Council**, 'Planning Public Access' is meeting that promise by delivering online planning information to customers. The service uses the council's LLPG as its key data-linking mechanism and search channel.

## **planning for the future**

Huntingdonshire District Council is the fourth largest district council in England, with an area of over 350 square miles (91,000 hectares) to the west of Cambridgeshire and a population of 160,000. The council's planning department receives 3,000 planning applications per year. Prior to the development of Planning Public Access, the council's online planning information service, anyone wanting to view a planning application would have to visit the planning department in person to access the information – something that was time-consuming and inconvenient for many people. Planning Public Access is not only making communication with the department easier, it is also helping the council to reach its e-government targets for electronic service delivery by 2005.

As an integral part of the planning website, Planning Public Access allows members of the public to interact with, and query, live planning application information. Users, such as members of the public, councillors, parish councils and developers, can access the most up-to-date information, held by the planning department, via the Internet. They can search specific properties or locations, view plans, track planning applications and submit comments on, and objections to, the applications via the Internet.

### **for more information contact:**

David Lloyd, Land and Property Gazetteer Manager  
david.lloyd@huntsdc.gov.uk



### easy access to information

Planning information can be searched using the planning application case number or by property address held within the corporate LLPG. The information available includes the applicant's name and address, the type of application, date of receipt, and the status of the application. Users can also view the digitised boundary of the planning application in association with map-based data delivered via the corporate geographic information system. Finally, users also have the ability to view all documents associated with the application including the application form, plans and drawings for the proposal.

'Our use of our LLPG has helped us join up information across the council to speed up the way we identify properties and land', says Councillor Mike Simpson, Executive Councillor for Resources, Welfare and Information Technology. 'This has been central to our ability to improve access to planning information, making it quicker and easier for people to find information about properties locally. Planning Public Access' Property Search facility also uses the LLPG to allow users to look for planning details by address.'

The service has been so successful it now attracts 2,500 users per month, and generates over 8,000 application searches. The LLPG contains details of about 84,000 properties, 3,500 streets and has over 400,000 cross-references for Huntingdonshire.

Our use of our LLPG has helped us join up information across the council to speed up the way we identify properties and land.

*Councillor Mike Simpson, Executive Councillor for Resources, Welfare and Information Technology*



Planning Public Access – LLPG address search results are linked to application information and property-specific mapping. Visit [www.huntsdc.gov.uk/publicaccess](http://www.huntsdc.gov.uk/publicaccess)



# connecting with citizens through call centres

At Kingston-upon-Hull City Council, customer contact has been modernised through the 'Hull Connect' call centre. Citizens dialling the 300300 number are greeted by an advisor who can access information on all council services and deal with the majority of calls to conclusion, without having to re-direct to the service area. One phone call is enough for most transactions.

## joining-up data and government

Hull Connect has been made possible largely thanks to Kingston-upon-Hull's ready adoption of the LLPG which provides a standardised address framework to join up government. As a result, the council's datasets can be linked together into a CRM tool enabling this one-stop-shop service approach.

The case for using the council's LLPG to underpin the call centre was obvious to Graham France, Hull's Head of Service Re-engineering and Development.

'Most of the service requests into our call centre are attached to a property, which is then linked to that person's relationship with the property. We knew, therefore, that the LLPG sat at the heart of our modernisation and appreciated the benefits it could deliver.'

The council found that linking the call centre's CRM to back-office systems via the LLPG was a straightforward process. 'The key advantages of having the LLPG and its unique referencing to link back-office applications are twofold', he explains. 'Firstly, using the LLPG you receive a certainty that the property exists and the systems information is correct. Secondly, it provides a consistency and national standard for disparate systems that have their own naming conventions that might be valid in an operational sense but invalid across the board.'

### for more information contact:

Emma Harrison, Special Projects Manager  
emma.harrison@hullcc.gov.uk



## achieving local implementation

Having used a local supplier, Kingston Incontact, for the CRM application, the authority first piloted its local gazetteer in August 2000 with waste management data. Over the next two years, the CRM roll-out saw street and environmental services being linked and the integration of the housing repairs service. The council re-launched the CRM in August 2003 with an upgrade that allows an automated link between the LLPG, itself managed through its gazetteer management system, and the CRM database.

External systems are now also being linked via the NLPG with housing repairs having a cross-department link with a contractor system via housing references.

Most of the service requests into our call centre are attached to a property, which is then linked to that person's relationship with the property.

*Graham France, Head of Service Re-engineering and Development*

## the benefits of standardisation

The LLPG's standardisation has made using it extremely appealing across the authority and it is a benefit that Graham is keen to point out. 'Land and property data is one piece of information that is generic to most systems in the authority, therefore it's vital to standardise this data. That is why it is crucial for systems to adhere or link to the national standard, as provided by the NLPG. Now, our first thought when we are integrating systems, isn't 'How are we going to attack this?', it's 'How does the LLPG fit into this and what are the benefits to the department going to be?.'

An approach made easier as the LLPG makes it possible to integrate disparate systems. All that is involved is a matching exercise or, where possible, LLPG data can be used as it stands. Having created its LLPG, the authority now has the additional resource of extensive addressing expertise in-house.



*Hull Connect call centre operating staff use the NLPG's definitive addressing and unique referencing to link office systems.*



# improving decision making authority-wide

Believing that empowering staff results in improved services, **Stoke-on-Trent City Council** is sharing NLPG-derived benefits as widely as possible across the authority. In-house programming and a rigorous process requiring LLPG usage mean that all end-user systems in the council now employ the gazetteer's address and unique referencing. One of these applications is the online mapping service, 'CityMap', a data-rich GIS tool that improves decision making for all authority staff.

## **better decision making and task ownership**

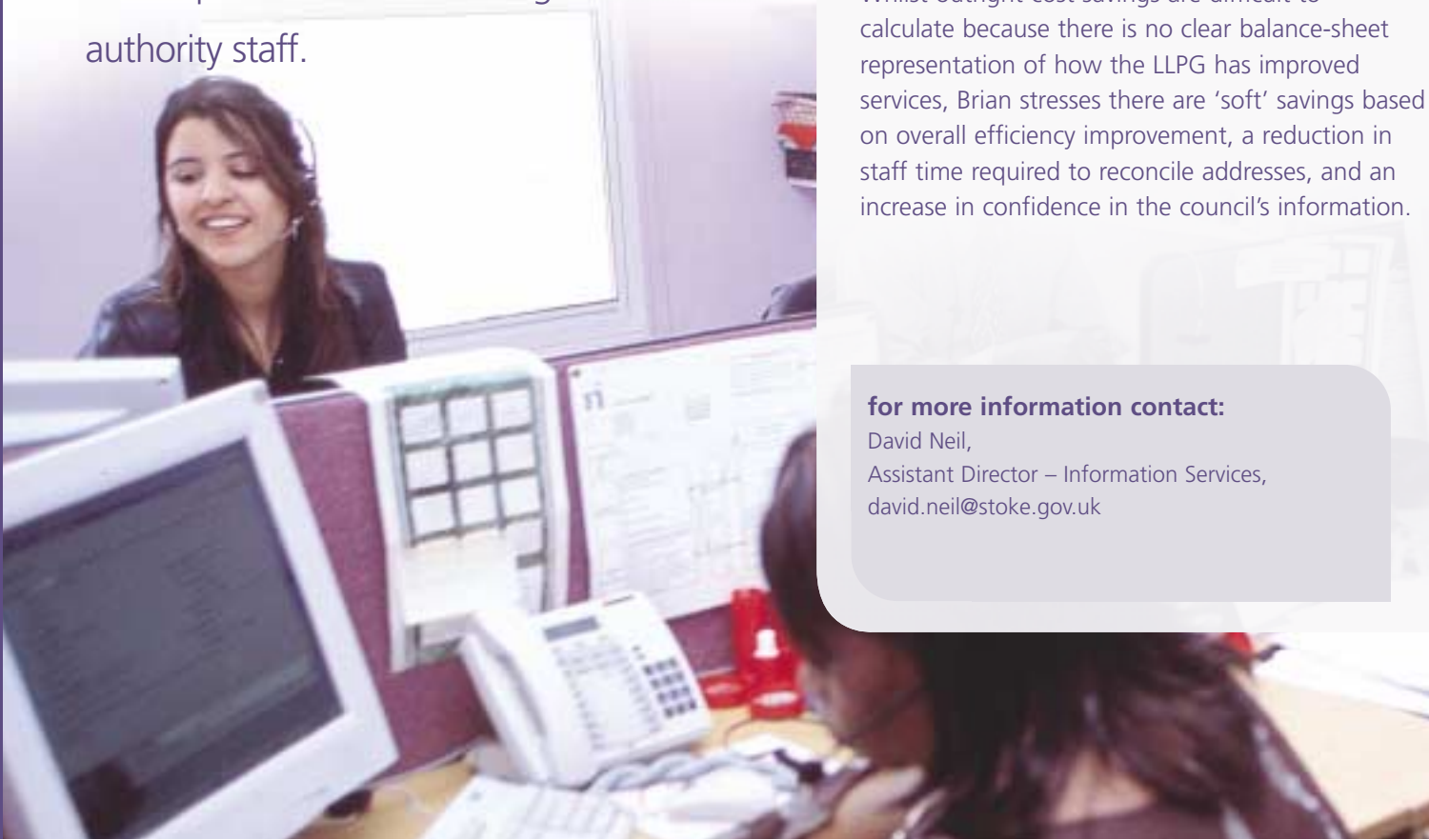
As a result of being linked to CityMap, Stoke-on-Trent's own intranet-based mapping system, the council's LLPG is used by 3,000 staff. Each user can locate an address with the LLPG's UPRN and co-ordinate to a map for that street. As Mike Whalley, e-Champion Officer explains: 'The power of CityMap lies in the ability to view and interrogate correct addresses with mapping or imagery – this enhances the confidence levels and integrity of Stoke's data and services.'

The LLPG plays a central role across the authority's service areas, in particular for benefits. 'Linking address information in this area is a key requirement', says Brian Penlington, LLPG Manager. 'Staff need to know that an address is correct and have to be able to link to the council tax and rent reference numbers for a property. Using the LLPG allows them to do this with confidence and helps reduce fraudulent claims.'

Whilst outright cost savings are difficult to calculate because there is no clear balance-sheet representation of how the LLPG has improved services, Brian stresses there are 'soft' savings based on overall efficiency improvement, a reduction in staff time required to reconcile addresses, and an increase in confidence in the council's information.

### **for more information contact:**

David Neil,  
Assistant Director – Information Services,  
david.neil@stoke.gov.uk





And he can point to tangible improvements. 'It is now easier to detect occupied premises that are not registered for council tax because of the way the benefits system is linked to the LLPG. A recent example was the discovery of 26 flats that were found to be without council tax provision. As a result, we have a potential improvement of £18,200 for the authority, and this is only one of quite a few instances that are discovered each year.'

### corporate approach spreads benefits

This centralised approach and penetration of the LLPG within the authority mean that the majority of the council's employees are, in some way, benefiting from the LLPG – and service levels across the authority are improving. 'Benefits is a case in hand of how important the LLPG is', Brian maintains. 'Authority staff seeking to pay out a benefit cannot actually do so unless they have a UPRN for it. This ensures that the benefits data is using the LLPG and linking to other systems data. This may seem pedantic but it is fundamental. Given that land and property data is held in the vast majority of the authority's systems, it's crucial that this is standardised. Our LLPG gives us the confidence in our data and the standardisation of addressing protocols necessary to link our data. We can view related information that was previously unrecognised and, as a result, make better business decisions.'

It is now easier to detect occupied premises that are not registered for council tax because of the way the benefits system is linked to the LLPG. As a result, we have a potential improvement of £18,200 for the authority, and this is only one of quite a few instances that are discovered each year.

*Brian Penlington, LLPG Manager*



*CityMap allows staff to view and interrogate addressing alongside imagery to improve decision making in key service areas such as benefits*

# high-quality addressing means high-quality services

An NLPG pilot authority, **South Gloucestershire Council's** local gazetteer was incorporated into the initial NLPG build. Since then, the council's emphasis on customer service delivery has ensured that its LLPG has permeated most of its services.

In particular, the gazetteer underpins the CRM application used throughout the council's one-stop shops and customer contact centres.

## consistent addressing with customers

Councillor Mike Armstrong, Executive Member for Corporate and External Affairs, has no doubt about the central role that the LLPG is playing in the council's contact with local residents: 'We need to ensure that we use consistent property addresses in all our dealings with residents, and the gazetteer is crucial to achieving this aim. The LLPG is already playing an important part in enabling South Gloucestershire Council to provide better joined-up services to the public.'

One of these applications is the council's customer tracking system, which uses the gazetteer as its addressing layer. Essentially a customer relationship management (CRM) tool, it is used throughout the authority's customer contact centres and one-stop shops. 'Centralised addressing to a national standard employed within these services means a consistency of service performance', Cllr Armstrong acknowledges, 'whilst the cross-referencing of addresses enables effective continuity and tracking of vital information essential to service evaluation. Crucial to us is the fact that the LLPG is also available on the staff intranet, ensuring that all staff benefit from it as the authoritative source of addressing.'

The NLPG has also contributed to the development of new services such as an online change-of-address facility. Residents visit the council's website and have to register only once. Immediately, all departments in the council are informed of their new address. 'This simple service enhances social inclusion by ensuring that residents new to South Gloucestershire or those simply moving within it always receive council services as soon as possible.'



## improving data quality and analysis

Caron Bentley, Contact Centre Training Manager, appreciates the significant benefits gained by using the NLPG for data management and quality-control. 'Using the LLPG as the key address layer within our customer tracking system (CTS) ensures that we capture the right address in our contact details. When a staff member runs an address search, the CTS automatically checks the LLPG for the address. Once it locates the correct address, it is then flagged as bona fide and the nature of the client query is recorded against it. Across the council's one-stop shops and contact centres, the data collected and attached to individual addresses makes the NLPG framework invaluable for data analysis and 'quality-control monitoring'. Teams can analyse any contact based on the nature of the query and location, and can use this to highlight incident hotspots and frequency. All this data then feeds into the council's customer service strategy and helps us to target our services better.'

On the corporate intranet used by staff, new and changed addresses can be exchanged from the LLPG between any two dates. Most addresses in the LLPG have a polygon (a closed spatial boundary) aligned to them so that staff with access to GIS can look at spatial information such as mapping and imagery linked to LLPG addressing.

### for more information contact:

Roger Ford, e-Government Manager  
[roger.ford@southglos.gov.uk](mailto:roger.ford@southglos.gov.uk)

Roger Ford, the council's e-Government Manager, maintains that the LLPG is central to South Gloucestershire's modernisation programme. 'Our ICT strategy guidelines direct that all new systems and facilities must now use the NLPG address facility or linking mechanism. This is a crucial part of providing more joined-up services to the public.'

Across the council's one-stop shops and contact centres, the data collected and attached to individual addresses makes the NLPG framework invaluable for data analysis and 'quality-control monitoring'.

*Caron Bentley, Contact Centre Training Manager*



# opening the door to improved customer service

The NLPG's ability to join up address data has opened the door to the enhancement of existing customer services. 'DurhamCityInfo' is a walk-in advice centre that allows **Durham City Council's** customers to resolve many council enquiries on the spot. Any unresolved queries are referred back to the appropriate council officer using the LLPG to link the query to the relevant information.

Durham's NLPG-derived service improvements are readily visible in the recently-opened 'Infocentre', which sets out to improve the speed and response of customer service delivery. Based in the Linden Centre, Coxhoe, DurhamCityInfo is a walk-in one-stop shop that provides customers with a council-staffed advice service where they can: pay bills; sort out benefit problems; get help with services including repairs, housing and lettings; and make rent, council tax, housing or benefit enquiries. Using the LLPG within applications and having access to addressing alongside GIS data helps the centre's customer service staff to resolve a wide range of queries to completion.

## the value of maintenance and...

'The NLPG has assisted in the development of real service developments such as DurhamCityInfo', says Andrew Young, Durham's LLPG Custodian, 'and has also helped to identify previously-unbanded properties for council tax and non-domestic rates for the investigation of lost revenues.'

## ...corporate-wide adoption

Andrew understands the benefit of using the LLPG as the authority's central addressing reference. 'Aside from the national BS7666 standard, a key benefit of adopting the LLPG as a standardised corporate address file is that it traps and lists 'duplicate' or 'alias' addresses. This means that users have access to a more comprehensive address search. When the LLPG traps and lists alternatives against the definitive LLPG address and unique property referencing, we can see other addresses in other council systems for the same piece of property or land. So, council staff such as those at DurhamCityInfo can have a wide range of access paths to the same master data. The UPRN can also be attached to queries to help with processing.'

### for more information contact:

Bob Mitchell, Head of IT  
bmitchell@durhamcity.gov.uk





# how to address your customers

The NLPG is proving an invaluable framework for **High Peak Borough Council's** customer service call centre.

'Call High Peak' was established in Spring 2003 and, on average, receives 275 calls a day. 'Each call received by the centre relates to a specific property,' explains Janet Dickinson, Centre Manager, 'so it is vital that we have a framework for standardising our address data. Because the NLPG is built to British Standard BS7666, it provides an ideal framework for CRM applications.' As a result, the CRM system that underpins the call centre uses the LLPG as its address data layer.

The council has already linked a number of its systems to Call High Peak such as environmental health, council tax, non-domestic rates and housing as well as over 30 per cent of other council services – and the linking of remaining systems is ongoing.

**for more information contact:**

Stephen Angove,  
ICT Development Manager,  
[stephena@highpeak.gov.uk](mailto:stephena@highpeak.gov.uk)

## **LLPG access for staff on intranet**

Like many other councils in England and Wales, High Peak has spread the benefits of the NLPG across the authority by providing staff and councillors with full intranet access to the gazetteer. The LLPG's addresses can be viewed alongside mapping, ward, parish information and planning data. This means that staff can process an online address search and bring back property-specific information linked to the electoral roll, to councillors, and to planning applications.

For Councillor Ray Atkins, Executive Member for ICT Strategy, one of the key benefits of using the LLPG in this way is the currency of the data. 'The value of our LLPG is that it provides up-to-date addresses and, in particular, new properties that are added to the LLPG as soon as they have been given an address by street naming and numbering. In the past, new properties did not appear on the geographic information system for several months. Providing access to the LLPG on our corporate intranet with mapping has also been particularly useful when staff need to visit properties, in particular those that are isolated or rural and are difficult to find.'





## joining forces and data to tackle recycling

At **Forest Heath District Council**, the LLPG provides the core addressing layer for the council. Departments such as planning and building control now have live links established to the local gazetteer, enabling staff search requests on addresses to be filtered through the NLPG. This 'quality-control measure' ensures that addresses used by departments are bona fide, which means that new address creation is standardised across these departments.



A specific application to which Forest Heath has applied the NLPG's authoritative addressing is a recycling project with a neighbouring authority involving bin allocation: comprehensive and accurate addressing for every residential property in the district has been provided.

The NLPG receives the full support of Forest Heath's council members and management team, and the council is continuing to implement live links with all property-based services.

'It's exciting to be involved in the modernisation of the authority's services', says Councillor Don Levick, Chairman of Forest Heath District Council, 'both for improved service provision and for achieving e-government objectives. Knowing the efforts that the LLPG Team has made verifying the property data, we can be confident of the accuracy and spatial location of every address in this district.'

## customer focus drives innovative partnerships

A customer-focus approach to service delivery often requires innovative working relationships. An initiative that highlights the NLPG's facility as an addressing framework for different organisations to work together is the pilot project LondonCABI (London Council Information from A to B).

Recognising that clients' information needs sometimes cross council boundaries, CABI is a London Central Partnership pilot of five London borough authorities, which aims to deliver a cross-boundary information service to citizens through web-based maps. This means that the CABI information service should look, to its users, like it is derived from one seamless dataset, with the NLPG data exported in data transfer format to a central depository that it is running live.

The same information will be used to help the boroughs tackle common priorities such as social inclusion, polarities in income and deprivation, and fear of crime.

The partnership is also keen to share this information with other organisations such as the Greater London Authority and Transport for London, explains Dave Yarwood, GIS Project Manager of CABI's lead partner, the **Royal Borough of Kensington and Chelsea**.

'The CABI project seeks to demonstrate that the combined information of five local authorities is more powerful and relevant to customers than an authority-by-authority view, particularly in large metropolitan areas like London. The project will act as a proof of concept that the partners can work together to share geographical data using open standards, and to create a framework to which other London boroughs could subscribe in time.'

This is one of many pan-authority initiatives in development around the country that are using the NLPG to link data to develop regional services.

visit [www.londoncabi.org.uk](http://www.londoncabi.org.uk)

## providing access to services online

**London Borough of Brent** was one of the first authorities to leverage the benefits of the NLPG via its website, and to pass on those benefits directly to customers. Its online 'Brent Property Lookup' service uses the council's LLPG to link a variety of data and present them in one collated view. The search engine uses the LLPG as its address layer, and presents back to the user a range of results from council systems specific to that address. The service also links to non-council services such as water suppliers, Land Registry and National Statistics.

Brent Property Lookup allows residents to locate address-specific council services and information such as council tax rates and property description; waste and recycling information; councillor, MP, ward, polling stations details; street mapping centred on the grid co-ordinate of the property; 'where's my nearest' facilities; and information held on a property from the unitary development plan.

'The benefits from this service are considerable considering it can be set up with little technical difficulty', says Jay Patel, Brent's Database Manager. 'Whilst eliminating duplicate and inconsistent data entries, the LLPG has provided us with a way of integrating systems seamlessly across the council – as well as with external partners – to develop informed decision-making systems. These include an emergency evacuation application with the police to plan the best evacuation methodology.'

Across the council, systems such as the CRM, council tax, electoral register, libraries, planning, building regulations, environmental health, health and safety, licensing, complaints and other services all use the efficiency of the LLPG to log service requests or applications.

visit [www.brent.gov.uk/bpl.nsf](http://www.brent.gov.uk/bpl.nsf)

## reducing maintenance costs

At **Aylesbury Vale District Council**, the LLPG is removing duplication of address maintenance work by steadily becoming the authority's single address database. Before the arrival of the NLPG, data was maintained individually, wasting staff time and effort. Now, the council's largest address data users such as development control, building control, environmental health, estates management and local land charges are using the authority's LLPG to provide consistency and to reduce maintenance resourcing. The LLPG's roll-out has allowed the council to make cost savings. 'We identified over 200 previously-unbanded properties for council tax and business rates', says Alan Evans, Aylesbury's Head of IT, 'and have increased revenues accordingly.'

Aylesbury has also played an instrumental role in the wider application of the NLPG. Through the BucksConnect\* programme, an Internet mapping system called 'BucksMaps' has been developed that uses the NLPG as its address layer. This allows the public across Buckinghamshire to make information

searches by address for waste collection times, council tax charges for specific streets, and for the location of their nearest day centre.

visit [www.bucksonline.gov.uk](http://www.bucksonline.gov.uk)

\* BucksConnect is a local e-government programme between county and district councils in Buckinghamshire, which is funded directly by government to develop services for the citizen through new technology.



# small **district** council makes **big LLPG** progress

**South Derbyshire District Council** has proved that size and resources are not a barrier to successful NLPG implementation. In less than a year, the team has created its local land and property gazetteer; is regularly updating the NLPG hub; has linked to systems such as environmental health; and has aligned the gazetteer alongside GIS for the benefit of authority staff. Its experience provides proof that, by incorporating the LLPG and its applications within IEG plans, councils can produce effective results.

The authority has employed two, dedicated, full-time staff for the address matching and maintenance of the gazetteer to ensure data integrity is of the highest standards. It is also proactively involved in a county-wide NLPG focus group that is contributing to Derbyshire County GIS initiatives such as MACCI (Multi-Agency Customer Contact Index), which will use the district and borough LLPG datasets to provide partner agencies with access to a county-wide gazetteer resource.



Carl Veal, e-Government and Strategy Manager at South Derbyshire, has witnessed the success of the NLPG's corporate adoption over the 18 months that the NLPG Team has been functioning at the council. 'This can be attributed to effective communication and selling of the corporate benefits of a single property database, and to the promotion of a 'can do' attitude towards the NLPG's implementation within the council's corporate systems.'

## stepping into the 'spatial age'

One of local government's pioneers in using geographic information systems and an LLPG to improve services, the **Royal Borough of Kingston-upon-Thames** uses the NLPG's unique referencing to join together disparate systems that provide the core addressing layer within its award-winning ISIS-OnLine service.

What makes ISIS-OnLine different is its emphasis on imagery that allows a user to pan and zoom to search a map, to select a feature, or to view photographs and video clips related to property.

ISIS (Integrated Spatial Information Systems) seeks to answer the inevitable end-user questions of 'Where is it?' and 'What's there?'. ISIS-OnLine is a public access service that allows customers to search for a property and to view mapping and linked data such as dimensions, planning history and even 360-degree photography.



As each NLPG record contains a UPRN and co-ordinate, this simple but powerful concept is all that is needed to tie together disparate systems and technologies.

*ISIS-OnLine, an award winning service, uses the authority's LLPG as its core addressing layer.*

visit [www.kingston.gov.uk/maps](http://www.kingston.gov.uk/maps)

## reaping the benefits of authoritative addressing

At **Staffordshire Moorlands District Council**, end users and support staff are united in their praise of the NLPG. Service staff fully appreciate the power of having GIS-data aligned to authoritative addressing to help them make better decisions. In particular, staff in planning are benefiting from being able to confirm properties alongside local, map-based constraints and to maintain the integrity of processed claims.



Staff in the ICT department welcome the significant savings generated by the initiative in IT resources. As a result, the council has now integrated systems from planning, building control, housing, estates, environmental health, plus council tax and non-domestic rates, and it is working on linking remaining systems. The authority's next step is to transfer the benefits directly to the public by placing linked information online for clients to search by address. 'The creation of a definitive database of addresses has saved the council a great deal of time and money while enabling us to speed up service delivery', vouches Councillor John Redfern, Cabinet Member for accessible services. 'This has to be good news for service users and the taxpayer generally. Now, we're going to transfer the technology to our website so that customers can search addresses for services such as planning, building control and land charges. One of the key aims of the NLPG was to join services together, and there is real evidence that this is happening.'

## a data-rich framework for service development

For **Tandridge District Council's** e-Champion Officer, Stuart Mitchenall, standardisation of addressing and data consistency are the NLPG's key long-term benefits – although it is delivering cost-savings for the council as well. To maximise the proliferation of its benefits, the authority's LLPG is also available on the council intranet with links to all main systems.

Stuart is confident that the council is now accurately describing all properties in the district, and this has been central to Tandridge's adoption of the LLPG as a key corporate data file for all systems within the authority. Using UPRNs and an authority-wide document management tool, staff can link their respective data from revenues and benefits, planning, and non-domestic rates with the LLPG address.

'The LLPG has really given us the impetus to do things', says Stuart. 'For instance, we are now scanning planning documents as far back as 1948 and linking that data too. Our gazetteer will be further enhanced and we are moving in the direction whereby the LLPG will be the definitive source of addressing in our local area.'





## better addressing, better workflow, better services

Having had a live link to the NLPG since 2002, it is no surprise that **Winchester City Council** has linked all of its key systems such as planning, building control, environmental health and licensing. However, it has also now linked systems such as contaminated land, estates and grounds maintenance.

According to Sheila Boden, Winchester's e-Champion Officer, one of the main NLPG benefits is often overlooked. 'A key benefit of authoritative address referencing that isn't regularly championed is improved workflow throughout the authority. It is a direct result of the NLPG's ability to remove any question or uncertainty over confirmed property existence or addressing. In systems such as housing and benefits, this can be a major time-saver for staff. Our LLPG also provides the standardised address for all correspondence that leaves the authority. To enable this, an intranet map-based system allows all staff to view the LLPG addresses from the map screen. We are also scheduling the LLPG to provide the address layer in the council's proposed CRM system.'

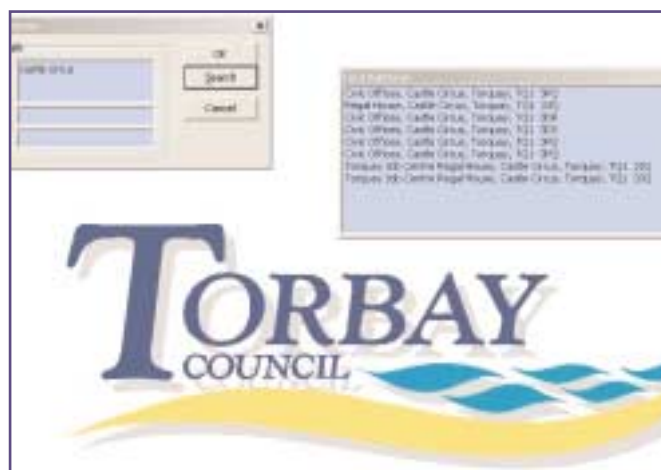


## minimising costs for maximum benefit

**Torbay Council** is deploying its LLPG across the council's social, corporate and environment services at minimal cost by loading it onto an SQL server. Any system within the authority is, therefore, able to access the LLPG via a web-based browser.

For an end user working with the social services application and needing an address, the application provides a look-up screen, which pulls the LLPG address into that system. A single keystroke can then produce a digital map.

Torbay's Assistant Director of IT Services Bob Clark believes that, while the NLPG benefits are often hidden to the end user, they gain from the ease of application. 'For the IT department, it means that we don't have to write code for every system that needs to link to the LLPG and that's good news. We're not completely council wide yet, but we're close. The creation and deployment of the LLPG has been a very successful project. The technical achievements more so given the small size of our authority.'



*In social services, the NLPG address is vital for staff to ensure authenticity of address data.*



# glossary

## NLPG – National Land & Property Gazetteer

The national address dataset provides unambiguous identification of land and property. Its unique referencing enables data and systems to be joined-up and underpins the modernisation of local government services.

## LLPG – Local Land and Property Gazetteer

The individual property gazetteer created and maintained by each local authority and linked to the NLPG Hub. As each local authority completes its BS7666-compliant LLPG and links to the NLPG, it takes over as the primary source of address data for that authority, providing up-to-date, consistent and accurate information. Developing an LLPG and linking to the NLPG is a step towards meeting requirements of Best Value Performance Indicator (BVPI) 157.

## LLPG Custodian

The local authority staff member who is responsible for creating and maintaining the council's LLPG and for the management of the update process to the NLPG Hub.

## BS7666

The British Standard for address data that is adhered to in the compilation of the NLPG to ensure national address standards and consistency.

## IAG Concordat

The Central/Local Government Information Age Concordat was signed in July 1999 by John Prescott, Deputy Prime Minister, and Sir Jeremy Beecham, Chair of Local Government Association. It made a commitment by both levels of government to work together to exploit new technology to transform the delivery of public services for the benefit of the wider community. The objective was initially for citizens to have requests fulfilled by one enquiry to their council. The only way of delivering this was through a linking mechanism to effectively bring together the information required by the customer – that linking mechanism is the NLPG.

### NLPG address

UPRN 110608519500  
Flat 1, Alpha House, High Street, Newbury RS1 1AA

Alternatives  
Ground Floor Flat, Alpha House, High Street, Newbury RS1  
1 Alpha House, 42 High Street, Newbury

Co-ordinates: E 437818    N 166808

## NLPG records

Each record in the NLPG contains three essential components:

### 1. UPRN (unique property reference number)

Each record in the NLPG is assigned a UPRN whether it's a property, a flat within a building, or a piece of land. These nationally-unique numbers provide the linking mechanism for other data being matched together, even where they describe addresses or locations slightly differently.

### 2. NLPG address

These formal, geographic addresses, complete with any alternatives, are included to provide a definitive and intelligible interface with the UPRN. Postcodes are also incorporated, so there is a direct link to postal addresses where applicable.

### 3. co-ordinates

Grid co-ordinates identify a representative point for each piece of land or property in the NLPG so that, for example, relevant maps and aerial photographs can be retrieved.

## IEG – Implementing e-Government statement

The annual Implementing e-Government (IEG) process, which is designed to monitor progress towards delivery of the National Strategy for local e-government, requires all authorities to demonstrate their commitment to linking their core systems and business processes to the NLPG by December 2005.



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## NGz – the all-encompassing gazetteer management system from GGP Systems

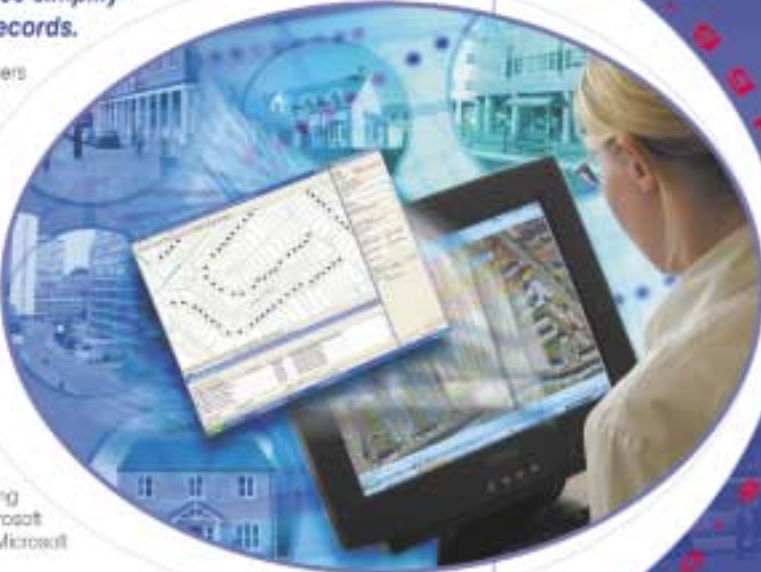
Highly advanced software that really does simplify the building and maintaining of NLPG records.

NGz is the ideal solution for managing a council's NLPG-compliant corporate property database. It provides easy access to a central dataset through integration with other systems including GIS and CRM.

**new!** You can also take advantage of **eNLPG**. It's the latest web gazetteer development, allowing widespread access to centrally managed address records from a council website or any web-based applications requiring address look-up.

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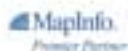


LINK

- **Maintain** street gazetteers and land & property gazetteers using a single solution that is IDeA BS7666 Accredited
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