

# Welsh Farmers Amongst First in Europe to be Paid

**Capgemini helps Welsh Assembly Government to achieve on-time and to-budget delivery of the new Single Payment scheme, through close partnership working, an iterative approach to IT development and solid program management**

## The Situation

In 2003, Farm Ministers at the EU (European Union) agreed a fundamental reform of the Common Agricultural Policy (CAP). It was designed to completely change the way the EU supported its farm sector by removing the link between subsidies and production thus enabling farmers to produce what the market wanted.

The UK Government decided to be one of the first countries in Europe to implement these changes and introduce the new single payment for the 2005 scheme year.

## The Solution

The CAP Reform program combined 10 inter-linked projects to deliver new business functions and processes, a technology refresh and significant new IT functionality. The approach was to:

- agree clear program outcomes at the start which included making payments from

1 December 2005, meeting EU requirements and delivering within budget

- plan back-to-front to determine what must be done to deliver the outcomes
- be pragmatic and accept that it was not possible to specify all requirements up front, and a more iterative approach to implementation was needed
- put in place robust program management within the Assembly and Capgemini to ensure delivery with an agreed change control process.

## The Result

More than 99% of Welsh farmers received their money by the European commission deadline of 30th June 2006. This was more than 98% of the budget for Welsh farmers, exceeding the European commission requirement to pay 96.14% of the budget by 30th June.

“ I am delighted that the critical target dates have been met and the program has been delivered within budget. This success reflects the hard work by Welsh Assembly staff and Capgemini over the past two years to implement the many complex changes required as part of the reform of the Common Agricultural Policy. ”

Sue Armitage,  
Welsh Assembly Government



Carwyn Jones, Minister for Environment, Planning and Countryside stated “We have, once again, delivered on our promise to make prompt payments to farmers. This success has been facilitated by a good working relationship between the policy development, operational and customer service delivery, IT and finance staff within the Welsh Assembly Government and with its IT consultants, Capgemini, and its stakeholders, in particular the farming unions in Wales.”

The Welsh Assembly Government has shown leadership in the decision-making process to ensure payments totaling £205m were paid to more than 17,000 applicants between 1 December and 30th June, including £110 million to about 75% of Welsh farmers on the first possible day, which made them amongst the first in Europe to receive the new payment.

The approach adopted for the delivery of this program is being held up and championed by the Welsh Assembly Government as an exemplar for the 10-year MERLIN partnership with an alliance of SBS, PA Consulting and Capgemini. It shows how collaborative working and a “Build to Budget” approach can succeed within the Welsh Assembly Government and the wider Public Sector.

### How Welsh Assembly Government and Capgemini Work Together

This was a business driven change program to deliver key goals to:

- implement the single payment in a way that is regarded as successful by the European Commission
- deliver world-class services facilitating a significant, demonstrable and direct contribution towards a sustainable environment in Wales
- promote and enhance the Welsh Assembly’s reputation as an exemplar service provider.

The working rationale for the CAP Reform team was a “Build to Budget” approach to deliver an evolving set of requirements as policy was developing during the life of the program. Equally critical was a risk-based scheduling approach, which ensured a mutual high priority on the ultimate delivery date and encouraged contingency planning to protect this.

The Assembly Government’s governance team established a delivery schedule incorporating all the key policy, political and business drivers that were necessary to ensure payment by the published date. The schedule required training nearly 500 staff across Wales on new and enhanced solutions encompassing integrated scanning, document management and Business Process Management.

An iterative development process was employed, customised with the Welsh Assembly Government for CAP Reform. On every project, business analysts from Capgemini worked seamlessly with the Welsh Assembly business champions, IT staff and business users in a model office environment using prototyping software. This ensured that all requirements, business processes and use cases were accurately defined. These events ensured early input and challenge from all required parties to

solutions as they were being formed. It also maximised the effectiveness of the Build to Budget approach.

This approach was crucial in enabling products that met business requirements to be delivered rapidly within cost. The joint Capgemini and Welsh Assembly Government team worked in partnership leveraging existing expertise to build a sound basis for joint analysis, development and transition to support, within overall Welsh Assembly Government program governance.

The Welsh Assembly Government and Capgemini became partners in 2000 to develop the CAPIT system, the base system utilized for the development of the single payment. Capgemini more recently has become a partner in the Welsh Assembly Government’s 10-year MERLIN business change program and leverages its program and project management methodology via DELIVER.



### About Capgemini and the Collaborative Business Experience

Capgemini, one of the world’s foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and

collaboration-focused methods and tools. Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration.

Capgemini employs approximately 61,000 people worldwide and reported 2005 global revenues of 6.954 billion euros.

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