



driving strategic change on time and to budget



DSCIM
CONSORTIUM

“Kubernetes” – helmsman

Programme / Project Management

Pure business change e.g. Biffa

Software enabled change e.g. Environment Agency

Market development e.g. Evolve Energy, Alium Partners

Agile Programme Management Office

Business and Process Analysis

Facilitation

Yacht skippering



Packaging Waste

DSDM
CONSORTIUM

- EU target to re-process at least 60% of packaging waste in 2008
- Regulation revolves around “evidence” – Packaging Recovery Notes
- Market based philosophy
- Market wants information, Regulator wants to regulate
- Devolved regulation over seen by Defra

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Background to NPWD Project

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- Industry initiated project in early 2003
 - Environment Agency agreement late 2005
 - Scoping study early 2004
 - Project Group formally formed Nov 2005
 - Solution 7 (development) appointed Dec 2005
 - First deadline 31st March (17 weeks)
 - Handover to Environment Agency end 2006
- Complex and diverse “peer group” stakeholders
- Waterfall / PRINCE2 approach assessed as unable to deliver. DSDM selected in place.
- How would Environment Agency CIS react?



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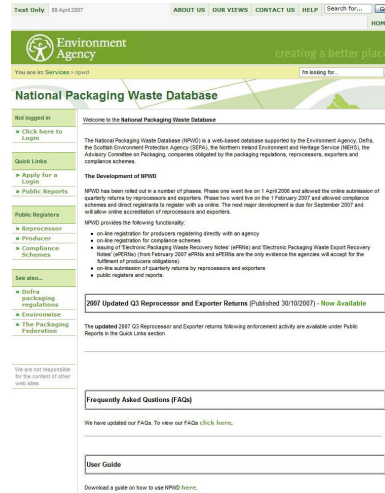
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Success



- Went from “wish list” on 16th December to first version of live system on 11th April
- Four further increments delivered on time; 30th June, 31st Sept, 1st Feb, April 9th
- Delivered key business objectives
 - Faster market information
 - Improved regulation
- Some re-engineering of the whole regulatory regime
- On-time and on budget
- Accepted by and handed over to Environment Agency, 31st Jan '07

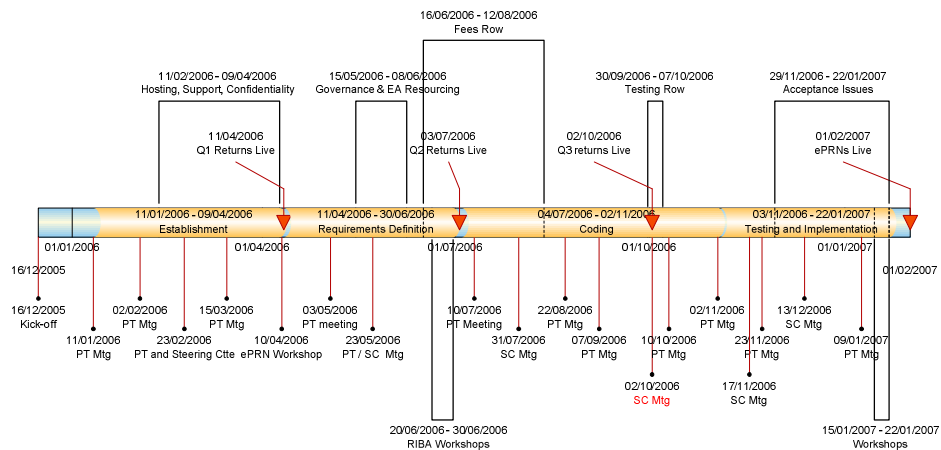


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Compliance Timeline – Project Delivery



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Challenges

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- Language and mindset
- Difference in delivery philosophy between Project and CIS
- Politics
 - Element of resentment of system being “imposed” on Environment Agency
 - Two different groups of Environment Agency users
 - One group re-locating from London to Sheffield
 - Different views in Industry
 - Acceptance of the system by the Environment Agency
- Geographically dispersed team with other priorities

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Foundations

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- Very tight timeline
 - Project initiation meeting Dec 16th
 - First team meeting Jan 11th
 - First increment live Apr 11th
- Q1 issues with:
 - Hosting
 - Support
 - Confidentiality
- Core issue – “What is the regulatory status of the project?”
- Resolution – Outsourced hosting and support; “agent” status for Solution 7



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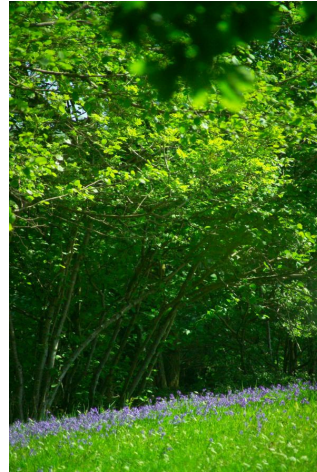
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Governance and Resourcing

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- Duplication of Project Boards and Project Management
- COTS / custom development
- Whose requirements take priority
 - Two sets of Environment Agency users
 - One moving from London to Sheffield
- User resourcing – “Skin in the game”
- Core issue – “Who leads?”
- Resolution
 - Combined steering committee; 1 project manager
 - Facilitated and collaborative requirements definition



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Futures

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- Core issue – “Whose future vision will be adopted?”
- Formal regulatory consultation needed
 - Triggered debate about future costs / fees
- Resolution – long term involvement of industry in future development
 - Advisory board
 - User group
 - Model for a different relationship between regulator / regulated



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Testing

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- Several rows about style and quality of testing
- Core Issue – culture / philosophy clash between waterfall and DSDM
- Resolution – uneasy hybrid of the two approaches
- No grey area; have to embrace one approach or other



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Acceptance and Procurement

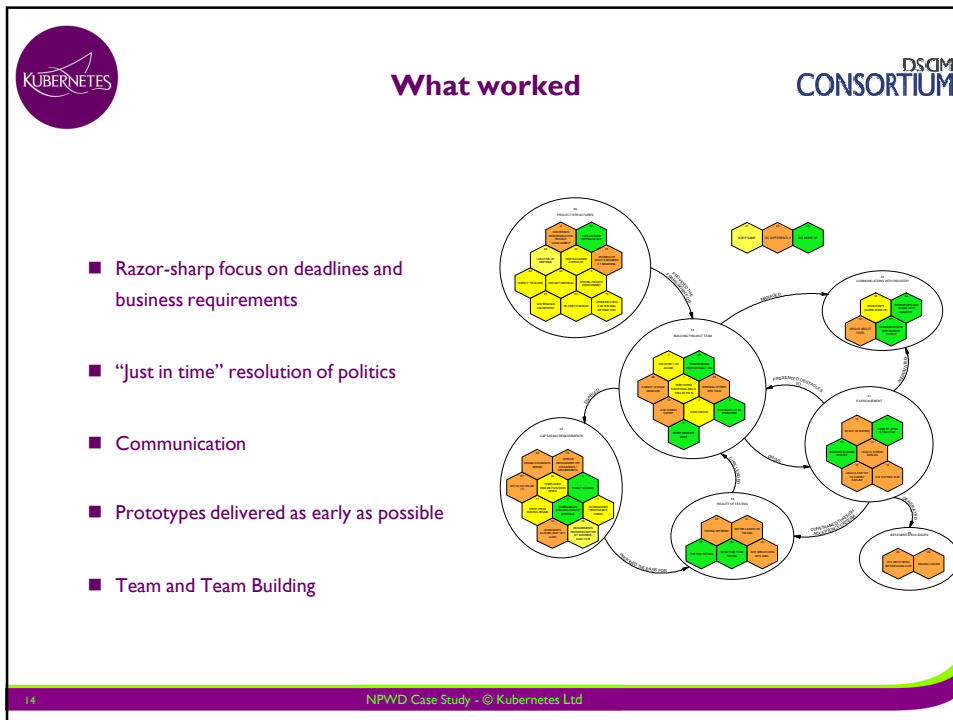
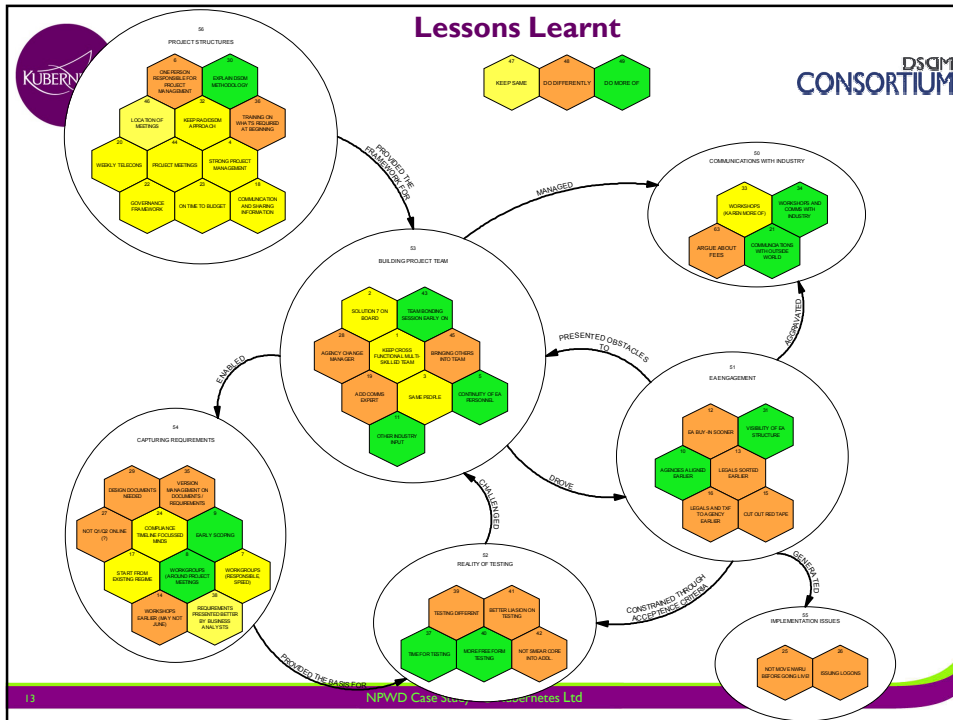
DSCM
CONSORTIUM

- Environment Agency takes on system; needs Solution 7 to continue support and development
- Core issue – three way set of legal agreements needed (over Christmas!)
- Resolution – “forced collaboration”
 - Lock the lawyers in a room and don't let them out until it is sorted out
- Different attitude to risk / managing risk needed
 - Different procurement processes needed



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What we would do differently

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- Dealt with the foundation issues earlier
- Been clearer about the project management methodology
- Integrated testing / acceptance properly
- Collaborate in everything including legals, futures, procurement
- Managed Should and Could Have's better
- i.e. Stick more rigidly to DSDM

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Summary

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- There were many reasons why the project could have failed.
- However it was successful
 - Senior level support from Industry and Environment Agency
 - Sufficient budget
 - Right people and supplier, well facilitated
 - Working level engagement from agencies
 - Right approach executed with focus and energy
- Recommendations
 - DSDM works – use all of it!
 - No middle ground on testing
 - Distributed and peer level teams are manageable

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The Last Words

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“.....The Hon. Member for Cheltenham mentioned IT costs. The cost that has been quoted is just for maintenance and some development. The database cost £400,000, of which £350,000 was put forward by the industry. He may welcome the fact that it is an unusual piece of Government IT in that has been successfully delivered on time and to cost.”

Ben Bradshaw MP (source Hansard)



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