

**DWP EURO PROGRAMME  
RESTRICTED - MANAGEMENT AND POLICY**

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**DWP EURO PROGRAMME - PLANNING OVERVIEW**

**0 DOCUMENT CONTROL**

0.1 Key Personnel

Title	<b>DWP Euro Programme - Planning Overview</b>
Author	M.T
Approver	M. D
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0.2 Summary

This paper describes the planning structure for the DWP Euro Programme. The plans are based on the DWP Change Lifecycle. Detailed plans in MS Project format are available for the current stage (stage 0) from PMO on request.

0.3 Distribution

Euro Programme Board members  
Euro Programme Steering Committee members  
Euro Programme Team

0.4 Document Amendment History

<b>Version</b>	<b>Author</b>	<b>Section</b>	<b>Reason for Update</b>
Draft v00a	M.T	All	Initial draft
Draft v00b	M.T	Para 5.3	Quality Review
V1.0			Baselined (23/09/03)

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Appendix A – programme view by Stage (a Powerpoint document)

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0.6 Abbreviations

D-day	Date on which decision to hold UK referendum is announced
DPM	Directorate for Project Management
DWP	Department for Work and Pensions
E-day	Date when € notes and coins would be introduced for the start of the dual currency period
EPU	HMT's Euro Preparations Unit
HMT	Her Majesty's Treasury
IT	Information Technology
PB	Programme Board
PMO	Programme Management Office
PSC	Programme Steering Committee
PST	Programme Support Team
R-day	Day UK referendum takes place
T-day	The start of the transition period when exchange rates are fixed
UK	United Kingdom
S-day	The date sterling ceases to be legal tender (but remains exchangeable in banks)

0.7 References

<b>Ref</b>	<b>Document Title and version</b>
1	Product Checklist (currently draft)
2	Re-positioning Plan v1.0
3	IT Systems Changeover Options (currently draft)
4	DWP Milestone Catalogue (v1.0)
5	Monitoring and Reporting Strategy (v1.0)

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## **1 Context and Assumptions**

- 1.1 Currently the programme plan is largely conceptual in that there is no established timeframe for the UK's possible entry into the Euro. Because of this, the programme plan is founded on a number of planning assumptions.
- 1.2 On 9<sup>th</sup> June 2003, the Government announced that the 5 Economic Tests had not yet been met. The forward plan is that at the time of the March 2004 budget, the Chancellor will receive a progress report on the UK's progress towards convergence. Depending on this report's findings, the Chancellor may then call for a new assessment of the 5 Economic Tests. Based on the results of this fresh assessment, the Government will then decide whether or not to recommend a Referendum.
- 1.3 Therefore, the planning assumptions are:
- A report on progress towards convergence will be produced by the end of March 2004.
  - A fresh assessment of the 5 Economic Tests will be completed and the results debated by Cabinet. The Government will then make a decision (D-day) on whether or not and when to hold a Referendum. The assumption is that this activity will be completed by the end of May 2004.
  - The Third Outline National Changeover Plan allows a minimum of 4 months from D-day to a Referendum (R-day). This gives the earliest possible date for a Referendum as the end of September 2004.
  - The Third Outline National Changeover Plan allows 30 months between R-Day and E-Day. 30 months from the end of September 2004 gives the earliest possible date for E-Day (when dual currency begins) as 6<sup>th</sup> April 2007.

## **2 Stages**

- 2.1 The DWP Euro Programme will adopt the Departmental Change Lifecycle stages. However, Stage 3 is sub-divided into 3 shorter stages in order to provide a greater degree of management control over what would otherwise be a very long stage.
- 2.2 Taking the external events associated with euro membership into consideration along with the Change Lifecycle leads to the following Programme stages and an approximate - and still very much assumed - timeframe:

### **Stage 0 - Initial Feasibility**

- 2.3 This stage covers the period from now to a Referendum. On current planning assumptions this stage will last to the end of September 2004.
- 2.4 The main activities during this stage are a) continuing to assess the impact of adopting the euro on the Department, b) establishing the corporate management framework for delivering the euro, c) defining and priming the Euro Projects 'in waiting', d) finalising the business requirements, e) agreeing the solutions to be

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applied to our IT systems, f) assessing the impact on the Department's IT Work Programme, and g) working with HM Treasury's Euro Preparations Unit (EPU) to help Local Authorities get to grips with euro issues.

2.5 The most critical time in this stage is the period from a Decision (end of May '04) to a possible Referendum (end of September '04), when the following activities – as detailed in the Re-positioning Plan (Ref 1) - will be carried out:

- Euro Project Managers will be appointed for each business and will carry out the necessary planning for Euro Project set up, including:
  - estimating the size and skills requirements for the project team they would need to deliver euro compliance within their business,
  - preparing job adverts for the project staff they would need (ready for submission to DPM). They will also consider the location(s) of their project team, estate and equipment requirements,
  - identifying their Stakeholders and establish how these key people will operate with their project (in User Groups, Working Groups, etc);
- investigate the potential impact of the euro on their work programmes:
  - 'warm up' key Stakeholders and existing fora (Change Programme Boards in particular),
  - assess the potential impact of euro compatibility work on their IT work programme. The decision to go ahead with some work items may need to be delayed until the result of the Referendum is known,
  - confirm the High Level Business Requirements and agree the potential solution (both business and technical) for IT systems and associated business processes;
- assess overall feasibility / capacity issues for DWP and our strategic suppliers;
- develop high level plans;
- agree monitoring and reporting lines;
- define and agree appropriate assurance activities.

### **Stage 1 - Define & Initiate**

2.6 This stage covers a 3 months period from R-day at the end of September '04 to the end of December '04 and contains the key mobilisation activities.

2.7 By the end of this stage, the Euro Projects will be fully resourced and operational. Also, decisions will have been made and acted upon regarding the Department's IT development work programme. Depending on the speed of decision-making, the Department's IT suppliers may be able to begin designing the necessary system changes in this stage.

2.8 The stage 1 key management products are listed in the Product Checklist document (Ref 2).

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**Stage 2 – Design Changes**

- 2.9 This stage covers a 6 months period from the start of January '05 to the end of June '05.
- 2.10 The stage 2 key management products are listed in the Product Checklist document (Ref 2). Key products from this stage include the Full Business Case and the detailed IT Development Plan. IT suppliers will complete design work for the necessary system changes during this stage.

**Stage 3 - Develop Changes**

- 2.11 This stage covers the 18 months period from the start of July '05 to the end of December '06. The main activities during this stage are IT system changes to ensure euro compatibility, system testing, revision of forms, leaflets, business procedures, etc, and design and delivery of euro education & training.
- 2.12 Proposed sub-divisions of this stage – for control purposes – are:
- Development #1 – from July '05 to the end of March '06 (9 months).
  - Development #2 - from April '06 to the end of September '06 (6 months).
  - Consolidation – from October '06 to the end of December '06 (3 months).
- 2.13 All compatibility work should be completed by the end of the 'Development #2' stage.
- 2.14 The consolidation sub stage provides a contingency or buffer against delays in achieving compatibility by the end of the development #2 sub stage. Ideally this contingency will not be called upon. Instead, the main activities in the consolidation sub-stage cover assurance, integration testing, staff and customer communication and possible phased introduction of euro compliant services (such as dual display) as required.
- 2.15 The stage 3 key management products are listed in the Product Checklist document (Ref 2).

**Stage 4 – Implement Changes**

- 2.16 This stage covers the period from the beginning of January '07, spanning an assumed E-day in early April '07, to S-day (withdrawal of sterling). S-day is expected to occur two months after E-day. The programme will close no more than three months after S-day.
- 2.17 A separate and very detailed plan will be drawn up for the few days of intense activity spanning E-day, described at a high level in the IT Systems Changeover Options paper (Ref 3). This will include a set of pre and post E-day checks to ensure all operations are working correctly and 'handshakes' with interfacing systems / organisations.

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2.18 The stage 4 key management products are listed in the Product Checklist document (Ref 2).

### **3 Strands**

3.1 The DWP Euro Programme (and the individual Euro Projects within the Programme) has adopted the Change Lifecycle strand structure and definitions. These are:

- Strand 1 Strategic Direction & Outcomes
- Strand 2 Change for Customers
- Strand 3 Change of Process, Organisation & Facilities
- Strand 4 Change of IT
- Strand 5 Change for our People
- Strand 6 Manage External Relationships & Supply Chain
- Strand 7 Change of legislation
- Strand 8 Business Migration
- Strand 9 Project Management
- Strand 10 Governance, Approvals, Funding & Commercials

3.1 Strand leaders will be appointed from within the central Programme for each of the strands. However, to keep the size of the central Programme team down to reasonable levels, some individuals may lead more than one strand. Additionally, people working on the Programme may develop products which in planning terms fall into different strands. This requires an element of matrix management.

3.2 Where issues being addressed by a strand are common across the Department, the strand leaders will organise and chair associated Working Groups. This coordinated approach prevents the Department from inventing different solutions to the same problem, maximises the Department's resources in that one Euro Project can lead on one topic while another leads on a different topic, and ensures that no Euro Project lags behind.

3.3 The Working Group approach is particularly relevant as many of the products from Stage 1 onwards will be produced by the Euro Projects rather than by the central Euro Programme. By pooling our resources and capabilities it should be possible to identify and produce generic products which then would then only need a small degree of tailoring to take into account business specific features. This is consistent with the underlying principle of the Change Lifecycle.

3.4 Working Groups, organised by the HMT EPU, currently exist and others may be formed as we progress. The central Euro Programme team will provide the link from these external Working Groups to the Department, distributing advice and guidance downwards and coordinating the provision of information / reports from the Department up to EPU.

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### **4 Milestones**

- 4.1 The Euro Programme has adopted the DWP Milestone Catalogue (Ref 4) for identification of level 1 and 2 milestones. The Change Control procedure for amending level 1 and 2 milestones is known and will be applied once the plans are baselined.
- 4.2 It should be noted that some key milestones are driven by external events and DWP is not in a position to influence their achievement, for example the timing of a Referendum on the Euro.

### **5 Products**

- 5.1 A significant number of management products (documents as opposed to Euro compliant IT systems or business processes), certainly those for the later stages of the Programme, have been identified from the Change Lifecycle. It is likely that additional products will be identified as we move forward. It is also possible that Change Lifecycle products currently on the high level plan are found to be inappropriate for this Programme. So some change is certain. For now a 'default' position is that the majority of Change Lifecycle products will be required. The first version of the Product Checklist reflects this approach while also reflecting the uncertainty.
- 5.2 The number of mandays to produce each product will vary greatly depending on the product; for now the Strand leaders have made best guess estimates to feed in to the Outline Business Case. Admittedly this is a rather crude and simplistic approach to planning, but these assumptions will be reviewed and refined based on actual experience as the Programme moves forward. It can also be expected that good quality estimating data will emerge from other projects as the Change Lifecycle settles down and is adopted across the Department.
- 5.3 Programme Board approval will be sought before any of the crude estimates are published outside the Programme. Once the various Euro Projects are in place across DWP, they will feed in more detailed and more accurate planning and resource information and the Outline Business Case will be revised.

### **6 Plans**

- 6.1 Coordination – and control – of the Department's Euro Programme plans will be achieved by the interlocking of Programme and Business Euro Project plans.
- 6.2 The high level Programme Plan is a planning framework with 'windows' for Euro Project activities / products. Each activity / product window on the Programme Plan will show the baseline start date and the baseline end date. The Euro Projects will

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plan their projects ensuring that their activities / products fit within the windows defined by the baseline dates. The baselined activities / products will be associated with defined programme milestones.

- 6.3 The Euro Projects will construct detailed, costed and resourced project plans, using MS Project. The high level entry for a set of activities / products will correspond exactly with the entry on the Programme Plan. Additionally, it is envisaged that Euro Projects will complete at the outset and maintain on a regular monthly basis, an Excel spreadsheet containing product planning information (for more detail on this aspect see the Monitoring and Reporting Strategy (Ref 5)). There is, of course, scope for Euro Projects to include on their plans any products or activities specific to them.
- 6.4 Programme strand leaders may choose to maintain strand plans separately from the collated Programme Plan, if this is how they wish to manage their strand. Whether or not strand leaders do this, the PMO will forward planning updates received from the Euro Projects to Programme strand leaders each month asking for analysis / observations on the progress being reported.
- 6.5 This approach to planning gives a high level of control for the Programme whilst still allowing a degree of flexibility for the Euro Projects. It takes into account the differing size and complexity of the businesses involved as it is likely they will progress at different speeds. Clearly there will be room for negotiation and compromise within the detail; however, any potential impact on the achievement of baselined programme level 1 and 2 milestones would be a significant matter requiring escalation to the Departmental Change Board.
- 6.6 The Programme PMO and Finance sections will work with Euro Projects, the Directorate and corporate Centres of Excellence, Departmental Governance and the Programme's governance forums to agree monitoring and reporting requirements, frequencies and presentational formats. Monitoring and reporting may also be influenced by any requirements from EPU.