

Service Definition
Digital by Default Delivery and Coaching

Kubernetes Ltd

G-Cloud 15

Lot 3 Cloud Support

Service Definition – Digital by Default Delivery and Coaching

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1. Introduction

Company Overview

Kubernetes's purpose is to help organisations get “visibility and grip” over their change programmes. We have an extensive track record of supporting a wide range of public sector organisations including the Government Digital Service, Ministry of Justice, Department for Work and Pensions and Ministry of Housing, Communities and Local Government.

Contact Details

Hello@Kubernetes.co.uk

Value Proposition

When you choose Kubernetes, you are buying an experienced consortium of Agile and Digital experts, across all Digital Transformation disciplines. Our experience of Agile approaches stretches back to the late nineties. Some of our founders have been thought leaders, instrumental in the development of Agile approaches at industry level. A number of our senior delivery people were part of the original Transformation team at GDS from 2013, and all of our associate network are experienced in delivering to the Digital Service Standard. We are also experienced enough to know that new approaches to Digital Service Delivery cannot exist in a vacuum of “new ways of working”. We know how to run and integrate with large change programmes and can help you with these challenges.

What the Service Provides

Kubernetes Agile coaching service embeds good digital delivery skills and practices into organisations by mentoring and coaching their people in all aspects of Agile, Lean and Digital by Default.

We do this through providing coaches with over 10 years of Agile delivery and coaching experience using a structured, scalable, approach which we adapt to each client situation.

Our agile coaching and advisory service is adaptable and scalable, it has been successfully applied to over 50 teams, where each team has differing experience and context. Using the team's workshops and digital / agile maturity assessments we will determine the pace and style required to develop them into high performing, self-organising and adaptive teams.

The outcome will be that client teams will be more effective in their deliveries meeting user needs with software that is high quality, scalable and maintainable. We also ensure that the client develops their own coaching capability to maintain delivery standards and facilitate continuous improvement.

Overview of the G-Cloud Service

To provide a consistent maturity model for managing and measuring the development of and knowledge transfer to both teams and individuals, we frame our delivery and coaching

around the industry standard Situational Leadership model developed by Kenneth Blanchard. This is particularly suited to digital by default maturity because it focuses on developing the capability of teams and/or individuals to the point where responsibility can be delegated to them and they can be empowered by senior leadership, the key to productivity and effectiveness in digital delivery.

Situational Leadership gives us 4 styles of mentoring to support and embed skills development:

- Directing; we show people what to do and how to do it
- Coaching; people are working with us to try the new skills
- Supporting; our coaches watch the teams as they use new techniques and provide feedback for improvement
- Delegating; when people feel that they have mastered new skills and techniques and when our coaches provide ad-hoc advice and/or a sounding board.

The approach is summarised in the following table:

Guide	Directing	Coaching	Supporting	Delegating
Meaning	- Teach - Show - Do	- Encourage - Involve - Work with	- Participate - Praise	- Overview - Empower
Level of Coaching	- Intensive	- Frequent	- Occasional	- Rare
Example Coaching Activities	- Basic training - MVP boards - Facilitating - Sitting with team - Control by adaptation	- Advanced workshops - Sitting with team - Encouraging Improvement	- Meetings with agile champion - Facilitation on request (pull)	- As needed
Example Exit Criteria	- DMA complete - Champion identified - Team charter created - Boards in place - Recurring ceremonies (Retro etc.)	- Advanced workshops complete - Ceremonies habitual/well run - Metrics captured - Team	- Team self sufficient - Team share practices - PO agreement	- Team influencing others (Exemplar) - PO agrees

	taking place - PO agreement to move	understand why - PO agreement to move		
Example Collateral	- Agile introduction - WIP Limits - Flows and board set up - Scrum & Kanban Roles/Ceremonies - Explicit Policies	- Estimation Models - Metrics - User Story Mapping	- As requested (pull)	- As requested (pull)

Working closely with the teams, we agree on an initial agile framework (generally Scrum or Kanban) and, during the directing phase, our coaches facilitate all of the main ceremonies and activities (stand-ups, retrospectives, reviews, refinement/replenishment and planning) for both Scrum and Kanban teams. We are keen to encourage teams that want to try a different framework to experiment with it. We have experienced a number of teams who were working in Scrum who trialled and switched to Kanban with success.

We engage with team to help us to set up the workshops and encourage a healthy attitude towards adopting new ways of working. We spend time teaching them the fundamentals of agile ways of working and sit in the team space and in ceremonies to help coach practices, encouraging them to try new things and clarify understanding.

In multi-team environments where teams need to collaborate on a single increment, we coach Delivery Managers to experiment in scaling with light touch cross-team planning and refinement.

Our consultants are inspiring and thought provoking, they employ the following techniques and soft skills to their coaching through-out all the phases of the life-cycle:

- Active listening
- Mentoring
- Being non-judgemental
- Powerful questions
- Collaboration

- Ambiguity management (this is being comfortable in ambiguous environments without clear direction)
- Servant leadership
- Frequent feedback

This approach has led to teams working in a blame-free culture and adopting agile mindsets. The outcomes are higher performing teams and increased delivery through-put.

High Intensity Delivery and Coaching (HIC) Option

Kubernetes has coached many teams and organisations with their desire to be more agile in their ways of working. We will adapt our coaching and training options to suit the varied and different needs of our clients.

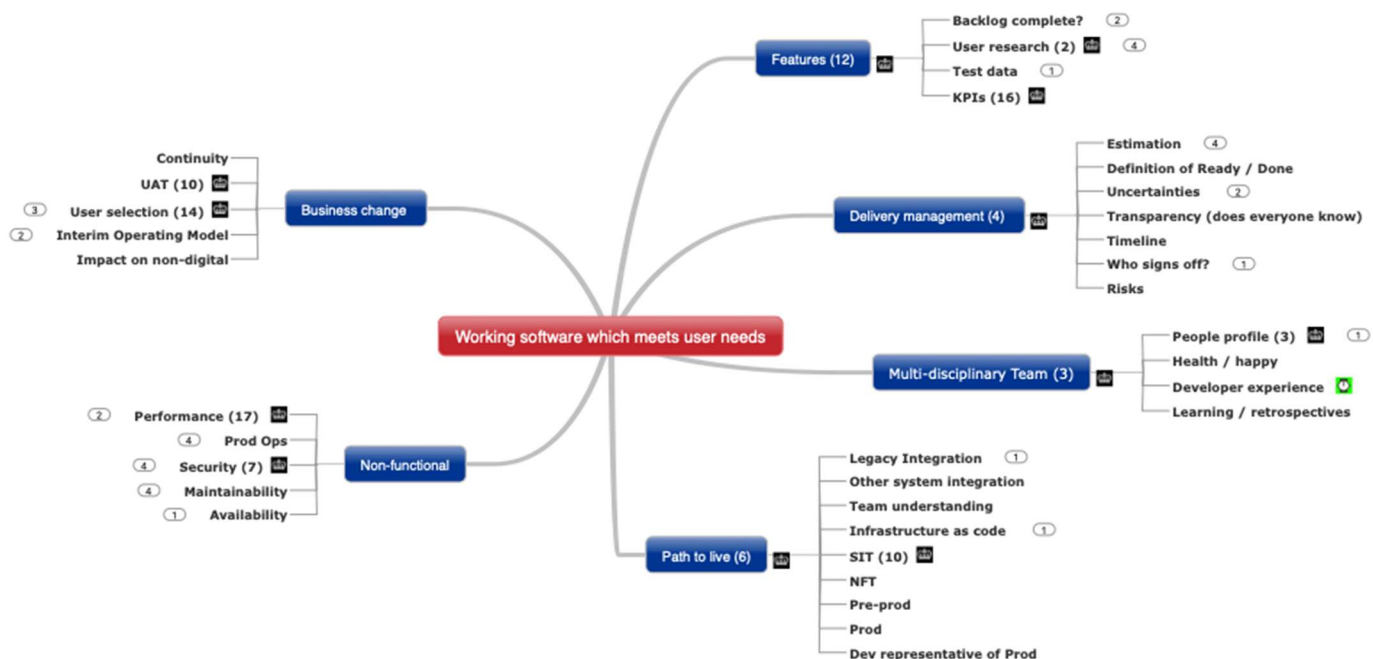
The High Intensity Coaching (HIC) model was designed by our coaches on previous engagements, when teams were unable to commit enough time every week for workshop-based learning. In the HIC model, as part of the ‘Directing phase’ of the coaching lifecycle, we front load the learning over two days. Then we spend the next four weeks working inside the team, on a daily basis, facilitating all ceremonies. After this the teams progress into the ‘Coaching’ phase where the focus is on the team facilitating their own ceremonies, metrics and habitual working patterns and we spend approximately a further four weeks making sure practices are embedded.

Topics we cover in the two-day workshop include: An introduction to agile, work in progress limits, feedback loops, explicit policies, estimation models, and metrics. Outputs from this session are: User needs and pain points for the team, a workflow plan for creating a “work in progress” board, ceremonies booked in the calendar, team policies and a team charter, and what balanced metrics the team are going to collect.

This approach is great for teams that are particularly time poor or geographically distributed because all workshop-based training is done in one small chunk, then team ceremonies can be completed using video conferencing tools.

Delivery Assurance

As part of this service we coach client’s people in “what good looks like” for Agile delivery. We have an assurance framework based on our extensive experience coaching and delivering government digital services since 2006 including the GDS transformation programme in 2013-15, MoJ 2015-current, DWP and many other departments.



Our delivery assurance approach is summarised in the mind map above. We are completely focussed on the key outcome of a digital service delivery which is “working software which meets user needs.”

Our governance controls for this are based on standard Agile delivery ceremonies. In backlog refinement and sprint kick-off we assess, and confirm with the client, that the user stories meet the “definition of ready” so that we know we are developing the “right thing”. At the end of the sprint close-out, we assess that the stories delivered meet the “definition of done” so that we know that we have developed the “right way” i.e. to the technical standards agreed with the client.

The sprint rhythms also provide governance over delivery of a specific release of functionality to users. We define the features/user stories to be part of the release at the beginning of delivery and estimate their size/complexity. As we deliver working software, we plot what has been delivered against the overall scope on a burn-up graph which indicates when we will deliver the full release. We use the learning we’ve gained during delivery to re-estimate if necessary. If there is a hard deadline, we will work with the client to prioritise features and stories in the release to meet that deadline.

For function software quality keys are Continuous Integration and Comprehensive Automated Testing. This ensures that as soon as code is written is tested and integrated with

the rest of the code base to highlight any defects. Stories are not signed off until the build is complete without any errors.

For non-functional software quality the key is infrastructure as code so that all the test environments, including integration, performance and security are identical to production. This means that the risk of introducing new defects is significantly reduced and replicating production issues when they occur much easier, hence reducing the time to fix.

Associated Services

Kubernetes can provide associated Discovery, Alpha / Beta Delivery, Project and Programme Management and Culture and Organisational Design Services.

2. Data Protection

Information Assurance

Kubernetes is Cyber Essentials Certified.

Data Back-Up and Restoration

Kubernetes manages all data in established cloud applications, and data back-up is controlled by these cloud providers. Whilst we would normally expect to be managing any data relevant to our service delivery within your domain, where that is not possible we have established procedures which govern our use of our own technology applications, and the management of the data within our domain.

The Kubernetes IT Policy, which governs use of our cloud applications and all computer devices accessing those, is available on request. Our GDPR policy, which governs our access to and use of personal data is also available on request.

Business continuity statement/plan

The Kubernetes Business Continuity plan is available on request. It covers our key areas of:

- Premises
- Business Applications and Data
- People
- Business Processes

Privacy by Design

Our Discovery plan will include gaining an understanding of any personal data which the service might process or impact in any way, and the establishment of a policy for managing such data within the guidelines.

3. Using the service

Ordering and Invoicing

To discuss your requirements in more detail and to place an order, please contact Hello@Kubernetes.co.uk

We typically provide our Agile coaching services on a time and materials basis however fixed price alternatives are available. We will invoice you at the end of a calendar month, in arrears, for services provided during that month. Our payment terms are 14 calendar days.

We can also facilitate other commercial approaches, such as fixed price for fixed outcomes. Please contact us for more details at Hello@Kubernetes.co.uk

Pricing Overview

All pricing for time and materials services is as per our GCloud 15 rate card on the Digital Marketplace. We can also facilitate other commercial approaches, such as fixed price for fixed outcomes. Time limited or volume discounts may also be available. Please contact us for more details.

Availability of Trial Service

We do not provide a trial service. However, we will provide an initial one-day workshop, free of charge, to explore your needs in more detail and to allow both you and us to determine how well we will work together. We would expect this workshop to be attended by the Executive Sponsor and intended Service Owner.

On-Boarding, Off-Boarding, Service Migration, Scope etc.

In advance of commencing our Service with you, we will appoint a Client Principal to be our primary point of contact with you. They will make the appropriate introductions to the Kubernetes Business Operations team for your commercial and finance team.

The Client Principal will also work with you to establish the appropriate relationships with your people, and to plan the service, including any pre-delivery engagements required (such as our initial one-day workshop to explore your needs). They will agree our governance structure, which we would propose to manage using our Delivery Balanced Scorecard (see Service Levels below), which will help us to measure our progress and relationship on an ongoing basis, across the domains (proposed) of Delivery, People and Behaviours, Commercials, and Knowledge Transfer.

Towards the end of service delivery, we will ensure that all materials are transferred to your systems. We will provide “coach the coach” intensive training and mentoring to a small number of your permanent staff so that they can continue to support your people in their Agile journey.

Training

Kubernetes is an accredited training organisation (ATO) for the Agile Business Consortium and APMG, and as required we can provide certified courses in:

ScrumMaster <https://apmg-international.com/product/agile-business-consortium-scrum-master>

Course duration: 2 days, including exams.

Agile Digital Services (AgileDS)

<https://apmg-international.com/product/agileds>

Course duration: 4 days, including exams.

Agile Project Manager (AgilePM)

<https://apmg-international.com/product/agilepm>

Course duration: 4 days, including exams.

Agile Programme Manager (AgilePgM)

<https://apmg-international.com/product/agilepgm>

Course duration: 4 days, including exams.

Prerequisite: AgilePM

Kubernetes's range of training options, coupled with our experience of creating and delivering custom training means that our clients can get the right training for their situation, increasing enthusiasm for the transformation and ensuring rapid skills acquisition.

Implementation Plan

The core principle underlying planning the coaching service is to demonstrate what good looks like by embedding agile ceremonies and principles in delivery. This also demonstrates the use of Agile in non-software projects as agile transformation is a business change programme rather than software development.

Our stories are maintained in a backlog, we hold daily stand-ups, weekly refinement and prioritisation/replenishment sessions, led by the client Product Owner. We hold regular retrospectives to help us look for and make improvements continually. We also hold monthly show and tells/showcases for stakeholders, including the executive leadership, making sure the teams we worked with were represented.

A detailed Implementation Plan will be agreed as part of our pre-engagement.

In outline, we use a Discovery, Alpha, Beta approach to large engagements. Initially we run a 2-4 week discovery phase, holding several workshops with technical teams, delivery teams and senior leadership people to assess:

- the level of agile understanding across the teams
- the current processes
- Pain points
- team visions
- user needs

At the end of the discovery phase, we do a high-level assessment of the organisation's Agile Maturity. This feeds into an alpha approach and plan where we recommend an initial 2-4 teams to go through their agile journey which typically takes 8-10 weeks. At the end of Alpha, we undertake a detailed assessment of the team and organisation Agile Maturity to prioritise organisation development for Beta and provide baseline metrics to assess progress. We develop a flexible but consistent approach to agile for the organisation that can be scaled up during Beta to cover all delivery teams.

Planning Beta very much depends on the number of teams and the pace at which the organisation wants to change.

Service Management

Not applicable to this service.

Service Constraints

None

Service Levels

Our Client Principal will agree the governance structure between us, which we would propose to manage using our Delivery Balanced Scorecard, which will help us to measure our progress and relationship on an ongoing basis, across the domains (proposed) of Delivery, People and Behaviours, Commercials, and Knowledge Transfer.

KPI 1: Effectiveness of Invoicing and Payment Process

Green is:

- Up to date SOW's and PO's are in place for all required outcomes
- Billing schedule agreed and published
- We submit accurate invoices on time in line with agreed schedule
- You pay submitted invoices within the agreed timeframe

KPI 2: Delivery (Service and Product Owner)

Green is:

- Measurable Sprint Goals are clearly defined and published

- Sprint Goals are being delivered to the satisfaction of the Product Owner(s)
- Acceptance Criteria are clear and understandable
- The team are clearly demonstrating that they are in control of:
 - scope
 - time
 - cost
- Roadmap to delivery of ultimate outcomes is published and iterating

KPI3: People and Behaviours

Green is:

- A Team Charter has been developed by the team and is clearly visible to all
- The Team Charter is being reviewed at sprint retrospectives and is updated regularly as appropriate
- Key roles are filled in a timely manner by suitably qualified people from both parties
- There is a collaborative working environment. The behaviours of people (both parties) in the team are in line with the expectations set in the Team Charter

KPI4: Knowledge Transfer and People Development

Green is:

- The roles required in the new Service Operation (future service model?) are understood and being planned for
- A Knowledge Transfer (People Development) plan is in place to ensure that appropriate people with the necessary skills will be in the defined roles.
- The People Development plan is reviewed regularly and is iterating

Outage and Maintenance Management

Not applicable to this service.

Financial Recompense Model for not Meeting Service Levels

To be agreed on a case-by-case basis as part of the commercial model and governed through Balanced Scorecard.

4. Provision of the service

Customer Responsibilities

The key responsibility of our coaching clients is for the senior leadership to be committed and involved in supporting their teams transition to Agile. For example:

- Being actively engaged with the team e.g. removing impediments to progress, attending show and tells and acting on feedback
- Evolving governance processes and reporting to reflect the Digital by Default service standard and Agile techniques
- Taking responsibility for their own “servant-leader” development

We need a leader from the customer to be the Product Owner for the Agile transformation. This person will have delegated responsibility from the Executive Sponsor to provide day-to-day prioritisation to our coaches, help remove impediments to progress and provide sign-off on deliverables.

We normally use open walls in a team space to display our progress, usually in a Kanban-style flow. This works best if it is at your site, close to your Product Owner. Ideally you will make this space available to our team.

Technical Requirements and Client-Side Requirements

We use tools such as Trello and Jira to demonstrate progress electronically to those who cannot be in the team space, ideally these tools will operate within your technical domain and your people will become familiar with them (we can help with this as necessary).

Outcomes/Deliverables

Teams using Agile techniques to deliver more effectively.

Detailed outcomes and deliverables are agreed specific to each customer.

After-sales Account Management

We will appoint a Client Principal, at our own cost, who will be responsible for contract delivery, and to provide support to you, our team and your other delivery partners.

Through the application of our Balanced Scorecard, the Client Principal will ensure that contract and work order outputs, deliverables and supplier targets are met, and outcomes are achieved.

They will:

- Operate as the lead point of contact for any and all matters specific to the delivery of our service to you

- Oversee all commercial aspects, including new contracts, work order renewals and supplier reporting
- Ensure the timely and successful delivery of our services and solutions according to your needs and objectives
- Ensure that we have the right people deployed to deliver the required services
- Ensure that your processes and standards are adhered by our people (e.g. timesheets, health and safety, security policy etc)
- Deliver and manage Client Principal related products for example; stakeholder map, account overview, induction materials, scorecards, account reports and inputs to service reviews
- Arrange and manage delivery assurance and delivery retrospectives as and when needed
- Collaborate with our internal cross-functional teams (Recruitment, Operations and HR) to ensure we meet your needs

Termination Process

The service can be terminated with one calendar months' notice.

On termination all client materials will be returned. Kubernetes will grant a non-exclusive, non-transferrable, royalty free, perpetual license to our materials and intellectual property that have been used in the engagement.

5. Our experience

BPDTS Case Study 2018-19

Introduction

Following a successful bid, Kubernetes was awarded the agile coaching contract to support BPDTS Ltd in its vision to transform the company from one of traditional delivery to one which uses agile techniques and principles.

BPDTS is the digital technology company set up to provide specialist digital technology services to the Department for Work and Pensions (DWP).

The outcome was to improve its delivery and service offerings by focusing on priorities and delivering business value earlier.

Our remit was to support BPDTS in adopt agile working practices across the whole of the organisation, enabling them to be a successful delivery partner for DWP. Specifically, this included the legacy mainframe development and support teams, helping them to keep their skills and experience current.

Our approach

Initially, we undertook a 4-week discovery phase, holding several workshops with technical teams, delivery teams and senior leadership people. Through the workshops, we were able to assess:

- the level of agile understanding across the teams
- the current processes
- Pain points
- team vision
- user needs

To demonstrate what good looks like and embed the agile ceremonies and principles, we made sure our coaches worked in an agile way with the client's Product Owner (PO).

Our stories were maintained in the backlog, we held daily stand-ups, weekly refinement and prioritisation/replenishment sessions, led by the PO. We also held regular retrospectives to help us look for and make improvements continually. We held monthly show and tells/showcases for stakeholders, including the CEO, making sure the teams we worked with were represented. This also allowed senior leaders the opportunity to ask questions and provide feedback and suggested changes for inclusion in the coaching backlog.

As the discovery phase came to an end and having undertaken a high-level assessment of the organisation's Agile Maturity, we were able to propose an alpha plan, recommending four teams to embark on their agile journey, developing a flexible but consistent approach to agile.

There was a smooth transition from discovery and we completed an eight-week (four sprints) alpha phase. This included a digital/Agile Maturity assessment with the alpha teams to baseline and track progress for their agile journey.

Our coaches took a hands-on approach with the alpha teams introducing them to the agile ceremonies:

- daily stand-ups
- sprint planning
- sprint refinement
- retrospectives
- sprint reviews and show and tells with stakeholders

We also helped the teams visually manage their workload using Kanban boards, sprint boards and Jira.



(One of the team's scrum board)

We introduced the teams to agile ways of working, which included:

- agile mindset workshops (manifesto and principles/why we do what we do)
- setting high-performing teams workshops (team charters)
- introduction to other core practices (Refinement, defining Done, defining, Definition of Ready)
- release planning, including estimations/planning poker/measures of velocity
- agile reporting
- writing good user stories using the I.N.V.E.S.T. (Independent, Negotiable, Value, Estimable, Small, Testable) principles and behaviour driven development acceptance criteria
- coaching use of collaboration tools such as Jira and Confluence

	Sprint	Story Points Completed	Total Completed	Forecast Completed	Forecast High	Forecast Low	MVP
Historical	1	8	8				54
	2	12	20				54
	3	25	45	45	45	45	54
	4			60	69	51	54
	5			75	93	57	54
	6			90	117	63	54
	7			105	141	69	54
Forecast							

Average Points Completed Last 5 Sprints:	15	Assumption
Standard Deviation Points Last 3 Sprints	9	

Run Lin MVP 17.09.18 +

(Sprint velocity table)



(Planning poker game)

Our Technical Coach also held sessions with each of the alpha teams and provided coaching and support with:

- agile delivery techniques (e.g. pair/mob programming)
- CI/CD pipeline principles
- good characteristics for selection and use of open-source products

What we achieved

Through the four-sprint alpha phase, we worked with four teams (approximately 25 people), helping them start to adopt agile methodologies to improve the collaboration, transparency and delivery of their work.

At the end of alpha, we moved into beta phase and started to expand our agile coaching with more of the legacy teams in Newcastle and Blackpool. At the same time, we continued to coach and support the alpha/pilot teams, making sure their learning was embedded across the teams and they maintained agile ceremonies, regardless of whether they were a Kanban or Scrum-based team.

We coached:

- development teams
- service support teams
- product teams
- operational teams (HR)

We provided agile coaching collateral, which made sure our coaching approach remained consistent across the teams and locations and this consistency would remain after our assignment ended. We iterated the collateral following feedback and learning.

We measured agile learning by developing a client-specific Digital Maturity Assessment and conducting assessments at the beginning of each team's agile coaching journey. This provided a benchmark and then quarterly to understand the progress being made. These helped the teams and the organisation identify and focus on priorities for their development.

It also made sure we focused our attention on the teams who needed the most support and enabled the organisation to prioritise key areas in its organisational level business plan.

We coached 42 teams, approx. 450 people, supporting their transition to more agile ways of working. We've supported them through our agile coaching lifecycle, moving from Directing, to Coaching, then Supporting and finally to Delegating.

Once our coaching programme was fully underway, our next priority was to ensure BPDTS became self-sufficient by having their own internal coaching team, thus sustaining future agile coaching. As BPDTS appointed their coaches we worked as a

combined team, providing the coaches with knowledge transfer by:

- shadowing our coaches

- pairing with our coaches
- leading coaching sessions, with support from our coaches
- providing advisory support as and when needed from our coaches.

We also developed several coaching support packs for the coaches to use through their coaching workshop. We held an ‘agile games’ day, to ensure all the coaches had hands on experience of many of the agile games that can be used during coaching to support learning.

As a result of our time supporting BPDTS with their agile transformation, they are now well on the way to transforming their organisation from applying traditional ‘waterfall’ delivery to an organisation that is modern with adaptive, agile principles and methodologies at its core. All this is supporting the changing culture, enabling its people to feel safe in trying new ways of working. We were able to help their people become agile, not just do agile.

Lessons learned

As with any engagement, a successful outcome is dependent on engagement from the client. Our end-of-sprint coaching reports record an amazing level of engagement and enthusiasm from the client. The Product Owner was always available and willing to lead and manage the backlog to make sure it was detailed appropriately and refined in time for coaches to pull in the priority work from the Kanban board.

It is always better to have an initial set of volunteers who want to start the agile journey and with BPDTS, we were fortunate that several teams stepped up to the challenge early on. Teams participated enthusiastically in workshops and scrum/Kanban events where they showed an enormous willingness to learn and take on new ideas. Many of the teams published blogs on the BPDTS internal intranet, telling their colleagues about their agile journey. These great stories helped spread the positive work and encouraged more teams to get involved.

Generally, teams settled into the rhythm of events and moved from nascent agile practitioners to more self-organising teams. The alpha teams matured nicely and were used as exemplars for other areas of the organisation to follow. Unsurprisingly, these teams still speak highly of the difference that an adaptable, creative mindset and practices have brought to their ability to deliver value to their clients.

Delivery and Coaching Clients

● HSBC PLC	2010-11
● Daiwa Bank	2011-12
● Government Digital Service	2013-15
● Her Majesty’s Courts and Tribunal Service, Crown Prosecution Service	2015-17
● BPDTS/DWP	2018-19
● Oil and Gas Authority	2019-20
● Hivedome Limited	2023-25