

# PMO *Conference* EDINBURGH 2023



# The PMOs journey in Scotland's Census 2022

- Insights, Lessons and Future Directions

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# Scotland's Census

Scotland's Census is the official count of every person and household in the country. There has been a census in Scotland every 10 years since 1801, except 1941.

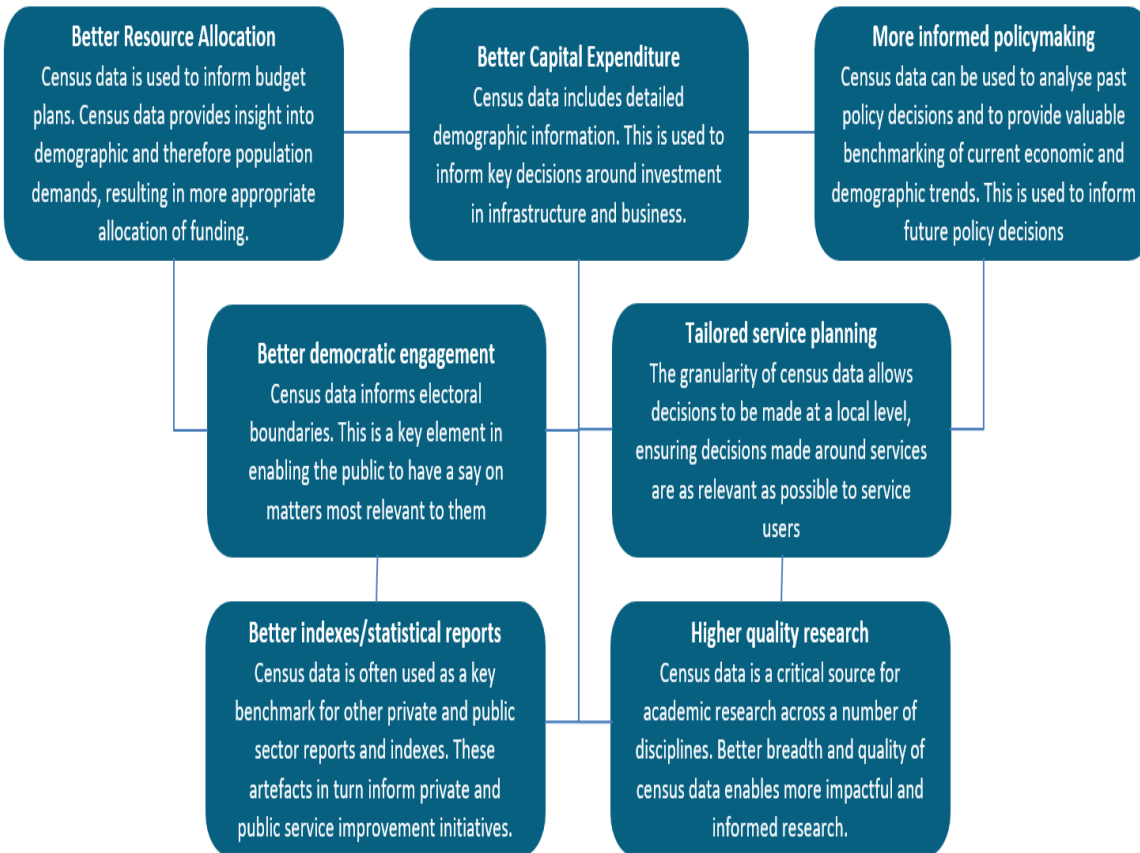
2022 Census first predominantly digital census in Scotland (targeting 75%).

Census is a big and complex programme to deliver. Over a few short months we:

- sent out over 9 million letters and other correspondence; 'wave of contact' approach.
- field staff visited over 680,000 households to follow up on non-response, making over 1.6 million visits in total.
- over 3.5 million visitors to our website
- around 750,000 calls handled by contact centre.

# Scotland's Census - benefits

To date, we have identified seven categories that summarise the general benefits delivered by Census. Various types of benefits, both quantitative and qualitative then fall within each category.



Macro level

<https://www.scotlandscensus.gov.uk/case-studies/>

## Learning the language in Dundee

How Dundee City Council used census data to help target its language classes.

## → Building a new community campus in Fife

The census helped the Scottish Government make decisions about a £24m community campus in Anstruther.

## Providing healthcare on Lewis

NHS Western Isles uses census data to help remote communities stay connected with health services.

## → Helping BSL users access services

How census information helped in the development of a new service for British Sign Language users.

## Making the case for the Queensferry Crossing

Transport Scotland used census information to help decide on the need, the size, and the location of the new Queensferry Crossing bridge.

## → Supporting dads in Edinburgh

Edinburgh charity Dads Rock reached new audiences with the help of Scotland's Census.

Micro level

# Early stages of the programme

2016 – Initial business case development, developing our design, what questions would be included in the Census, our commercial strategy, legislative requirements etc. Original PMO team created.

2017 – Series of planning workshops to confirm programme governance structure. Difficulties in recruiting both technical and non-technical staff. Emerging guidance from Audit Scotland ([Principles for a digital future](#)) and new SG Digital Directorate. What does this mean for Census?

2018 - Current governance structure not sufficient for next phase of the programme. Key gaps in skills such as Programme & Project Management.

External assurance review of programme governance – programme flagged as Red.

# In response to these recommendations.....

## May – Nov 19

Review of the As Is position in a PMO context

### Discovery:

- PSO rather than a PMO
- Gaps in governance controls

### Action:

- Set the vision and plan to transition to a more strategic PMO
- Targeted control gaps (change, decisions)

### Reflection:

- Difficult to make headway at times
- Insufficient time to upskill at pace required by programme.
- Injection of more experience required

## July 19

Follow up external review to check on progress against recommendations. Progress is recognised, but.....

**Amber / Red** - *'Successful delivery of the programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.'*

Recommendations included *'Inject professional PPM skills and resources and establish enduring NRS PPM disciplines and Census PMO capability.'*

## Dec 19 – Mar 20

New PMO team created using a blended approach with NRS and Deloitte expertise working together to re-set programme governance.

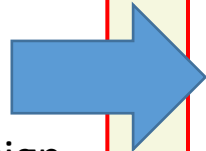
- Root and branch approach taken (while supporting delivery)
- Intense period - need to implement quickly but with due diligence
- PMO Handbook baselined
- plan for re-launching with teams

Follow up assurance review (Feb) provides an **Amber** delivery confidence assessment.

# Programme delivery priorities

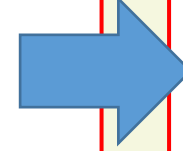
## INITIAL PRIORITIES

- Launch improved programme governance (PMO Handbook)
- Complete evaluation of Rehearsal and implement recommendations
- Confirm full End to end design
- Development and testing
- Legislation to enable live main census in 2021
- Operational Readiness



## COVID19

- ([Census delivery options assessment | Scotland's Census \(scotlandscensus.gov.uk\)](#) over Apr/May
- Full Census in 2021 – Red rating due to Covid
- Independent assurance of our approach to options assessment – good job.
- Recommended option to delay Census by one year
- Ministers take decision to delay Census



## REVISED PRIORITIES

- Launch improved programme governance (PMO Handbook)
- Major re-planning exercise across all elements of the programme
- Resource review against revised plan – Covid has a significant impact
- Review of all existing risks
- Refresh of business case
- Revised delivery plan and budget approved Dec 2020
- External review returns an **Amber** delivery confidence assessment

# Programme Management Office (PMO) Service

The Census Programme PMO service consists of six interrelated components. It works on the premise that project level data is analysed and integrated by the PMO to provide visibility and control across the programme.





# Delivery Planning & Dependency Management



## Delivery Planning and Dependency Management Overview

### Purpose

The Programme Plan is a c... delivery dates. For Census

Level 0

Level 1

Level 2

Level 3

## Level 0-3 Milestone Definitions (1/2)

### Level 0 Milestones

This is the highest level of pla

- Highlight Programme O
- Show the relationship b
- Distinguish Programme

The key audience for this le... "Programme Plan on a Page" 0 milestone would be 'All Ce predecessor.

### Level 1 Milestones

This is the mid level of plann

- Identify major project/pro
- Provide an overview of th
- Monitor the RAG status of
- Highlight dependencies be

The key audience for the Le... additionally these are shown Note that a Level 1 milestone

## Dependency

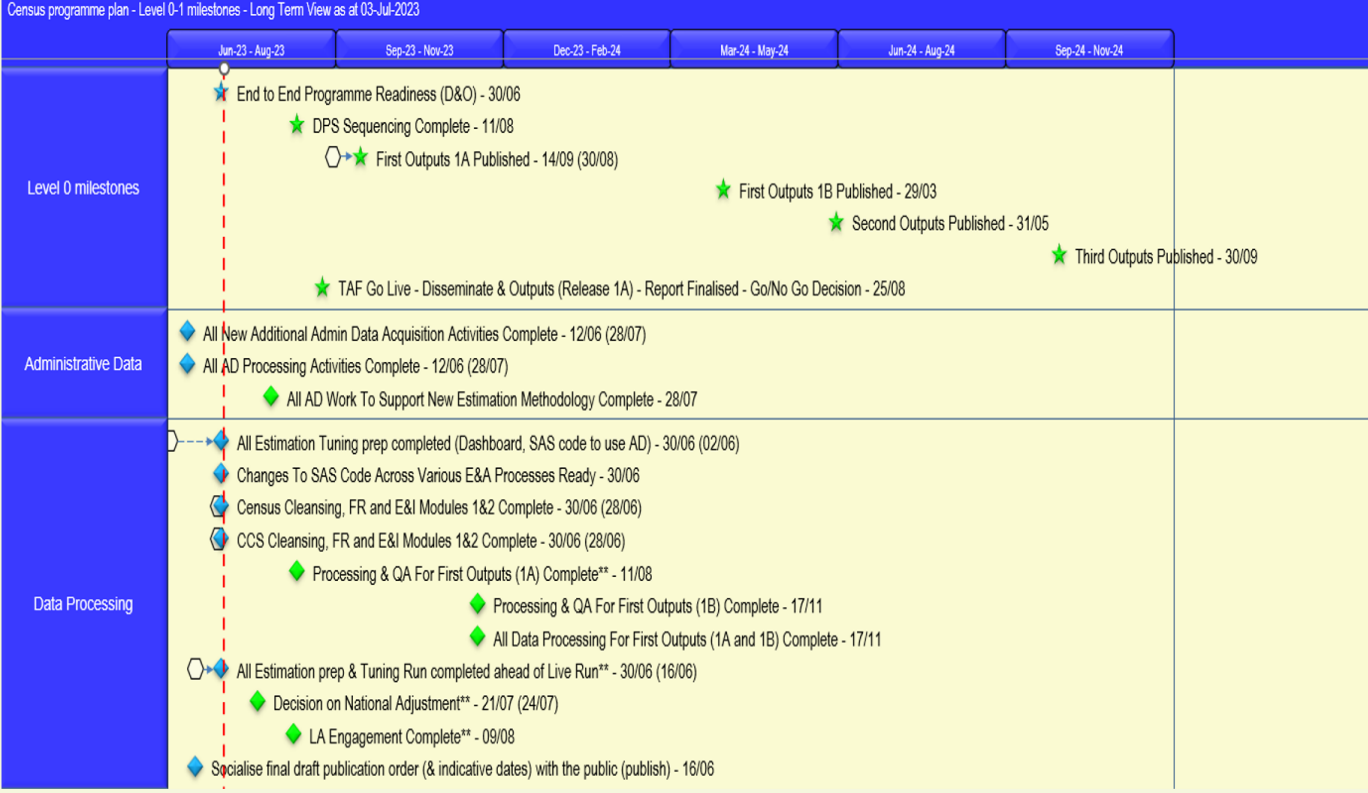
### Purpose

Dependencies are as task Intra-project dependenci other projects, or betwe Effective dependency ma threatened.

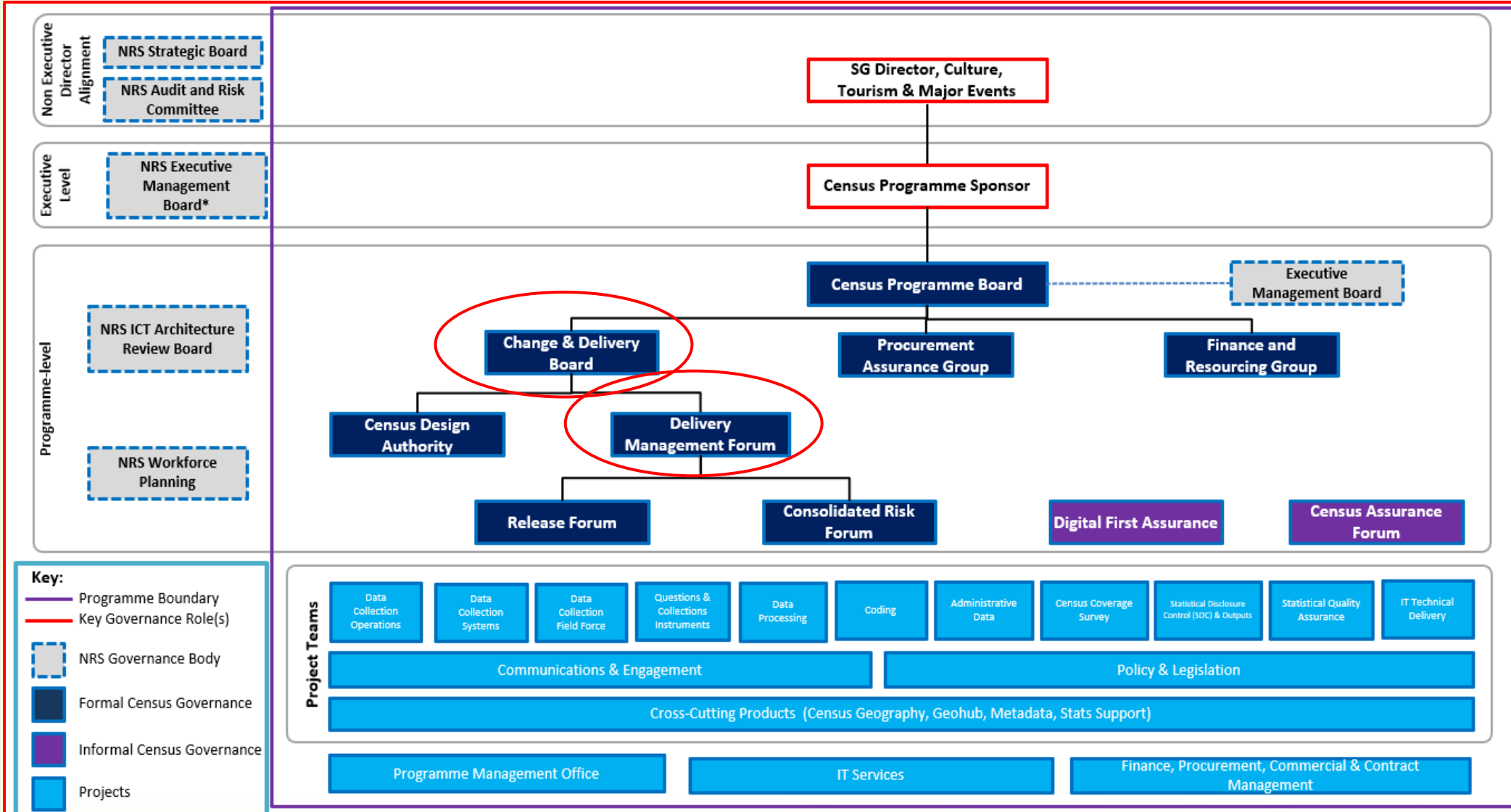
### Milestone Depend

- A flag should be i in the **project or p**
- Where a mileston should be include identifying milest
- Where inter-proj communicated pr
- Dependencies sho

## Programme Plan - Long Term View - Level 0-1 @ 03/07/2023



# Governance & Reporting



\* The Census Executive Management Board is a subset of the NRS Executive Management Board (EMB) and will therefore be represented in the EMB terms of reference

**Scotland's Census**  
Shaping our future  
A' dealbhadh ar n-àm ri teachd

# Governance & Reporting



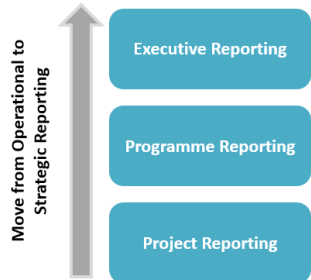
## Programme Reporting Overview

### Purpose

Progress reporting is a critical management of progress against plan, allowing mitigation also provides the opportunity to raise risks

### Levels of Reporting

There are 3 levels of reporting on the Census transition from detailed operational updates



## Census Programme Governance Cadence

Governance Forum	Week 1		Week 2		Week 3		Week 4	
	M	T						
Census Programme Board (CPB)								
Executive Management Board (EMB)								
Change & Delivery Board (CDB)								
Delivery Management Forum (DMF)								
Consolidated Risk Forum (CRF)								
Census Design Authority (CDA)								
Release Forum		◆						
Finance & Resourcing Group (FRG)		◆						
Procurement Assurance Group (PAG)								

Key ◆ Meeting Occurrence - Information Reporting Flow

## Programme Reporting Cadence

### Reporting Areas

Across the Census Programme, Project Management Programme Management team on a weekly or fortnightly

Reporting	Week		
	Monday	Tuesday	Wednesday
Highlight Reports – Fortnightly			
Planning & Dependencies – Weekly	◆ Planning Reminders sent – 10am		◆ Planning & Dependency Papers Distributed – 5pm
Risks & Issues – Fortnightly	◆ Risk & Issue Reminders sent – 12pm		
Finance			

Note: Reporting cadence may vary each month depending on the reporting cycle

Key: ◆ Meeting  
◆ Action  
■ Activity  
■ Ongoing Activity

## High Level Report

### Census Programme – 03-Jul-23 (1/2)

Previous RAG:	Amber	Current RAG:	Amber	Projected RAG:	Amber
Schedule	Amber	Budget	Red	Quality	Amber

#### Programme Summary

Disseminate & Outputs work continues to progress at pace, with an improving position now that all processing work on E&I modules required for Outputs 1A is fully completed. Work has commenced on the live run of Estimation and marks the achievement of a significant milestone in our progress with formal thanks to all teams who have worked incredibly hard to get us to this point. Work now continues in two streams – Estimation activity for Outputs 1A, and in parallel the remainder of Edit & Imputation required for Outputs 1B and beyond. Although this is a significant step forward, the overall programme phase remains amber due to the ongoing risks associated with delivery of the remainder of the work due to the high complexity and tight timescales.

Further detailed activity planning for Outputs 1B and beyond has highlighted the need for additional time to be allowed for Post Adjustment Imputation activities, which will have a knock on impact on planned publication dates for outputs 1B and 2. Change request has been drafted and is currently being reviewed by statistical stakeholders, and this will be submitted to DMF and EMB in due course.

Paper detailing work completed to analyse and resolve SIC/SOC (Industry and Occupation) data quality issue has been presented and approved at SDA. This will be circulated via DMF for noting and the issue will be marked as resolved in the next week once updated data has been incorporated into master data sets.

The issue regarding tertiary back up of Admin Data to the cloud is also progressing well, with all 3 data providers having confirmed their agreement for us to continue to back up to the cloud. PBPP revised agreements have been drafted and submitted for approval. It is anticipated that this approval will take a few weeks to come through, and it is anticipated that the issue can be marked as resolved by end July.

All Admin Data processing for live running is now complete, and the team are now focussing on the Admin Based Population Estimates (ABPEs).

Considerable work has been completed in the last period in readiness for stakeholder events ahead of Outputs 1A publication, and engagement with Local Authorities has commenced. Two webinars are planned over the next fortnight, where stakeholders across all 32 LAs have been invited to attend to receive more details on how they can help us with review and QA of draft results ahead of Outputs 1A publication in September. This work is being led by the SQA team with support from colleagues across the programme and IT.

OSR have re-considered the paper that is to be provided to the regulation committee, and whilst they recognise that NRS have completed all activities that have previously been asked of them and the excellent progress that has been made, they believe that due to the scrutiny that Census is subject to, NRS need to conclude their QA process prior to any recommendation being finalised.

#### Project and RAG status

All processing work including E&I Modules 1 and 2 is now complete. This data has been QA'd and handed over to Estimation who are now able to work 100% on Live data and move on from Tuning. This is a major milestone in our progress towards 1A and the culmination of a lot of hard work by the teams to get us to this point.

#### Stats Methods Data Processing

On the methodology front, the ISG have provided us comms with their confidence in our methodology and approach taken to processing data. This is now available on the public-facing website along with some more detail on the approach we are taking to processing data.

This project remains Amber as although we are in the final process before 1A can be published, we have little time left and the plan remains very tight with zero contingency.

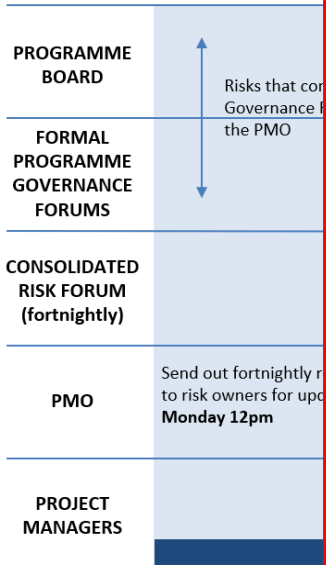
# Programme Controls (Risk, Issue & Change)



## Our Approach

### How we will report/escalate

Risks will be reviewed on a fortnightly basis by Programme Managers and Sponsors to assess



## Issue Management

### Identify and Assess Issues

All programme team members are responsible for identifying issues as a result of a risk being realised or a change being put in place.

The programme will evaluate issues

### Issue Escalation Matrix

To ensure issues are tracked and managed at an appropriate level, team members have the right to identify which forum an issue should be escalated to. Those where the score is high should be reported either to Consolidated Risk Forum AND Delivery Board (CDB) will be managed on a regular basis. Delivery Board or Executive Management Board 'programme-level' issues and will be reported into EMB on a regular basis.

### Action and Monitor Issues

Project Managers will be responsible for the resolution of each Project Workbook. Fortnightly meetings will be held on a fortnightly basis. Sponsors will be present at this session to resolve programme issues. Agreed actions will be reported back to the PMO and approved at CDB.

## The Change Lifecycle

### Scope and Commercial Changes

We will manage scope and commercial changes

- Identify and Validate:** Identify change requests. Commercial and Contract Management team will be involved and approved by relevant budget holder or account holder.
- Impact Assessment:** An impact assessment will be conducted to assess the base and b) that the decision is made at the Impact Assessment to all impact assessors. Internal & supplier stakeholders and are used to assess the impact. This should then be shared with the Programme Manager.
- Decision:** The impact assessment will be reviewed. If approved, PMO will ensure the change is circled. A deferred decision will either be put on hold or approved. Approved changes will be directed through the Commercial Contract Management team to the contract.
- Implement and Close:** The change owner will be responsible for high impact changes as agreed with the delivery board. The log should be updated once implemented. The change should be approved before a Change Request can be closed.

For changes to the baselined plan see slide 90 -



### Programme risk summary - overall Red/Amber status

Risk profile remains at Red/Amber in the context of Output 1A and as we head into the Estimation stage. Our Red risks remain unchanged in terms of exposure but we are continuing to make progress against these. A new red risk has been raised related to Local Authorities confidence in our Mid Year Estimates (not Census data), but we will be engaging with LAs soon on this. We are around 3 weeks behind on our delivery plan but hope to be able to recover this during the Estimation stage.

In terms of movement, we have proposals to close R/PRG/1258 (delay to plans for programme closure) and move R/PRG/1254 (lack of a clear plan for 1A) to a tolerate state. We have reduced the scores on both live issues through mitigation and while still live at this point we expect to be able to close these shortly. Link to full [Census Programme Raid](#).

- R/PRG/1245 – There is a risk to delivering first outputs on time, due to a combination of an aggressive timetable and complex nature of the work.
- R/PRG/1246 – There is a risk of reduced Data Quality, due to unexpected oddities being found within data/data sets that we do not have time to resolve fully.
- R/PRG/1248 – There is a risk that delays in one stage of data processing have a knock on effect to subsequent stages, due to the sequential processing pathway to first outputs and beyond
- R/PRG/1251 – There is a risk that the allocated budget will not meet the financial requirements of the Census Programme, due to additional resource requirements for 23/24 that have been identified and are anticipated to continue
- R/PRG/1261 – There is a risk that Local Authority confidence in published Estimates as part of Outputs 1A could be diminished either, due to lack of engagement with them or because they find inconsistencies compared to data they hold.

Risks	18
High threat	5
Medium Threat	12
Low Threat	1

Issues	2
High threat	0
Medium Threat	1
Low Threat	1

- I/PRG/0043 – There is an issue with the Tertiary back up of Admin Data to cloud storage, due to this being contrary to the paperwork agreed with PBPP
- I/PRG/0042 – There is an Issue with the quality of coding of Industry and Occupation data (SIC/SOC) in Approx. 12% cases, due to incorrect coding of data during the coding stage

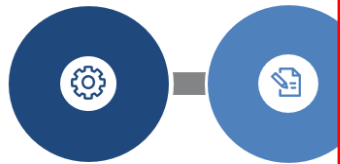
# Quality & Assurance – Internal



## Stage Gate Scope

There are 4 project gates and 1 aim, hence the required deliverables. The gate process will vary in scope depending on the project. Writing the project PID and the Gate as shown on the diagram.

Gate 0 Mobilise Gate 1 Design



Project Manager to Leads which specifies

A Go or No Go decision will be made

<sup>1</sup> Gate 1 will require projects to

<sup>2</sup> Gates 2 and 3 include sub gates

<sup>3</sup> External Assurance gates such

## Gate 0 – Mobilise

Purpose	To confirm the project
Gate Assurance Leads	Programme Director Analyst

### Key Activities

- Define approach, WBS, plan, phasing
- Agree commercial/procurement approach responsibilities, SoWs & how they will be managed
- Set up project governance and draft risks, issues and assumptions
- Define resourcing requirements (initial plan)
- Create draft high level design (HLD)
- Define high level requirements or ep approach)
- Define quality management plan & t
- Draft HLD sent to Support Teams – s process
- Hold project kick-off meeting with p
- Agree Service Introduction onboardi
- Service Introduction Manager & PM

### Entry Criteria

- Approved Business Case incl. project information, timing and milestones, r assumptions
- Director, Sponsor, Senior Business Le identified and agreed

## Gate 3 – Test – a. System Integration Testing

Purpose	To validate the fu function correctly
Gate Assurance Leads	Test Phase Lead, I

### Key Activities

- Conduct final cycle of SIT testing o
- Complete and review high level te journeys
- Complete demonstration of all bus and Senior Business Lead
- Complete all planned SIT tests incl
- Manage all outstanding defects fro resolving, accepting or deferring
- Check detailed requirements or Us complete, up to date and approve
- Ongoing Service Introduction Man

### Entry Criteria

- Approved Requirements Catalogue
- Integrated test scenarios have bee Analysts, Product Owner(s) and S
- All defects have been resolved, ac previous phase
- SIT Test Plan approved
- Acceptance of a release note by T acceptable environment agreed.
- Environment is available and pass

## Gate 5 – Project Go Live

Purpose	To provide assurance that the people, processes and technology are in place to run successfully in the Census.	Gate Chair	Programme Director
Gate Assurance Leads	Cutover and Readiness Programme Manager, Head of Test, Service Manager, Environments Manager, Release Manager	Decision Required	Go or No Go

### Key Activities

- Check supplier performance meets quality standards for Go-Live
- Launch go-live communications incl. internal/external briefings
- Execute Cut Over Plan
- Execute Business change plan
- Complete agreed cut over checkpoints
- Check all test plans are complete and entry and exit criteria achieved
- Confirm readiness to commence production data loads and issue of initial contact correspondence with Scottish citizens
- Confirm IT Security Governance is in place across all Systems/Services

### Entry Criteria

- Agreed Go / No-Go Criteria (Op Readiness framework)
- Updated Cut Over Plan
- Updated Business change plan (Daily Ops tracker)

### Key Artefacts

- Cut Over Plan and status of its execution
- Latest Operational Readiness Assessment
- Project Risk and Issue log
- Business change plan (Daily Ops tracker)
- Go Live communication plan
- IT & Security Standards
- IT Service Operating Model - Process & Procedures

### Exit Criteria

- Go-Live plan is agreed and Full Operating Capability in place
- Confirm all Risks and Issues have been mitigated or accepted and no material assurance actions remain outstanding
- Business change plan has been approved and the organisation and users are ready for the change
- Confirm IT & environments remain ready for live operation

Sign-offs	SRO, Executive Management Team, Programme Director, Programme Managers, Head of IT Security
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# Quality & Assurance - External



## Primary External assurance

### Digital First (D1) Assurance

Assures the compliance of public facing digital services to SG Digital First service standard. This is a set of 22 criteria that all digital services developed by Scottish Central Government sector and corporate services must meet. Run by SG Digital Assurance Office (DAO).

### Technology Assurance Framework (TAF)

Assures the compliance to Scottish Government (SG) defined standards and best practice for high risk / high value digitally enabled programmes in the public sector. Run by SG Digital Assurance Office (DAO).

### Scottish Government Gateway (SG-Gateway)

Assures the compliance to UK Infrastructure and Projects Authority (IPA) project management standards and best practice for high value / high risk programmes in the UK public sector. Run by SG Directorate of Internal Audit and Assurance.

### National Statistics Accreditation

Assures the results of the 2022 Census in Scotland are correct, accurate and adhere to the Code of Practice for Statistics as determined by the UK Statistics Authority. Run by the Office for Statistics Regulation (OSR).

### Independent Information Assurance Review

Assures that we have identified security risks to Census' systems, services and information for attention before the Census..

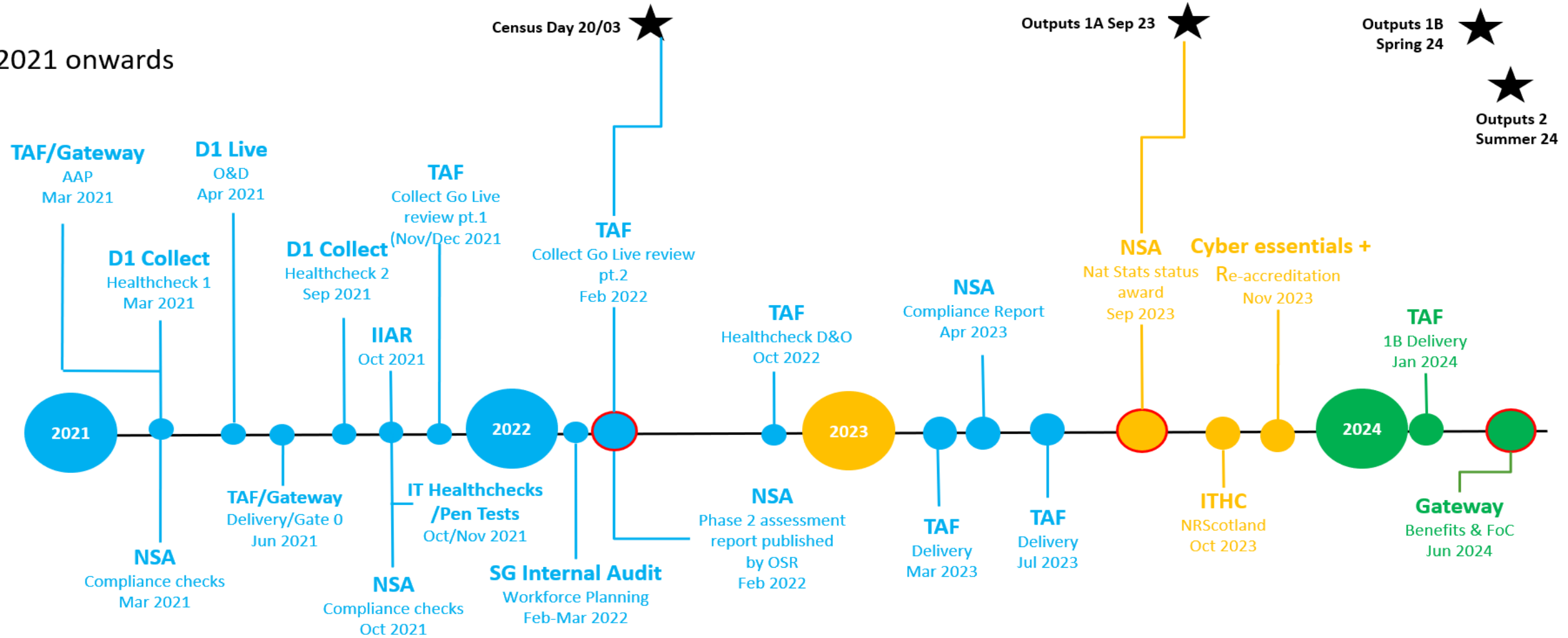
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# Quality & Assurance - External

## Scotland's Census 2022 - Integrated Assurance and Approvals Plan (IAAP)

2021 onwards



# Workforce & Succession Planning (Resources)



## Target outcomes

The six target outcomes below set out our aspirations for the level of insight we want to achieve in the context of workforce and succession planning to underpin the successful delivery of the programme's aim and objectives.



## Integrating corporate process

We need to ensure that workforce and financial management processes are integrated.

This will be managed across the programme plan and critical path (at project level plans) to set out the term activity we need to deliver the programme's aims and objectives.

### Business Planning

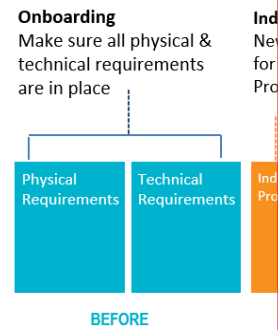
Our business planning process (via programme plan and critical path project level plans) to set out the term activity we need to deliver the programme's aims and objectives.

### Workforce Planning

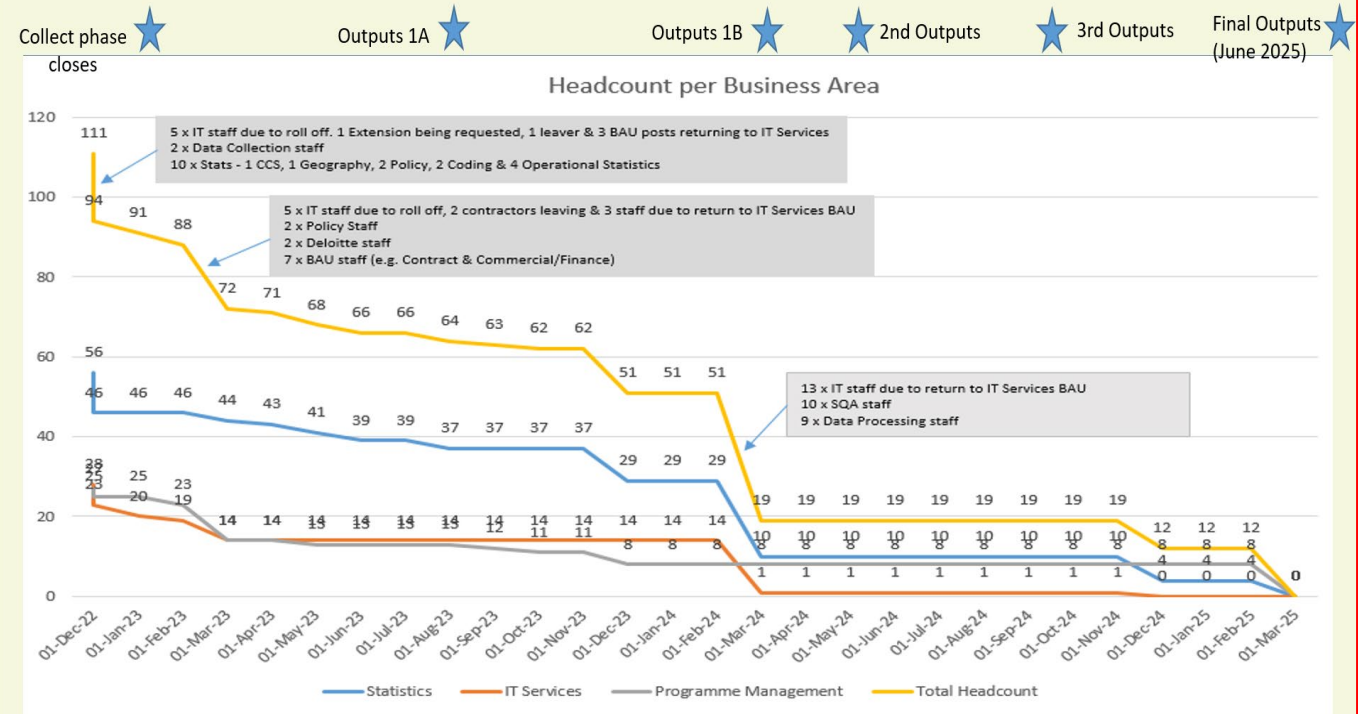
Our workforce and succession planning help us to identify the resource capability we need to deliver the programme's aims and objectives (via programme plan critical path), what we currently have, what gaps are and affordable and how to fill them.

## Supporting the workforce

Providing a supportive infrastructure for the workforce. Some key principles are set out below.



## Resources burn-down





# Benefits Management – Internal focus



## Legacy benefits for NRS

- Technology
- Programme Leadership
- Programme & Project Management
- PMO
- External assurance
- User Centred Design
- Statistical Methodologies
- Contract & Commercial Management
- Resource Management
- Information Governance

## SG DAO – case studies from census

- Use of independent external assurance
- Procurement
- Contract Management
- Resource Management
- Go Live Checklist
- Information Governance and Standards
- Cyber Security
- Meeting Digital Standards

# Lead up to live Collect phase – governance evolves



## Moving from Design into Delivery

As the Census Programme transitions from design to delivery, the new Change and Delivery Board will take over from the Census Design Authority, the Delivery Authority and the Programme Management Office. Any agreed changes should be embedded in the programme plan.

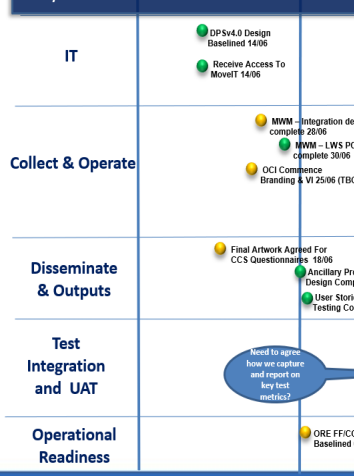
The new Change and Delivery Board will take over from the Census Design Authority, the Delivery Authority and the Programme Management Office.

Any agreed changes should be embedded in the programme plan.

All proposed changes are aligned to the following principles:

- Leaner Governance** - consistent and clear
- Shorter Sessions** – allowing for more time to be spent on delivery
- Less Duplication** – reducing the number of meetings and reports
- Trust the Team** – empowering the team to make decisions
- Value for Money** – with less waste
- Improved Communication** – ensuring everyone is kept up to date

## Release 7 High Level Plan (L0 – L2)



### Operational Readiness Report - Jan 2022

**Overall Readiness Assessment - Not Ready**  
This report is an assessment of readiness for the period from 17 December 2021 to 16 January 2022. Significant progress has been made during this period with 24 critical success factors (CSFs) completing. There are no CSFs in this period that are flagged as Red. There are 13 critical success factors flagged as Amber, it should be noted that the revised delivery dates for the Impact Assessment for the DPS4 build and subsequent delivery dates for the Collect operation consequently the overall go live readiness assessment is Amber.

There are 13 critical success factors flagged as Red, it should be noted that the revised delivery dates for the Impact Assessment for the DPS4 build and subsequent delivery dates for the Collect operation consequently the overall go live readiness assessment is Amber.

In summary the overall position is improving with those critical success factors that are Amber.

**Performance Summary**

- There are 17 critical success factors with a status of Amber. However it should be noted that of those only 7 impact the go-live of Census operations. These relate to: enumeration of Communal Establishments; management information and out of hours staff to support the Census Operations function, and the need to reach commercial agreement with a translation services provider for the Contact Centre.
- 24 CSFs completed in this period, 4 more than forecast.
- Of the CSFs that have not been completed by their forecast date only 8 are amber and of those only 4 relate to Census Collect Operations. These are the need for the commercial agreement for translation services in the contact centre, out of hours support for the Census HQ Operation and the enumeration process for Communal Establishments.

**Programme**

- Suppliers and Partners
- Information Systems
- Locations, Buildings and Infrastructure
- Organisation
- Process and Capability
- Management Systems and Processes

**Total**

**Overall RAG Status**

Last Pd	This Pd	Forecast
Amber	Amber	Amber

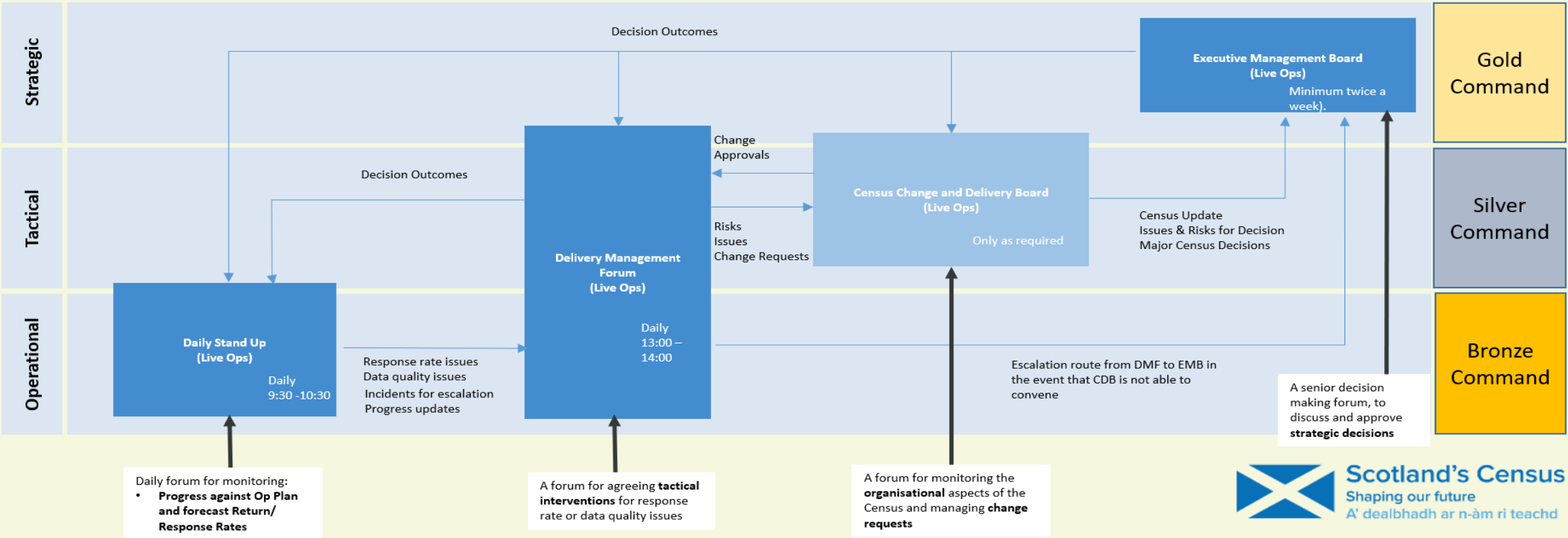
Category	Programme Workthread	Lead Director(s)	Evidence Base	Documents	RAG Status	RAG Risk	Showstopper
<b>Management Systems &amp; Processes</b>							
Information Governance and Security	Information Governance and Security	Laura Mitchell / Laura Lucas	IIAR Report	IIAR Report (includes ITHC outcomes)	Green	Green	Yes - Can be
			ITHC Recommendations	ITHC vulnerabilities progress tracker	Green	Green	
	Business Continuity / Disaster Recovery	Linda Sinclair/Laura Lucas/Anne Slater	BC / DR Plans Established and Tested	Powerpoint pack DR approach document	Green	Yellow	Risk Factor Only
	Management Information / Performance Management	Anne Slater / Pete Whitehouse	MI Capability established	MI Dashboards documents	Yellow	Green	Risk Factor Only
Support Model for Live Operations	Support Model for Live Operations	Anne Slater		tbc	Green	Yellow	Risk Factor Only
<b>Information Systems</b>							
IT Component Functional Readiness	IT Component Functional Readiness	Laura Lucas	Testing Completion with no major defects	Functional Test Completion reports	Green	Green	Maybe linked to severity
			Performance Testing completed / Required environments in place	Non-functional Test Completion Reports	Green	Green	Maybe linked to severity
			Systems in production environments and available to planned users	Gate 4, Gate 5 Evidence	Green	Green	Yes - Can be
<b>Locations, Building, Assets and Infrastructure</b>							
Print Logistics Capability	Print Logistics Capability	Anne Slater	Full extent of paper logistics in place / Capability established	Gate 4 summary for PLPC/PPS Cutover plan - progress against implementation activity	Green	Green	Maybe linked to severity
Field Force Assets / Infrastructure Readiness	Field Force Assets / Infrastructure Readiness	Anne Slater	Field Force kit tested and ready to distribute	Operational Readiness Exercises Scotlands Census 2022 - Data Collection - MWM Mobilisation	Green	Green	Risk Factor Only
Census Contact Centre	Census Contact Centre	Anne Slater	Contact centre logistics established and capability in place	Agreement with supplier on service delivery	Yellow	Yellow	Risk Factor Only
Census HQ Readiness	Census HQ Readiness	Anne Slater	Census HQ established and resource schedule on	tbc	Yellow	Yellow	Risk Factor Only

# Live Collect phase – governance evolves.... a gain



## Operational Governance – Overview of core groups

The diagram below shows the proposed governance structure and the flow of information between forums. The structure includes daily forums for monitoring the operation and data quality and response. A dedicated forum for agreeing tactical interventions for response rate or data quality issues (Delivery Management Forum), a forum for monitoring the organisational aspects of the Census, managing change requests, senior decision making and to discuss and approve strategic decisions (Census Change and Delivery Board). The governance structure will evolve over time, with the Daily Stand Up ending shortly after the collection period. **[Note: The structure below does not include a daily Media Update or end-of-day update to SLT (if required).]**

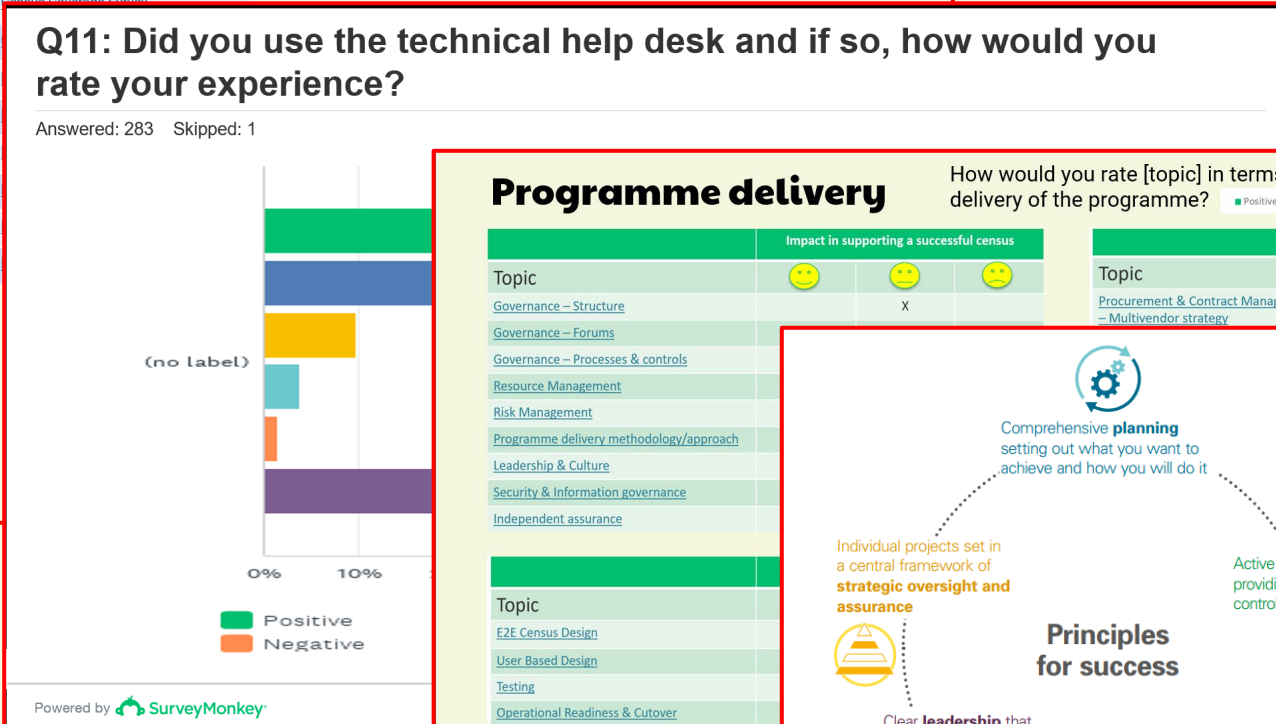


# Lessons Learned – the 7<sup>th</sup> PMO element



### Collect projects

- Online Collection Instrument
- Comms & Engagement
- DCOMS
- PLPC/PPS
- Coding
- Enumeration
- Mobile Workforce Management
- GeoHub
- Contact Centre (Part 1, Part 2, Part 3)
- Field Force



### Programme delivery

How would you rate [topic] in terms of impact in supporting successful delivery of the programme?

Legend: Positive (Green), Somewhat positive (Yellow), Neutral (Orange), Somewhat negative (Purple), Negative (Red), N/A (Grey)

Topic	Positive	Somewhat positive	Neutral	Somewhat negative	Negative	N/A
Governance – Structure		X				
Governance – Forums						
Governance – Processes & controls						
Resource Management						
Risk Management						
Programme delivery methodology/approach						
Leadership & Culture						
Security & Information governance						
Independent assurance						

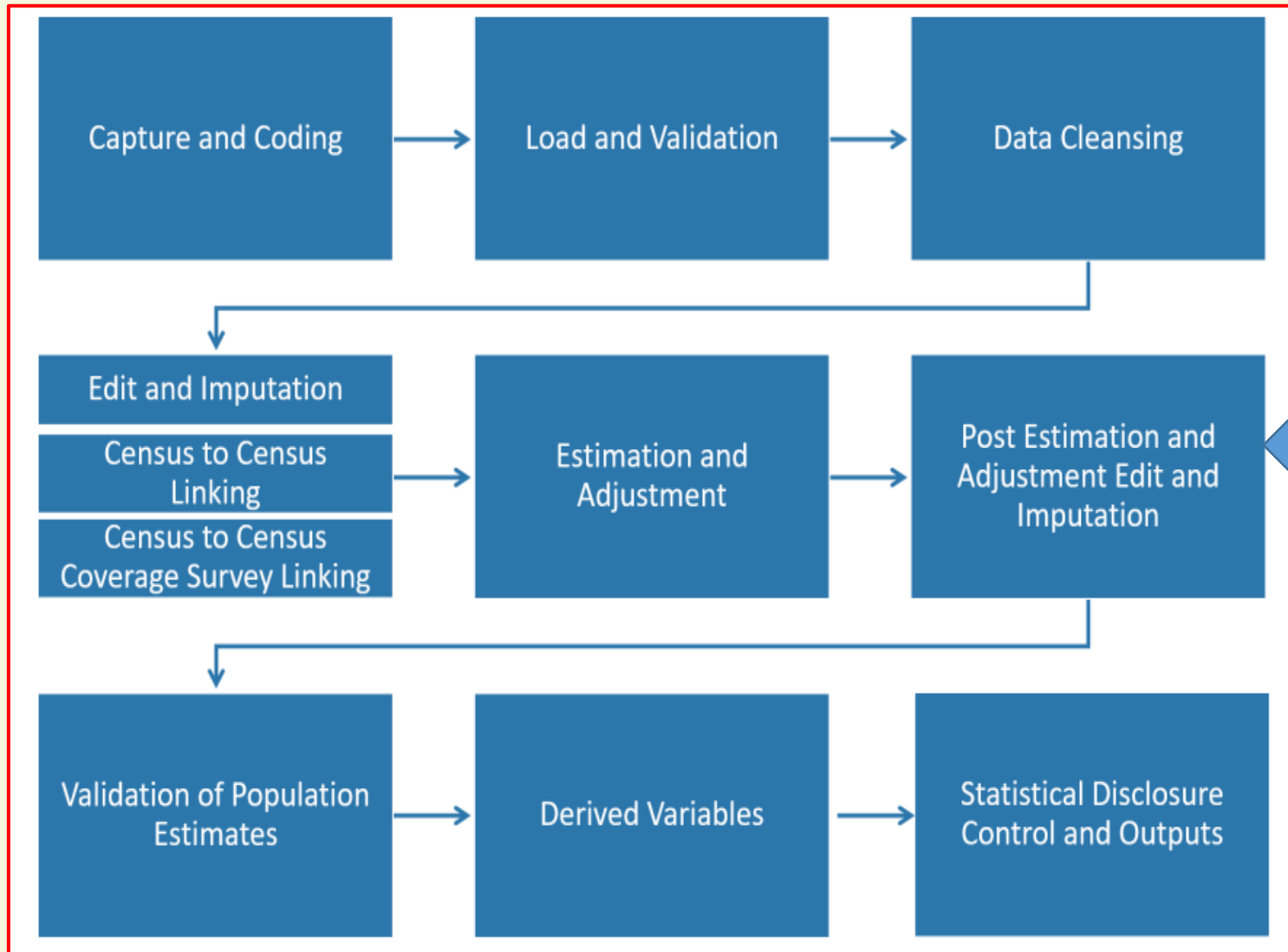
  

Topic	Positive	Somewhat positive	Neutral	Somewhat negative	Negative	N/A
Procurement & Contract Management – Multivendor strategy					X	



- 700+ lessons (coalface to strategic)
- ‘Governance related’ lessons mapped against [Audit Scotland’s principles for a digital future](#)

# Processing the returns to produce census data



## Independent assurance

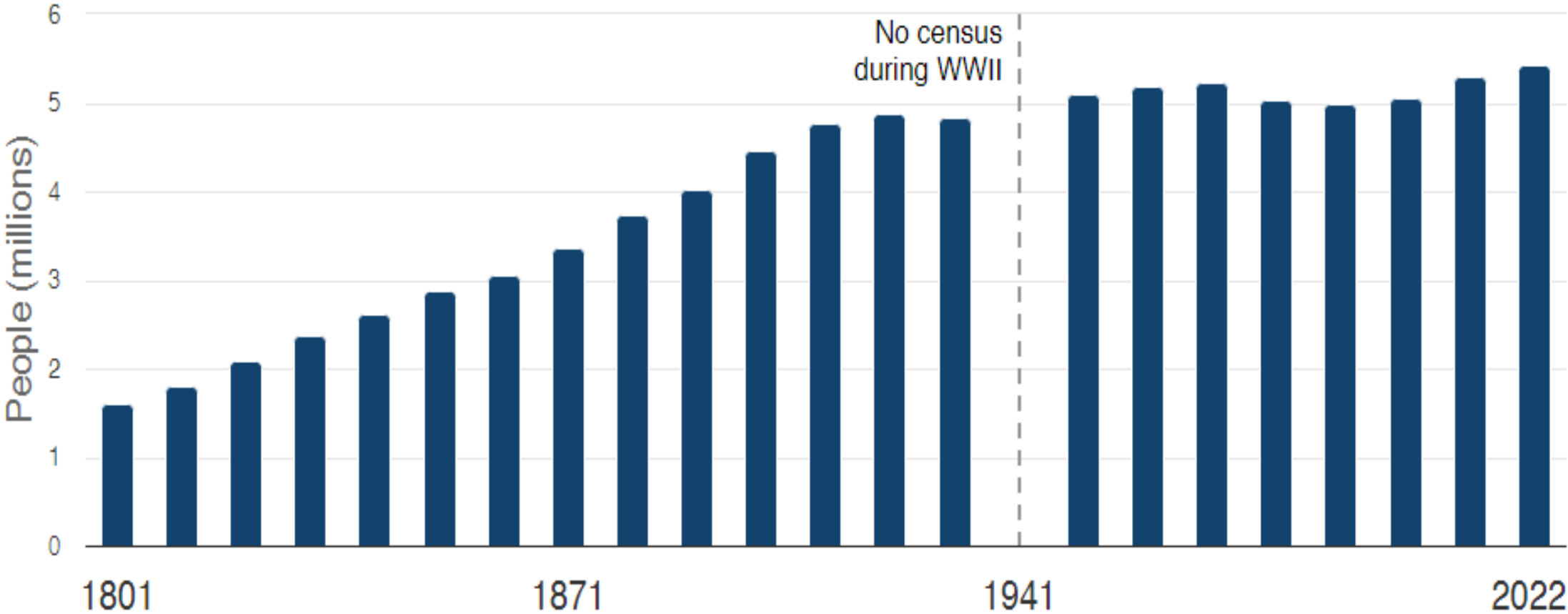
- International Steering Group
- Office for Statistics Regulation
- SG Chief Statistician
- Stakeholder engagement

Statistical Quality Assurance Strategy

**Figure 1: Scotland's population continued to increase**

Census Day population estimates, 1801 - 2022, Scotland

*Scotland's population grew to 5.4 million in 2022. Largest population ever recorded by Scotland's Census.*



# Controlled Closure – the 8<sup>th</sup> PMO element

PMO to develop and implement a controlled closure of the programme.

[Gate 5: Operations Review & Benefits Realisation](#) review around mid 2024. The elements below reflect what we can expect this type of review to cover and so provide the proposed key elements for our closure plan. Benefits Realisation will be an area of specific focus.

- Strategic Objectives
- Benefits Realisation
- Lessons Learned
- External Assurance
- Archive and de-commissioning
- Governance (inc Finance)
- Resources
- Commercial
- Handover to BAU

The following slides provide a description for each element in a closure context. PMO will take a lead in co-ordinating programme closure and will engage with colleagues across the programme to develop a delivery timeline for each element, the roles and responsibilities to deliver each element and associated risks.



# Reflections – staff views on Census governance

*'When I first joined NRS, it was apparent that there was a lot of great intent, but that strong Programme foundations were lacking. Through the delivery of Census 2022, a robust programme management approach was embedded and captured. A robust and thorough Change Management Handbook was produced which can be reused and adopted across NRS. Establishing the right foundations were essential in getting Census to this point.'*

*'Flexibility in governance arrangements: cadence/frequency, memberships, management etc. adjusted to reflect operational tempo and imperatives.'*

*'Governance evolved / improved over the lifespan of the Census programme with the structure changing as required by the changes of programme phase – hopefully the programme governance structure will continue to serve NRS well going forward.'*

*'The governance structure forced the issue of strong teamwork across NRS and provided clarity to team members around where decisions needed to be made – this again got better as time went on.'*

*'The Census collect phase developed a Go Live Checklist which the DAO now see as a 'best practice' for adoption by all major programmes – forces the clarity of the Go / No-Go decision-making criteria and the readiness status of the programme to move to production. This Checklist can be adopted going forward by NRS to manage all product releases more effectively.'*

*'NRS as an organisation has grown and developed through my time on Census delivery. Whilst it has to be recognised the challenges that were overcome to deliver Census, a huge amount has been learnt and that should be used as a building block for further delivery and the future of Census. Some incredible skills and talent have developed and grown through my time- especially into programme management and programme delivery.'*



# Reflections – staff views on census governance

*'In my view, control was often at too high a level and/or responsibility and initiative not devolved to the appropriate (practitioner) level. The organisation has to place trust in its staff.'*

*'At the outset (at least from my arrival) we were drowning in meetings at the expense of people getting on with delivery.'*

*'One of the big 'root cause' problems we dealt with was adopting a waterfall methodology without having completed the solution design – this led to confusion, delays and rework throughout the lifecycle.'*

*'It is important that NRS continues to develop its internal programme management capability and that this becomes an organisation level competency / strength – this was very limited at the start of Census but has grown over past couple of years.'*

*'NRS can develop this capability in a central Prog Mgt Office but the functions need to understand the core principles (around methods, designs, budgets, plans, resources, risks, dependencies, etc) and be able to support programme driven disciplines.'*

# Reflections – role of the PMO – my own views

- Make time to listen, understand and integrate with delivery colleagues to become a trusted and intelligent PMO. Get some early wins to gain traction and stay close.
- Processes are important, but flexibility and adaptability are key – be pragmatic and focus on delivery outcomes.
- Don't be afraid to stick a foot in the door, have a view and express it
- Pull the programme forward rather than react to it – be pro-active in look ahead to what we should be doing next - get ahead of the game if you can.

# Thank you

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