

2009 Census Rehearsal Evaluation Field Offices

December 2009

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2009 Rehearsal – Field Offices

1. Definition and scope for rehearsal

A network of field offices (FO) (current proposal is for 22) across Scotland will provide focal points from which the local enumeration can be managed and delivered. They will be used by field managers as an office to work from but will have many other purposes, including:

- distribution and storage of field materials;
- recruitment of field staff;
- post-back of completed questionnaires;
- general field management;
- field staff training;
- meeting with community representatives/groups;
- checking, collation and e-submission of pay forms;
- reconciling the completed questionnaires after enumeration; and
- holding the completed boxes of census questionnaires and other enumeration material until collection by the logistics contractor.

Two field offices were procured for the rehearsal, Saughton House (part of the Scottish Government estate) for west Edinburgh and Lews Castle College in Stornoway to cover the Lewis and Harris rehearsal areas. This required preparation of Statement of Requirements (SoR), a procurement process and the ongoing maintenance of all field office equipment including Information Technology (IT) equipment.

What was tested:

- storage and office space;
- IT equipment;
- collection and distribution of field materials;
- training/conference facilities; and
- location and accessibility.

What could not be tested:

- use of remote locations (RL) in absence of field offices; and
- size of a field office to cope with field staff of approx 300.

Security

A risk assessment of both field offices was undertaken to ensure the facilities were suitable for storing and processing census information. Where vulnerabilities were identified, appropriate controls were recommended and implemented.

2. Evaluation findings

Pre – determined evaluation points

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
1) Sourcing – process, timeline, availability, choice.	Offices sourced within required timescale.	Achieved: The initial sourcing was time consuming and the overall availability of Government buildings was limited.	<ul style="list-style-type: none"> Carry on with the same solution for 2011 but start sourcing earlier with the help of a dedicated accommodation/ procurement consultant. 	September 2009 to April 2010
2) Procurement – process, timeline.	Procurement team able to meet timescales.	Achieved: However, resource issues led to delay in leases Memorandum of Terms of Occupation (MOTO) being signed off.	<ul style="list-style-type: none"> Carry on with the same solution for 2011 but start sourcing earlier with the help of a dedicated accommodation/ procurement consultant. Corporate Services Division (CSD) procurement team to ensure dedicated resource to secure MOTOs by agreed deadlines. 	April 2010 to June 2010
3) Installation of equipment, phone lines etc – process, timing and operational efficiency.	Available and working within timescale set.	Partly Achieved: Not all hardware/software was fully installed prior to Census Regional Managers (CRM) taking up appointment.	<ul style="list-style-type: none"> All IT equipment must be in place with all software installed prior to field managers taking up appointment. Specification of Information 	July 2010

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
			and Communications Technology (ICT) requirements must allow sufficient lead time to enable ICT colleagues to meet deadlines.	
4) Operational usage/benefit.	Venue for field management, recruitment and training. Dedicated supplies depot with enhanced security.	Achieved: Overall both field offices were used as intended. The Stornoway field office (SFO) was used more than the Edinburgh field office (EFO) due to the working nature of the CRM.	<ul style="list-style-type: none"> • Carry on with the same solution for 2011 but specify mandatory cover at key times i.e. deliveries, post-back etc. Need to update training instructions accordingly. 	July 2010 to July 2011
5) Proximity/Accessibility for field staff – transport, parking, entrance.	Did the field offices and their facilities meet the needs of the field operation.	Partly Achieved: a) Feedback from field staff debriefs indicated parking difficulties, mainly at EFO (Government building). b) Security access policies that Government buildings impose, caused problems for field staff, reducing their flexibility in managing FO activities.	a) SoR/MOTO to contain more specific detail i.e. parking restrictions, holidays, closure/opening times etc. b) Census Security branch to establish a method of ensuring easy access to field offices for all field staff.	April 2010 to July 2010

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
		<p>c) SFO – issues with term-time closure, no access permitted. This had an impact on the delivery schedule, resulting in the Census Team Leaders (CTL) materials being delivered earlier than needed; and to the CRMs home.</p>	<p>c) As point a) above.</p>	
<p>6) Accessibility for Logistics Contractor – entrance, parking.</p>	<p>Did deliveries arrive on time?</p>	<p>Achieved: The actual delivery to the buildings was very good. However the transportation of delivered materials to the store was an issue for EFO i.e. ground level to first floor. Physical and time consuming, resource was required to transport pallets/boxes.</p>	<p>Ground floor stores are a requirement, with appropriate consumable for transporting boxes i.e. trolley, yolk etc. This will be incorporated into the SoR.</p>	<p>Aug 2010 to June 2011</p>
<p>7) Decommission</p>	<p>Field staff to ensure that all surplus materials are either returned or disposed of to standards and timetable laid out in de-commissioning plan.</p>	<p>Partly achieved: Both field offices were decommissioned on time. However, when conducting end of lease inspections, we realised that field staff had not returned/disposed of all materials as requested.</p>	<ul style="list-style-type: none"> • An inventory must be drawn up at the start of lease and agreed between landlord/tenant so that it can be used to decommission officially. • Logistics team must physically attend each FO to 	<p>June 2011</p>

Description	Success Criteria	Outcome against success criteria	Recommendation	Timeframe
		Logistics team had to tidy up and make arrangements for the disposal of waste/ cardboard and physically return unpacked field materials to HQ.	formally decommission. Last week of lease to be used for decommissioning, timetable to be adjusted to reflect this.	

3. Other evaluation points

Description	Outcome/Issues	Recommendation	Timeframe
8) Procurement of IT equipment for FO and Remote Offices (RO).	Poor specification led to purchase of two FO printers which were unfit for purpose, in addition different printers sourced for FO and RO.	Agree specifications jointly with ICT colleagues.	February 2010
9) Security Passes	Difficulty in obtaining security passes for Government buildings because of non Scottish Government (SG) pay reference and not meeting SG baseline requirements. This caused inconvenience to field staff gaining access to EFO.	Ensure processes/procedures for accessing FO are known upfront and included in Specification/MOTO. Field Operations Branch (FOB) recruitment baseline requirements need to be revised to be in line with SG.	February/March 2010
10) Store	The EFO store wasn't big enough to accommodate boxes of spare materials, post-back/reconciled questionnaires. This created difficult working conditions and logistics team had to organise an early collection of spare supplies outwith the agreed collection schedule to free up space for the return of enumerators' field materials.	Ensure that adequate storage space and appropriate facilities are specified in the SoR.	February 2010
11) Relocation of Delivery Hall/Store	Landlord not notifying tenants of changes to accommodation. Operational efficiency compromised.	Landlord communication needs to be improved. SoR to specify that tenants are notified of any changes.	February to April 2010
12) Census Coverage Survey (CCS) Field Staff	Issues with CCS staff not following agreed procedures for the use of field offices and overlapping with census.	Agree working arrangements with a combined timetable.	October 2009

Description	Outcome/Issues	Recommendation	Timeframe
13) Collecting IT Equipment	Difficulties transporting IT equipment from field office to car/van due to parking restrictions at Saughton House.	Collection procedures are agreed with ICT colleagues and take account of individual field office accommodation/access issues.	December 2010