DevOps across a Largely Outsourced IT Ecosystem

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Agenda

01	Overview of FCA, the problem and background

02	Background to FCA transformation

03	Building successful partnership – a win/win

04	One global language

05	But what to do when it isn't going well

06	This is a continuous journey

Intro to Financial Conduct Authority (FCA)

As an independent public body, the FCA works to ensure that these markets work well for individuals, for businesses and for the economy as a whole.

Operational Objectives

01
Protect the integrity of the UK financial system

02
Protect consumers from bad conduct

03
Promote effective competition in the interests of consumers

FCA Work Includes

- Regulates the conduct of more than **50,000** businesses

- Is the prudential supervisor for **48,000** firms

- Set specific standards for **18,000** firms

Complexities FCA Encounters

A
Cloud first

B
Adapting to changes and Engineering partnerships

C
Changing behaviour

Background to FCA Transformation

Situation & Accelerators

Externally
Industry trends: Increased commoditization of services, transparent pricing for technology, and mainstream move towards Agile.

Internally
Challenge in 2013 to deliver consumer credit requirements in 9 months. Presentation made to CEO and board on impact of digital for FCA.
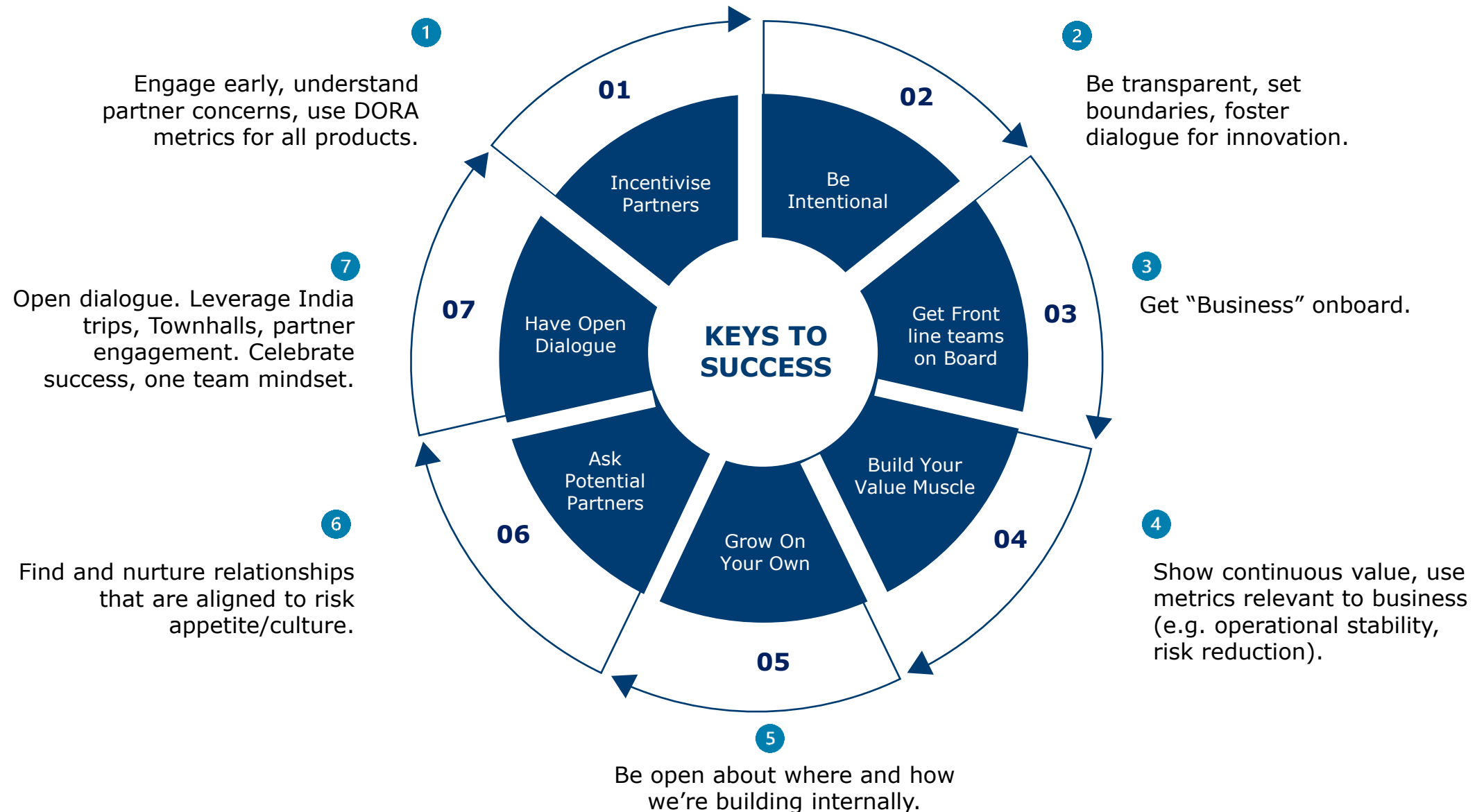
Challenge

Existing technologies and infrastructures are complex, Inflexible, Unstable and disconnected from business slow and costly to support change
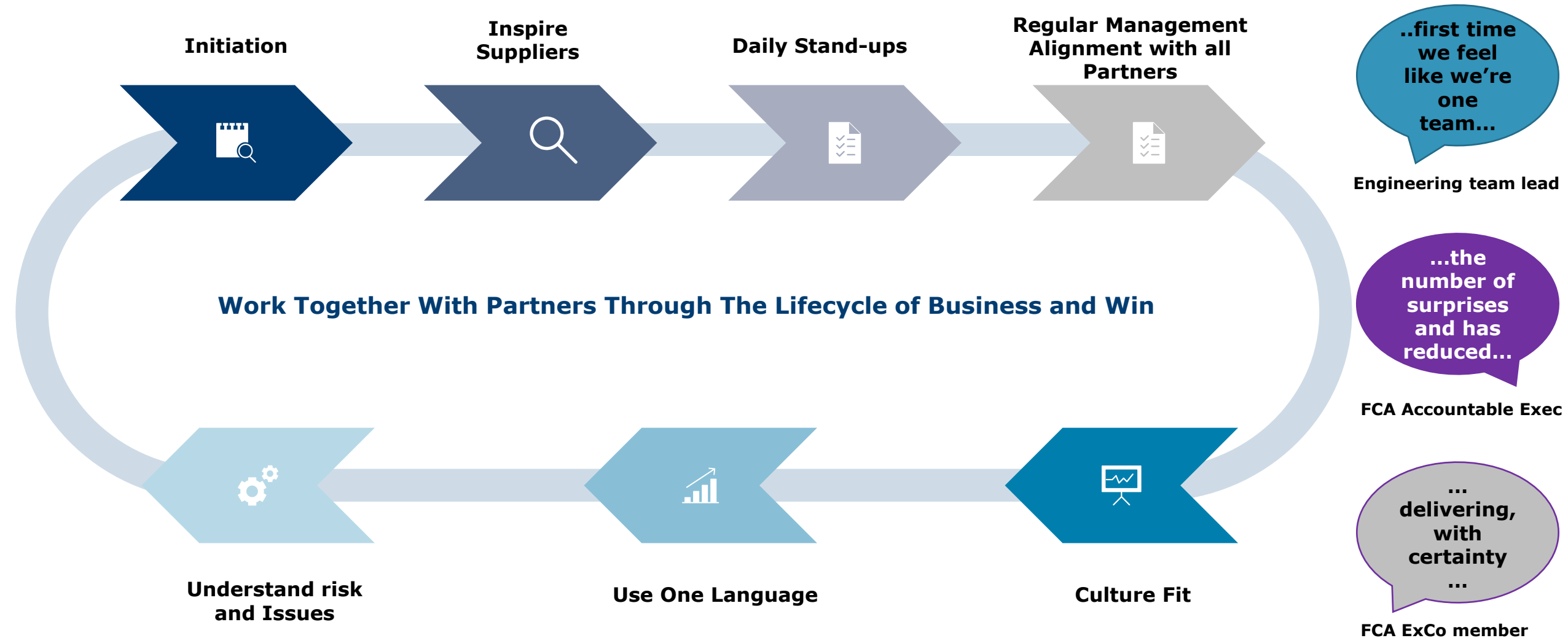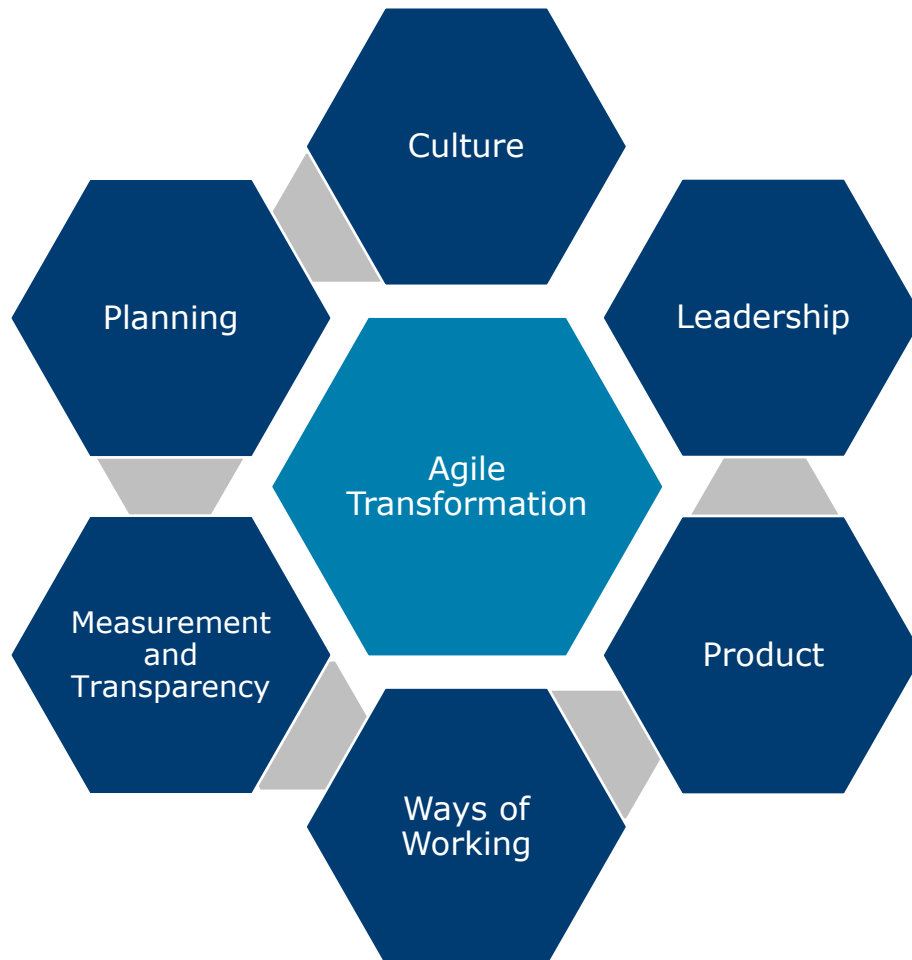
Building successful partnership – a Win/Win

1 Engage early, understand partner concerns, use DORA metrics for all products.

2 Be transparent, set boundaries, foster dialogue for innovation.

3 Get "Business" onboard.

4 Show continuous value, use metrics relevant to business (e.g. operational stability, risk reduction).

5 Be open about where and how we're building internally.

6 Find and nurture relationships that are aligned to risk appetite/culture.

7 Open dialogue. Leverage India trips, Townhalls, partner engagement. Celebrate success, one team mindset.

Diagram center: **KEYS TO SUCCESS**

- 01 Incentivise Partners
- 02 Be Intentional
- 03 Get Front line teams on Board
- 04 Build Your Value Muscle
- 05 Grow On Your Own
- 06 Ask Potential Partners
- 07 Have Open Dialogue

One global language

Initiation

Inspire Suppliers

Daily Stand-ups

Regular Management Alignment with all Partners

Work Together With Partners Through The Lifecycle of Business and Win

Understand risk and Issues

Use One Language

Culture Fit

..first time we feel like we're one team...

Engineering team lead

...the number of surprises and has reduced...

FCA Accountable Exec

... delivering, with certainty ...

FCA ExCo member

But what to do when it isn't going well

Leadership
Boosting agility, reducing decision time, and building programme confidence

Product
Improving product practices to prioritize value and quality over output speed

Ways Of Working
Elevating Agile and product maturity via coaching and promoting cross-functional collaboration within product value streams.

Measurement & Transparency
Creating visibility and evidence-based decision making
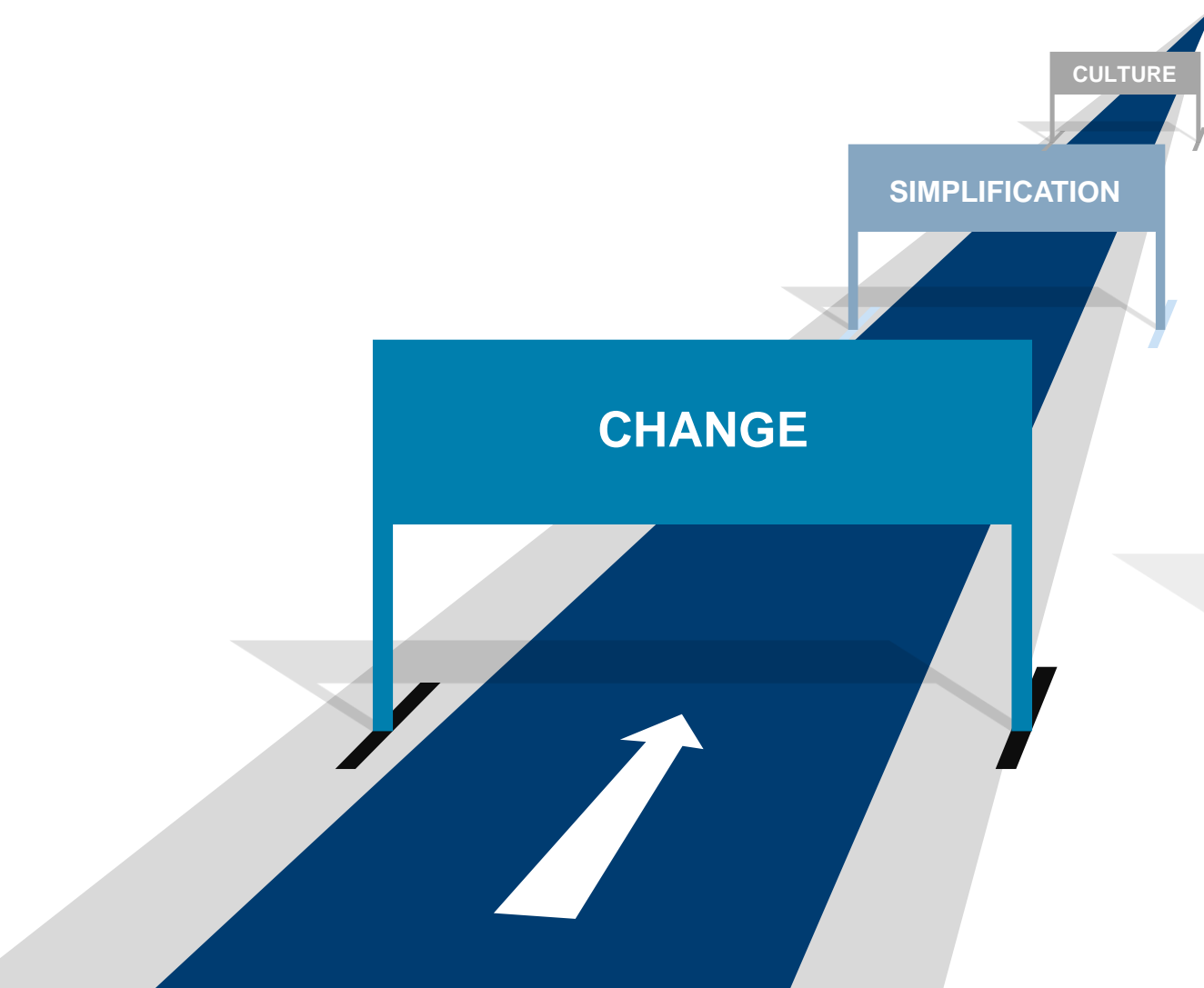
Planning
Building trust through iterative planning

Culture
Creating a collaborative and open culture of trust

This is a continuous journey

Here is how we are looking to change in the future

CULTURE

SIMPLIFICATION

CHANGE

DevOps in a Multi partner landscape will continue – it works!

Continue to reduce supplier risk concentration
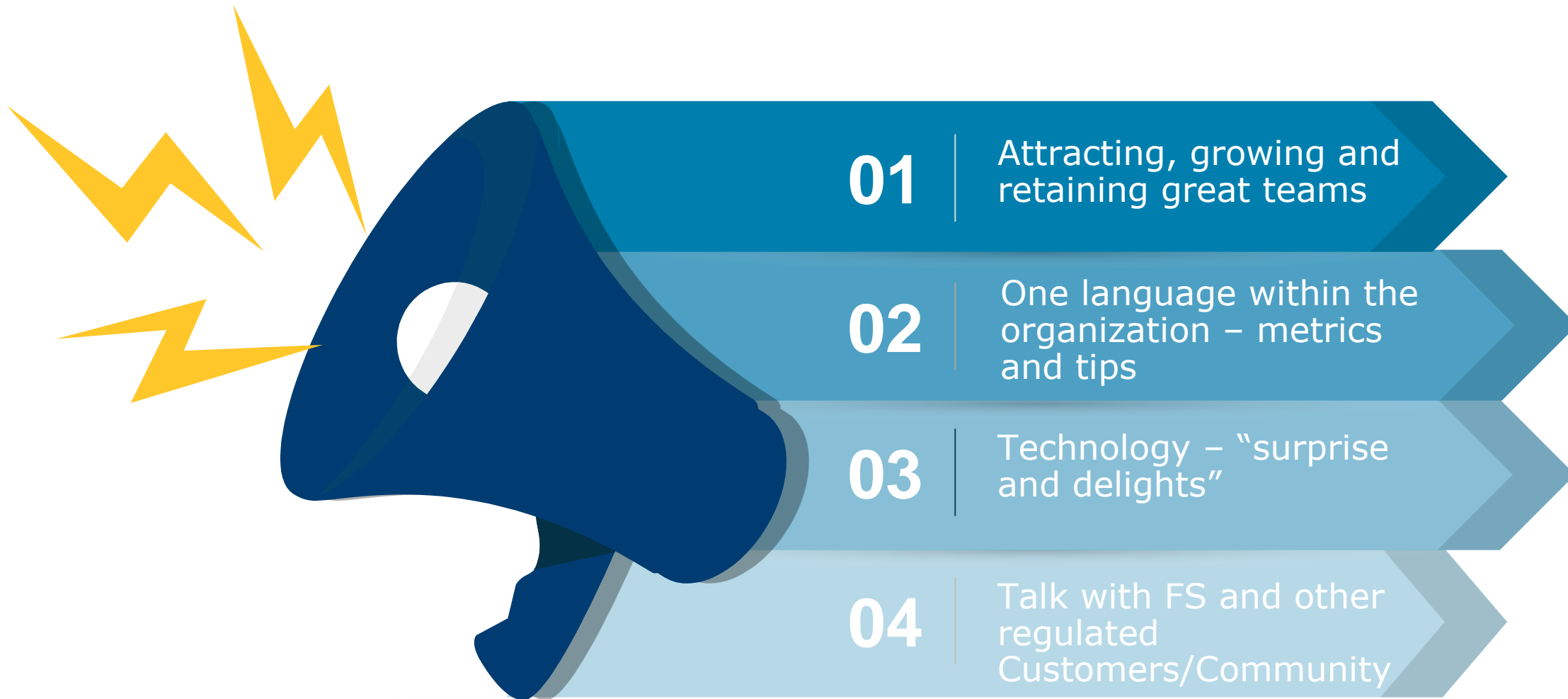
Use tooling wherever possible

Continue to refine metrics and remove areas of ambiguity

Help I'm Looking For...

01 Attracting, growing and retaining great teams

02 One language within the organization – metrics and tips

03 Technology – "surprise and delights"

04 Talk with FS and other regulated Customers/Community

THANK YOU