

# Save money and deliver better services to citizens



## Benefits of local address data to a local authority

Local authorities deliver over 700 different services ranging from adult care to leisure to waste to regulatory and planning services. These services do not exist in isolation; customers expect coherence between them.

Many local authorities provide this single corporate view through the use of their LLPG. The LLPG provides the accurate master list of all addresses and properties in the authority and 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 is invaluable for accurate service delivery.

Through uploading your LLPG to the national hub, the process goes further by exchanging this location based data with other public sector bodies through the sharing mechanism of the Public Sector Mapping Agreement

(PSMA). All member of the PSMA are eligible to receive address information through the AddressBase™ range of projects made available by Ordnance Survey. In this way, information at a national level underpins the delivery of the wide range of public services beyond council boundaries.

At a time when finances are tight and the pressure is on to maintain services. A corporate master list of addresses, including records for properties without a postal address, 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
- enabling evidence based decision making
- making better use of 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

The use of LLPGs has already brought efficiency savings of £54 million per annum to local authorities with a proposed productivity increase of up to £24 million.<sup>1</sup>

**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.**

**Improvements in data quality and currency help achieve savings by offering onward efficiencies in all location based activities within local authorities.**

### Case studies:

- Barnsley Metropolitan Borough Council took the LLPG off the desktop and made it widely available across the organisation, leading to significant savings in a number of areas:
  - waste management: key component of wholesale service transformation programme:
    - implementation of new database linked to CRM enabled transfer of call handling from back office saving approximately £40,000
    - addition of e-forms for service requests resulted in 25% channel shift in three months – estimated saving £9,745
    - the route optimisation for waste collection projected to save £1 million over 4 years
  - benefits and taxation: £21,145 recovered and £26,625 annual increase in revenue (and rising)
  - de-duplication of data entry resulted in staff savings valued at **£12,300** in first year (on-going)
  - 'incidental' benefits calculated at a combined £9300 in first year.
- London Borough of Harrow has used its LLPG to underpin a waste management project which will deliver £3.2m savings over 10 years as well as reducing the amount of waste going to landfill by 18.8%
- Reigate and Banstead Borough Council has made savings of £137,000 per annum against a projected year on year growth in costs and a one off capital expense saving of £135,000 by using its LLPG as the foundation of a rationalised waste and recycling service
- Northumberland County Council used its LLPG to underpin the implementation of a new garden waste system
  - before the new garden waste service was introduced there were approximately 20,000 customers. 63% paid by cheque at a high cost to per transaction. The project halved the cheque payers as customers could pay online which meant savings of approximately £50,000 in the first year alone
  - the optimisation of the residual and recycling service as part of this overall project will produce savings on fuel of £202,000 per year. There are plans to reduce the vehicle fleet size by two lorries at a purchase price saving of £100,000 each as well as on-going maintenance costs.
- 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 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
- A consortium of Welsh authorities have generated £500,000 of additional revenue through address management in a collaborative pilot project facilitated by Welsh Government and led by Newport City Council and Cardiff City Council. Through linking electoral registration, revenue and benefits and other systems significant additional revenue has been identified by making the process more efficient, reducing errors, detecting potential avoidance and fraud. It has now been extended across Wales.
- Through data matching work between the local address data and council tax and business rates records the team at Leeds City Council have discovered £92,826 additional annual revenue.
- Improved data sharing between the local address and council tax teams at Salford City Council to ensure residents pay the appropriate council tax revenues and receive the services they require has led to outstanding queries being reduced by 43% over a 5 month period.

<sup>1</sup> <http://www.lga.gov.uk/lga/core/page.do?pageld=12079357>

## 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

London Borough of Newham

Newham Council's Borough Wide Private Rented Property Licensing scheme was initiated to tackle negative issues that occur due to poorly managed privately rented accommodation, and also to streamline the licence application process using automated systems and LLPG and NLPG address data, leading to improved service levels and efficiency savings.

The LLPG is at the core of this project and is the key component to the successful delivery of the scheme. The project also incorporates the NLPG to process applications from landlords who operate in Newham but live outside of the borough. Newham Council are the first local authority in England to exercise legislative powers available under the Housing Act 2004 to introduce compulsory licensing of all private rented accommodation across the borough.

Not only does this project showcase a real world benefit of an accurate LLPG it also shows how a streamlined process delivers real efficiency savings as well as joining up services across the council. This scheme also aims to make a real difference to residents of the borough in terms of improved living standards for private tenants but also community based improvements to peoples living environments and local area.



**But why? At first glance, the LLPG 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 authorities 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.

**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. Specific business information from these**

**respective services and initiatives can also be attached to the correct master address.**

This information is kept as accurate and up to date as possible both within the authority and at the AddressBase range of products which also provides the information out to public sector partners in your region.



## Case study

### Nottingham City Council

A review of the operations within Nottingham City Council's Address Management Team (AMT) highlighted that a considerable amount of staff time was being absorbed in maintaining address and cross reference data held in Business Rates, VOA (Valuation Office Agency) systems and the LLPG.

Subsequently, a project was established to analyse the relevant processes, identify waste and how it could be removed and ensure consistency in addressing across agencies.

The project confirmed four major areas of waste, all as a result of the introduction of incorrect/inconsistent addressing at the start of the process. Additionally, consultation suggested the legality of Rates collection enforcement was being undermined by the same issue.

Consequently, a web-based tool was developed which enables frontline staff to interrogate the LLPG to find approved addresses and, if necessary, the reporting of properties for consideration by the AMT. The freedom offered as a result of the PMSA was fundamental to this process.

The project achieved:

- £20K worth of direct savings;
- £20K of indirect savings;
- an improvement in, and extension of, service support to frontline staff.

The project succeeded by harnessing the skills and commitment of all those involved in Business Rates, both the Council and the VOA.



## Reduce waste and duplication across the public sector

Without a corporate LLPG, 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 important improvements in customer care by re-engineering their business

processes by consolidating address information that is key to delivery in all service areas.

The benefits of using the Unique Property Reference Number (UPRN) within the LLPG as a 'golden thread' linking together many disparate datasets can be extended to other public sector partners in your area, providing local benefits across the region.

### Case study

#### The Total Place asset mapping project

A partnership of: Bristol City; South Gloucestershire; Bath and North East Somerset; North Somerset Councils; Police; Fire and Rescue Services; Ambulance Emergency Services; Primary Care Trusts; and the NHS in the greater Bristol area won the funding to enable public sector partners to jointly use land and property assets in a smarter, cost effective way.

All asset and property information that would be freely available under Freedom of Information has been plotted onto a single GIS layer and is available for all public sector and voluntary groups to view. In addition, some asset information that may not presently be publicly available is accessed through a secure web application for use by asset managers only. This enables asset managers to record potential surplus assets and record their requirements in particular locations.

The aim of the project was to achieve better use of public sector assets across the sub-region to develop a new model of asset planning to deliver sustainable improvement and savings over time and to enable re-investment in services and assets using savings identified.

The LLPG was used to provide a unified schema and a common reference to the partners' disparate asset data. To be able to show data from 13 different organisations in one dataset has been an incredible achievement and couldn't have been done without some common referencing system especially as this is intended to be a sustainable dataset not a snap shot in time.

## Enabling 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

#### Warrington Borough Council

In recent years Warrington has prospered and is recognised as one of the fastest growing economies in the country. However gains in prosperity and quality of life have not been distributed equally and as the town has thrived as a whole, the inequality gap has increased. The Closing the Gap project aims to tackle this.

The Closing the Gap project focuses on improving the quality of lives of some of the most deprived citizens in Warrington. The project informs policy-making decisions as to how partners work together to deliver tailored services for citizens living in these areas.

The LLPG was used with social marketing data to highlight the borough's most vulnerable and hard to reach areas. The Closing the Gap project provided the impetus and opportunity to collectively reduce deprivation in the short term, and develop a longer term plan for a more fundamental co-ordinated shift towards person-centred, locality-based services.

Leading with insight and intelligence informed by a robust address database, means that the council understands the needs of its citizens which then shapes what the services it delivers for them look like. The basis and principles proposed by the Closing the Gap framework will influence decision making and make for a more sustainable future for Warrington and its residents.



## 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 delivers; for example, council tax, electoral services, business rates, planning, children and adult 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

#### London Borough of Harrow

The current challenge local authorities are facing is the need to deliver quality services on reduced budgets, whilst actively meeting residents' needs. Channel migration to the web represents an immense opportunity to save money. Borough wide research facilitated by Experian Customer Insight data highlighting two evident trends: 82% of residents have access to the internet and have a strong desire to transact with the council.

The recently launched MyHarrow Citizen Account has significantly been proven to save money whilst representing a personalised, 24/7 and above all single channel for customers to interact with the council.

Since launching in September 2010, internet based contact with the council has;

- increased to 62% with 4,000 transactions per month alone from MyHarrow Account. In terms of council tax related queries, there has been a 30% reduction in telephone enquiries and a 17% reduction in face-to-face enquiries. As a result, the overall cost per enquiry has decreased by 65%, from £2.33 to just 77p. 11% of council tax enquiries now come via the MyHarrow Account

- since the MyHarrow Account has been in operation migration from telephone and mail to the web has generated a saving of **£69,199** – equivalent to 2 FTEs. So far in 2011 unique visitors to the main website site has been 73,774 per month with 4,000 online transactions equating to **£719,088** per month in payments via the website. The projected figure per annum is **£8,629,058** from this channel alone.

MyHarrow Account has already recuperated its circa £150k investment from slashing channel costs and promoting channel shift to the web.

Harrow's LLPG acts as the 'logical glue' between 14 different service areas and allows them to query information cross-service. The use of the LLPG has enabled this 'single view' of council services to be created for the customer which has led to considerable savings by centralising, communicating and presenting relevant information to the resident.



## Work with partners

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

**Under the Public Sector Mapping Agreement (PSMA), local address data is also shared with all other organisations within the public sector in the form of the AddressBase range of products.**

This means that county councils, police forces, fire and rescue service, national parks and passenger transport executives across England and Wales plus central government, NHS, parish councils and some voluntary bodies have access to the same information. The products are also available to a wider market on a commercial basis also. It is vital therefore that the national gazetteers continue to be a complete and accurate record of land and property across England and Wales.

Supporting the maintenance of the national gazetteers 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. It also ensures citizens are served better as the same address structure is used for all the transactions which reduces errors, inconsistencies and duplication.

## Case study

### Merseyside Fire and Rescue Service

Merseyside FRS has improved its services to citizens and business, through the introduction of the Site Specific Risk Information Project. Strategically this project is meeting the core purpose of making Merseyside a safer, stronger and healthier community.

The project focuses on the management of key risk information, which is address based. It uses and builds upon the LLPG to identify buildings that should be assessed from a commercial perspective to inform its approach to risk management. In doing so this has reduced costs in not having to recollect data, as well as improving the original quality of the dataset through its reuse.

Fire fighters, are presented with information derived from the LLPG, and they collate further risk information at that property. This directly supports fire fighter safety; when a fire does occur at that location it outlines key hazards, building layout and other information held that assists in their response.

Through the adoption of the LLPG, Merseyside FRS has also been able to further join-up relevant risk information providing a richer understanding of the property and has also supported significantly its overall approach to risk management and the services it provides.

By using the LLPG, a nationally defined standard around address information, Merseyside FRS knows that if further additional information can be shared between other relevant partners that there is a strong likelihood that through the UPRN it can easily combine those relevant datasets into useful intelligence.

## Comply with legislation

Property references are created through a statutory requirement that councils name streets and properties. This Street Naming and Numbering information is recorded in the LLPGs and are given a national Unique Property Reference Number (UPRN).

**All local authorities upload their LLPG to a national hub based on agreed standards and processes where they are combined with other data sources to produce a single national access point for the data in the form of the AddressBase range of products.**

The LLPG provides the mechanism with which your authority can meet several key pieces of legislation, while also benefiting in all the ways previously outlined.

### 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).

### 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, GeoPlace can output the format required by Inspire to enable local government to meet these requirements.



### Case study Gedling Borough Council

Gedling undertook an electoral review to consider the number of councillors representing the authority.

The aim of the review is also to recommend ward boundaries that mean each councillor represents approximately the same number of electors. Furthermore, as it draws up new electoral arrangements, it is also important to have regard to the interests and identities of local communities.

Gedling did this by utilising the power of the UPRN which had been added to the electoral register during the CORE (Co-ordinated On-line Register of Electors) project which was sponsored by the Ministry of Justice. The team took the number of electors at each address, added the X,Y co-ordinates from the BLPU, then plotted these in GIS onto base mapping, and drew

polygons representing new wards to give quick and accurate elector numbers from each drawing of potential new wards.

In the authority's submission to the Local Government Boundary Commission for England (LGBCE) it gave current & projected electorate figures for Gedling, the projected figures included all housing that is due to be completed before 2018.

Gedling was able to give the cross-party working group clearly defined maps showing existing and proposed ward boundaries along with the number of electors for each proposed new ward.

## The importance of your LLPG custodian

When GeoPlace was set up on 1 April 2011, its key aim was to work with local government and Ordnance Survey to deliver a single definitive address database which could be made available by Ordnance Survey in the AddressBase range of addressing products.



### **The LLPG Custodian role and function is vital both at a local level but also at a national level.**

The role includes the creation, maintenance upkeep and delivery of all LLPG data, which is a skilled and detailed job. On average depending upon the size of the contributing authority and the number of address objects within the contributing authority area, the Custodian can be expected to process between 30 and over a 200 address objects a day. The smallest gazetteer in England and Wales has at least 60,000 objects recorded, while the largest has over 200,000 addressable objects recorded.

There are over 31million objects in AddressBase of which around 3% are maintained and updated by Ordnance Survey. The range of address data object classifications are not just residential, which represents about 80%, it also includes all commercial, agricultural, industrial, land and many other objects of interest to local and central government, emergency services and other address users associated with the use of Ordnance Survey large scale mapping. A total of 559 address object classifications are included in the AddressBase products of which 459 address object classifications or over 30million objects of address data are the direct responsibility of the LLPG Custodian in terms of the input, maintenance, upkeep and regular delivery to GeoPlace.

The role also involves liaising closely with the Street Naming and Numbering Officer, where they are a different role and also with the Local Street Gazetteer Custodian who in many cases may reside in a different function or council. The function of the LLPG Custodian also includes acting as the point of contact within the contributing authority regarding all types of query concerning the use of address data. The role also involves championing the use of the single source of the data, ideally underpinned by appropriate corporate wide policies, – ensuring contributing authorities gain the best possible value for money from the utilisation of this single definitive source of address data across the council and with its partners.

Examples of this include ensuring different systems are linked and use one definitive address feed, thereby gaining efficiency savings and more effective working. This work is vitally important at a national level because the work that a LLPG Custodian does in creating, maintaining, up keeping and delivering an LLPG then forms part of the nationally significant resource – the AddressBase range of products.

# GeoPlace LLP

**GeoPlace is a public sector limited liability partnership between the Local Government Association and Ordnance Survey.**

GeoPlace's role is to create and maintain the National Address Gazetteer and the National Street Gazetteer for England and Wales, providing definitive sources of publicly-owned spatial address and street data. Through agreement with Scotland's Improvement Service Company, working on behalf of Scottish Government, coverage now includes Scotland.

The National Address Gazetteer managed by GeoPlace, is the data storage and internal set of processes bringing together the existing local authority sourced Addressing Datasets together with Ordnance Survey, Valuation Office Agency and Royal Mail data. Ordnance Survey develops the AddressBase range of products based on data provided by GeoPlace. As a separate process, the National Street Gazetteer is made available through GeoPlace.

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