Engaging with local authorities

1 The role of census regional champions (CRCs)
A network of census regional champions (CRCs) was established in the last quarter of 2008. It corresponds to the regional government office structure for England and, with Wales, includes ten senior representatives of local authorities.

As senior local authority officers, the CRCs act as ambassadors for the census among their peers, providing a communication channel with all local authority chief executives.

Each CRC has met with the CLMs and ACLMs in their region to bring them up to date with 2011 Census progress and to explain what contribution we would like them to make, and when. The CRCs will continue to develop these regional networks during the run-up to the 2011 Census to monitor local authority concerns and provide us with feedback.

The CRCs will use their expertise and networks to champion the census, in order to:

- Create awareness of the 2011 Census among local authorities and their strategic partners
- Help us to build and sustain an effective partnership with local authorities
- Make introductions, arrange meetings and stage regional events
- Generate a mutual understanding of what constitutes a successful census
- Promote and encourage the mutual benefits of working with the census team to encourage local authority management buy-in
- Tell us about communication strategies and engagement plans with local authorities
- Share best practice across regions and with other CRCs, providing expertise, advice and guidance to help resolve any difficulties local authorities may encounter
- Help us to explain our approach and methodology to local authorities
- Help us develop a better understanding of the challenges each local authority faces in supporting the census. The CRCs will provide important feedback about local authority activities in their region to help us understand the scale of the impact of the census on individual local authority resources

We meet the CRCs every 6-8 weeks to listen to their views and give them the latest information on census plans, policy and delivery.
2 The role of census liaison managers and assistant census liaison managers (CLMs/ACLMs)

In January 2009, ONS Census Director Glen Watson and the CRCs wrote to local authorities asking them to nominate a census liaison manager (CLM) and assistant CLM.

CLMs and ACLMs will be instrumental in making our local authority partnership work.

As a CLM or ACLM, you will be the key person responsible for coordinating census activity within your local authority and engaging with us, other local authorities in your region and your census regional champion. A number of other local authority teams such as communications/media, community support and Local Land and Property Gazetteer (LLPG) custodians also contribute to census delivery locally.

In some authorities, particularly the larger ones, you may need to involve your colleagues in preparations for the census and use a project management approach to co-ordinate resources across the council. The London Borough of Lewisham and Birmingham City Council are using this approach to coordinate their census activity and these case studies may be helpful to other local authorities wishing to adopt similar arrangements.

The way in which assistance is organised in each council is best assessed at a local level and clearly the extent to which individual officers can help with census preparation will depend on what resources are available. We will ask your census area manager to agree with you a local action plan for census preparation. The plan will set out the actions that area managers and your authority will agree to carry out. Our regional stakeholder account managers will monitor actions against each local authority partnership plan.

2.1 Census liaison manager (CLM)

We need your help as a senior decision-maker to inform your local authority senior management colleagues and Elected Members about the implications of supporting ONS in the delivery of the 2011 Census. Your leadership will help your local authority to:

- Prepare for the census and make sure relevant teams understand why they should co-operate
- Provide us with information and feedback, highlighting any particular issues that could impact census operations
- Help ensure sufficient resources are made available within the authority to take forward any agreed commitment to the census
LOCAL AUTHORITY PARTNERSHIP

- Coordinate activity across the authority and act as a champion for the census, working closely with the CRC for your area
- Explain the value of the census in providing large amounts of free information to help the local authority plan services

2.2 Assistant census liaison manager (ACLM)
We are asking you to take responsibility for the day-to-day liaison at an operational level. This will involve:

- Helping us to gather information, advice or guidance from your local authority
- Working closely with the CRC for your area
- Liaising with our census stakeholder teams to discuss local census activity, progress and delivery
- Supporting your CLM in coordinating and executing your local authority’s census activities
- Interacting with other local authority managers to make sure information we request, such as in resolving address anomalies, can be provided on time and in the correct format
- Liaising with census area managers and community liaison support officers to agree a plan of local census action

3 Other key local authority partners
A number of other local authority audiences will have an interest and involvement in census delivery.

3.1 Local authority chief executives and elected members
Census data provides accurate information on numbers of people, where they live, their characteristics and their needs. This helps local government plan local services, transport and so on.

The census regional champions will engage with local authority chief executives to explain the importance of the census and stress the need for local authorities to help, where possible, by providing resources to support census delivery and explain how and when these may be used.

Importantly, they will explain how census data determines the amount of financial support each local authority receives from central government to plan and fund local services and meet the needs of their community.
3.2 Local authority communication officers

We will be running national publicity campaigns to raise awareness of the 2011 Census and the importance of the information it collects. A local authority publicity toolkit will be available to download from the communities of practice area on the Improvement and Development Agency (IDeA) website in December 2009. This will provide census publicity materials to help communications officers to deliver key census messages to their communities through local channels such as newsletters, websites, leisure centres, libraries and other local authority buildings.

Local authority communication officers have the skills, knowledge and experience to help us publicise key census messages to their communities. Our census area managers will be carrying out community engagement and publicity work from August 2010, and will also engage with local authority communication and media teams to identify and target local media outlets and contacts.

3.3 Local authority land and property gazetteer (LLPG) custodians

This time, around 95% of census questionnaires will be posted, based on a comprehensive and up-to-date national address register. We are developing this with the help of local authorities, through comparisons of the National Land and Property Gazetteer (NLPG) and the Royal Mail and Ordnance Survey national address products.

After comparing the addresses held by each national supplier, any address anomalies will be sent to local authorities in November 2009, asking for these to be resolved by February 2010.

An accurate address register will make sure as many households as possible receive a census form by post and achieve savings for the local authority by removing address duplication and improving service delivery.

3.4 Research, planning and information managers

Census data provides contextual information for small areas and population groups to inform local policy development and evaluation. It helps local authorities to understand the needs and characteristics of their communities and plan and prioritise services and activities around them. Local authority managers can identify and provide data sources to help us quality assure census outputs, which in turn will help ensure a more accurate population estimate.
4 Co-ordinating ONS interaction with local authorities

The main channel for our communication with all local authorities is through your local authority’s nominated CLM or ACLM.

Throughout the 2011 Census, our stakeholder management team will communicate with you directly, as well as through your census regional champion and any activities and events that they run in your region to promote and explain 2011 Census plans, methodology and progress.

The stakeholder team will promote co-ordinated and consistent engagement with local authorities throughout the whole census operation. They will attend census and local government events and roadshows to hear local authority concerns and answer questions.

Account managers in the stakeholder team for each government office region and Wales will be in place from April 2010 to liaise with local authorities in each region. If you have any concerns about census progress/methodology at a strategic level or within your local area, you should direct these to the relevant regional stakeholder account manager. We will provide you with contact details for these managers before April 2010. Until then, please address any enquiries to one of the people on our contacts list.

We are using a mix of communication channels to engage with you, including web, email, newsletters, roadshows, workshops, meetings and events.

Our website at http://comms.census.gov.uk and the online communities of practice area on the Improvement and Development Agency (iDEA) website will help us to share information within and between regional networks. Census regional champions will email CLMs/ACLMs with quarterly progress updates on our behalf and we will upload frequent updates on the communities of practice.

We want to maximise the opportunities to engage with local authority census data users and census liaison managers through third party channels such as the Local Government Association (LGA) in both England and Wales, the Local Authority Research and Information Association (LARIA), and ONS census advisory groups such as the Local Government Information Partnership census sub-group and the Wales Census Advisory Group. ONS has also established the Local Authority Communications Advisory Group (LACAG) and the Operational Management Advisory Group to seek local authority feedback on our plans for census communication, methodology and operations.

Our engagement with local authorities will be in two phases:

- Phase 1: Development and planning phase - January 2009 to July 2010
- Phase 2: Local implementation phase - August 2010 to mid-2011
The illustrations below show how we will communicate with the different local authority audiences during each of these phases. We are adjusting our internal procedures to support these communication models to ensure consistent and co-ordinated engagement between ONS and local authorities.
LOCAL AUTHORITY PARTNERSHIP

LA communication from August 2010

- LLPG custodians
- Community/equality teams
- Comms teams
- Chief Execs
- Elected Members
- Technical users

Census Liaison Manager and Assistant Liaison Manager

Census Area Manager

Regional LLPG Chairs
- CAPITA
- Community Liaison Support Officers
- LA Advisory groups
- Census Regional Champions
- SOLACE & SOLACE WALES
- LGA & WLGA
- Census Advisory groups eg CLIP

Census stakeholder team

Help tomorrow take shape
© Office for National Statistics
2011 Census 2011 (England & Wales) Advisory Groups

UK Census Design and Methodology Committee
- Design Board
  - High Level Design Project
    - Field Operations Board
    - Post Enumerations Surveys Project
    - Delivery Collection & Follow up Project

UK Census Harmonisation Committee
- 2011 Census Programme Board England & Wales
  - Census Delivery Board
    - UK Census Harmanisation Committee

2011 Census Programme Board England & Wales
- Address Register Board
  - Address Register Steering Board
    - UK Outputs Working Group

Procurement Assurance Group
- Stakeholder Management Board
  - LA Operational Management Advisory Group
  - LA Census Regional Champions
  - LA Communications Advisory Group

Security Board
- CLIP
  - Diverse Communities Advisory Group
  - Disability Advisory Group
  - Central Government Advisory Group
  - Academic and Business Advisory Group
LOCAL AUTHORITY PARTNERSHIP

LA CENSUS REGIONAL CHAMPIONS

<table>
<thead>
<tr>
<th>Region</th>
<th>Champion</th>
<th>Email</th>
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</thead>
<tbody>
<tr>
<td>West Midlands</td>
<td>Stephen Hughes</td>
<td><a href="mailto:stephen.hughes@birmingham.gov.uk">stephen.hughes@birmingham.gov.uk</a></td>
</tr>
<tr>
<td>South East</td>
<td>Mark Heath</td>
<td><a href="mailto:mark.heath@southampton.gov.uk">mark.heath@southampton.gov.uk</a></td>
</tr>
<tr>
<td>South West</td>
<td>Paul Morris</td>
<td><a href="mailto:p.morris@poole.gov.uk">p.morris@poole.gov.uk</a></td>
</tr>
<tr>
<td>Yorkshire &amp; Humber</td>
<td>Paul Rogerson</td>
<td><a href="mailto:paul.rogerson@leeds.gov.uk">paul.rogerson@leeds.gov.uk</a></td>
</tr>
<tr>
<td>East of England</td>
<td>David Monks</td>
<td><a href="mailto:david.monks@huntsdc.gov.uk">david.monks@huntsdc.gov.uk</a></td>
</tr>
<tr>
<td>North East</td>
<td>Dave Smith</td>
<td><a href="mailto:chief.execs@sunderland.gov.uk">chief.execs@sunderland.gov.uk</a></td>
</tr>
<tr>
<td>North West</td>
<td>Sir Howard Bernstein</td>
<td><a href="mailto:h.bernstein@notes.manchester.gov.uk">h.bernstein@notes.manchester.gov.uk</a></td>
</tr>
<tr>
<td>East Midlands</td>
<td>Charles Poole</td>
<td><a href="mailto:charles.poole@leicester.gov.uk">charles.poole@leicester.gov.uk</a></td>
</tr>
<tr>
<td>London</td>
<td>Barry Quirk</td>
<td><a href="mailto:barry.quirk@lewisham.gov.uk">barry.quirk@lewisham.gov.uk</a></td>
</tr>
<tr>
<td>Wales</td>
<td>Bryn Parry-Jones</td>
<td><a href="mailto:chief.executive@pembrokeshire.gov.uk">chief.executive@pembrokeshire.gov.uk</a></td>
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</tbody>
</table>

EXTERNAL CENSUS ADVISORY GROUPS


LA COMMUNICATIONS ADVISORY GROUP

http://comms.census.gov.uk

LA OPERATIONAL MANAGEMENT ADVISORY GROUP

http://comms.census.gov.uk
LOCAL AUTHORITY PARTNERSHIP

All census headquarters staff are being asked to consult the stakeholder management team before engaging with local authorities. Similarly, we will channel all local authority engagement through you, the nominated CLM/ACLM. Whenever we are contacted directly by other officers from your authority, such as LLPG Custodians regarding address resolution, we will copy you into any correspondence.

4.1 Phase 1: Development and planning

This phase is to promote local authority awareness and understanding of census objectives, plans, methodology, preparation and outputs, and listen to your concerns and feedback.

Local authorities are key users of census data and it is essential that we gain your confidence in outputs and our data quality assurance. We wish to communicate the importance of data security and confidentiality of personal census data to your organisation and establish a strong relationship with you to encourage local government contribution to a successful 2011 Census. We will give you the key messages we would like you to take to senior managers and elected members.

We will also explain our robust plans for developing an effective, targeted and flexible field force to address areas and population groups that pose the greatest challenges to enumeration and achieving accurate population estimates. We will make clear how we have taken account of consultation, testing and the 2009 Rehearsal to refine our methodology and plans to help deliver a successful 2011 Census.

Our stakeholder management team will carry out most of the local authority engagement during this phase. To ensure a co-ordinated approach, we will make sure all initial communication is channelled though you, the CLM/ACLM and that any direct communication with other local authority officers such as LLPG custodians is carried out with your knowledge and consent.

Although Phase 1 is mainly about developing and testing 2011 census methodologies and systems, there will also be some local implementation activity.

Starting in November 2009, local authorities have been asked to resolve address anomalies to help us develop a national address register for domestic households. We would also like to ask you to support our work in producing an address list for communal establishments. During 2010, our recruitment consultants, Capita Business Services, will be asking local authorities to help publicise its census recruitment activities. Local authorities may also be able to recommend the names and details of
potential candidates, such as community volunteers, electoral canvassers and local authority staff for Capita to contact.

4.2 Phase 2: Local implementation
Day-to-day engagement with councils about local issues will, from August 2010, be carried out mainly by area managers and community liaison support officers.

The area managers will keep local authorities informed on progress with census preparations and delivery. We will explain about how area managers should engage with you and what they should include in a local partnership plan. The plan should include a description of the activities the area manager and local authority will carry out to support census preparation and make sure all geographic areas and population groups are accounted for as accurately and as fully as possible. The partnership plan should describe the liaison arrangements with each authority, for example, how they will communicate with you, how often they will hold meetings and how progress should be reported.

Each plan should also list the names of local authority officers who should be contacted. For instance, we will ask you to provide details of your media officer to the area managers to support publicity/media activity. You will need to decide whether any such liaison between area managers and media officers should go through you or whether you are content to be copied in on any direct correspondence between them. These arrangements should be set out in the plan.

The partnership plan will build on information collected by area managers and community liaison support officers (CLSOs) from August to December 2010 following their community engagement and publicity activity.

The Community Profile Toolkit (CPT) identifies the information that will be collected to build a profile of the local area and community. We would like you to help our area managers complete this task as your local authority will have developed very effective arrangements and relationships with your communities and strategic partners. You may wish to work with our field staff to implement a joint programme of community engagement for the census. By working together, we will be able to target and tailor our community liaison more effectively. Any such joint activity will be recorded in the local partnership plan.

Our stakeholder management team will meet with area managers frequently to check that they are communicating effectively with you, and to collect your feedback on how well the relationship is working. They will review each of the local partnership plans to help identify and share good practice and experiences.
LOCAL AUTHORITY PARTNERSHIP

From January 2011, area managers will concentrate on operational activity and getting the enumeration right in their local area. They will continue to engage with you to keep you up to date with progress throughout this period, and to identify areas where your support would be valuable, in areas such as local publicity and language support to target specific geographic areas or population groups.

5 Timeline
The following diagram shows some of the activities we are asking your local authority to support, and when. More details are included in each of the seven local authority partnership areas.

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
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<tbody>
<tr>
<td>October 2009</td>
<td>CLM/ACLM guidance published</td>
</tr>
<tr>
<td>November 2009-February 2010</td>
<td>LLPG address anomaly resolution</td>
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<tr>
<td>January 2010</td>
<td>Communications toolkit published</td>
</tr>
<tr>
<td>January 2010</td>
<td>Evaluation of local authority liaison during the rehearsal</td>
</tr>
<tr>
<td>January – March 2010</td>
<td>Local authority publicity network established</td>
</tr>
<tr>
<td>March 2010 onwards</td>
<td>Provide updates to NLPG</td>
</tr>
<tr>
<td>March – July 2010</td>
<td>ACLM regional meetings</td>
</tr>
<tr>
<td>August 2010</td>
<td>Area managers start</td>
</tr>
<tr>
<td>August – December 2010</td>
<td>Local authority and community liaison at local level by area managers</td>
</tr>
<tr>
<td>27 March 2011</td>
<td><strong>Census Day</strong></td>
</tr>
</tbody>
</table>