

SCALING WITH PROCESS ORCHESTRATION

Building a SAFe operating model with Camunda

14 May, 2025



SPEAKERS



Adam Astle

Head of Software Development

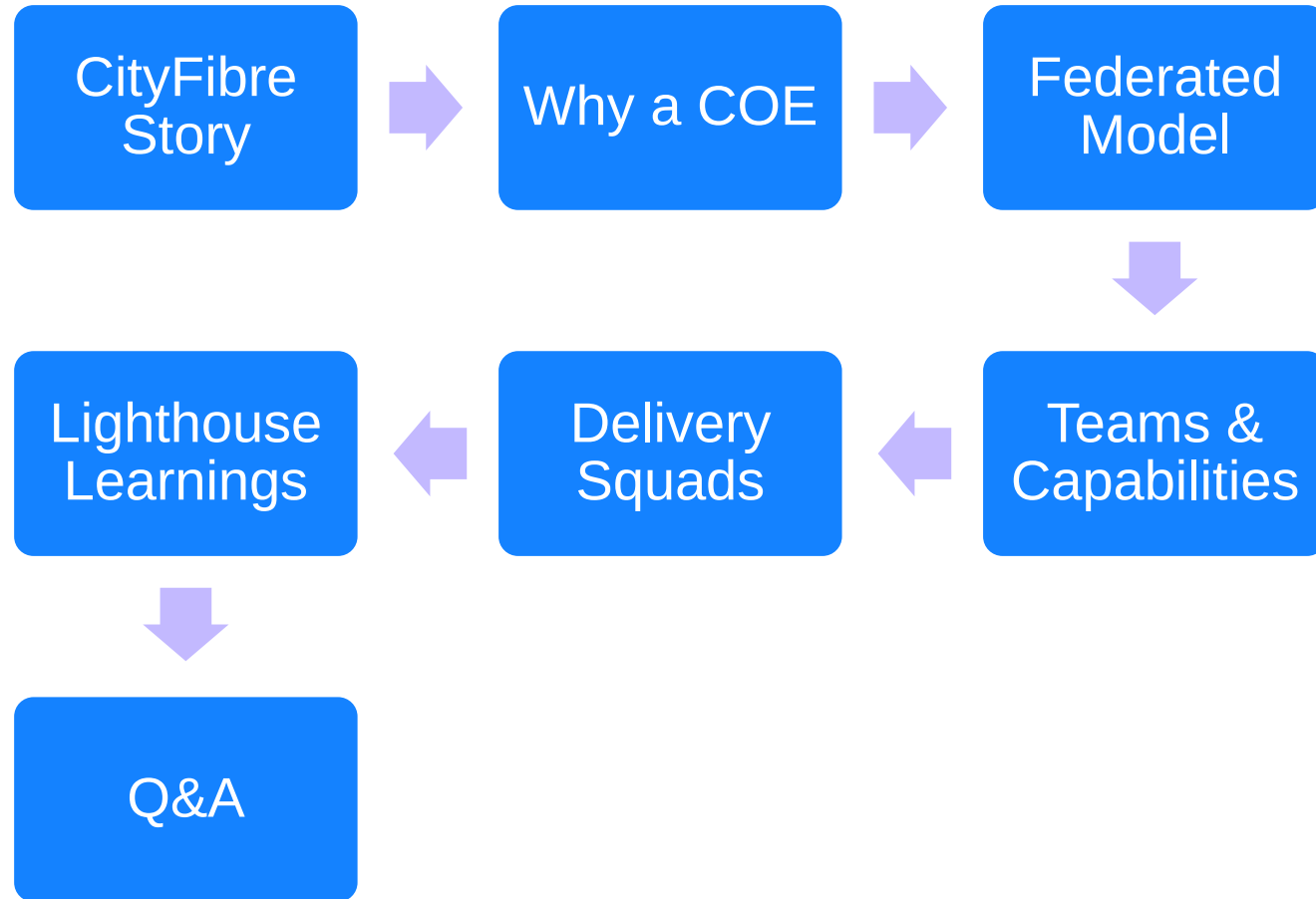


Michael Cobbledick

Head of Advisory & Design, EMEA



WHAT WE ARE GOING TO SHARE WITH YOU TODAY



CITYFIBRE IS THE UK'S LARGEST INDEPENDENT, WHOLESALE ONLY, FIBRE NETWORK



Offering transformational
multi-gigabit broadband
speeds, at scale, to UK
ISPs

**WE'RE A PROVEN
WHOLESALE
PROVIDER TO ALL
MAJOR INDEPENDENT
ISPS IN THE UK**

Collectively, our ISP
partners hold 49% of UK
consumer broadband
market share



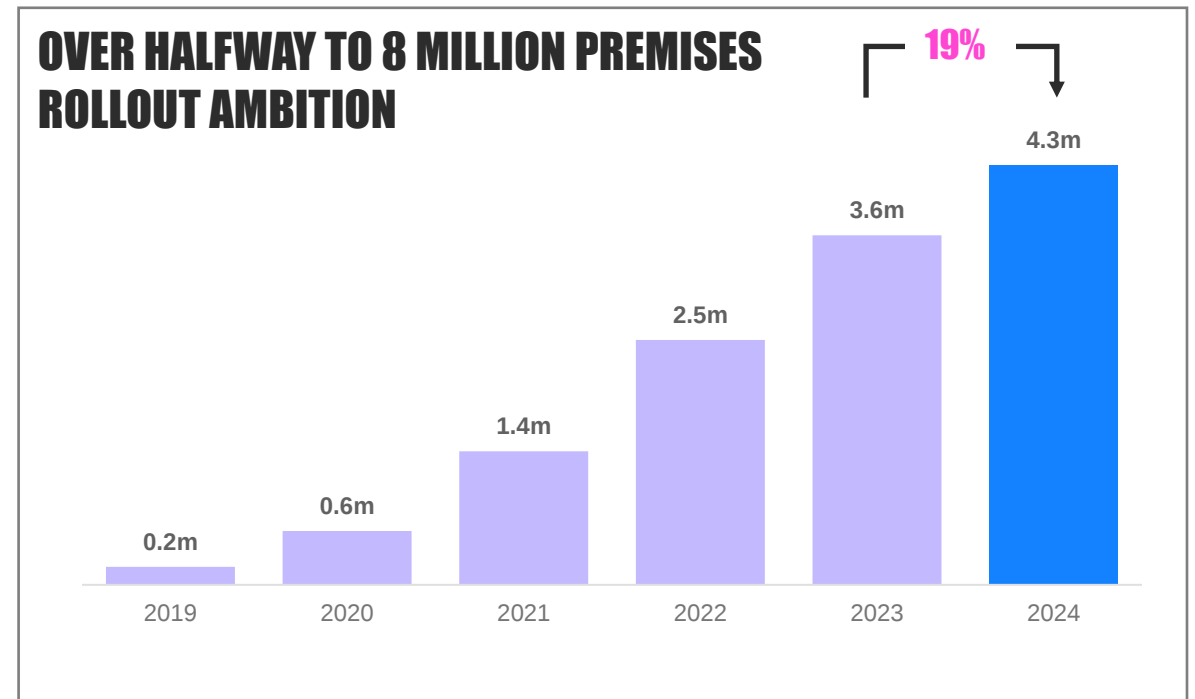
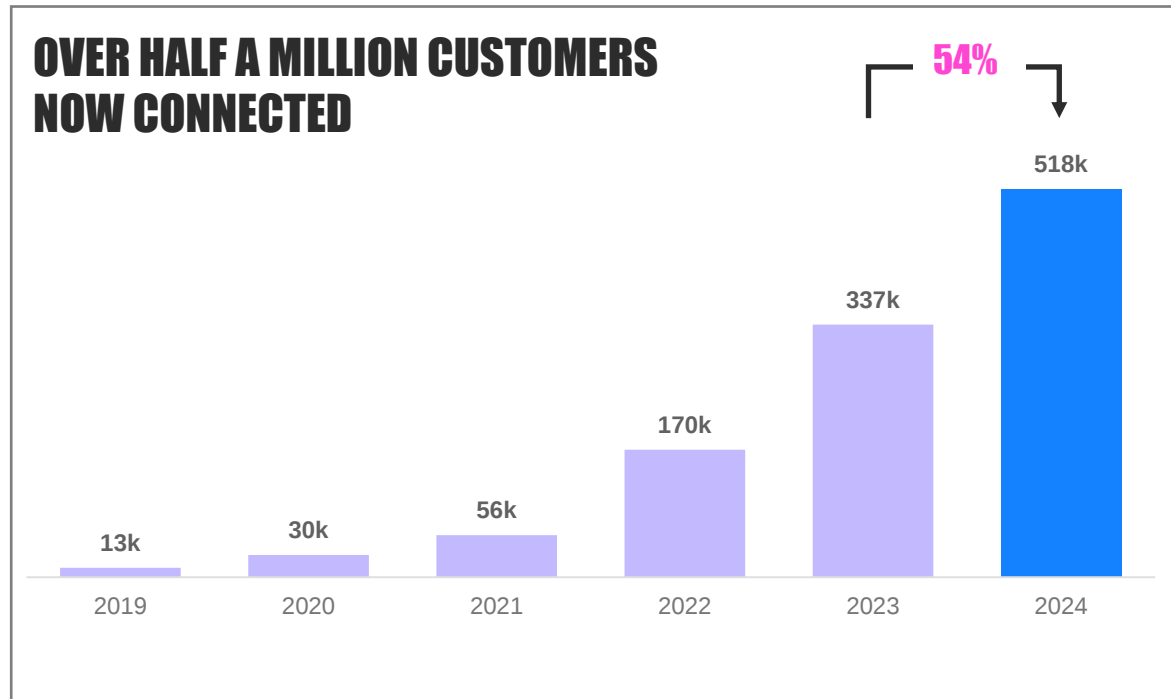
TalkTalk



**+ 1000 smaller ISPs serving
business and consumer verticals**

WE CONTINUE TO GROW AT PACE THOROUGH BUILD AND ACQUISITION

With strong, consistent year-on-year growth in both premises passed & take up evidenced in our published end of year trading update for 2024



COMMON SCALING CHALLENGES

**BATCH
PROCESSING
OF DATA**

**INCREASE IN
REPORTING
DEMANDS**

SECURITY

**LACK OF
STANDARDISATION**

**ABILITY
TO SCALE**

**TIGHTLY
COUPLED
SYSTEMS**

**LIMITED
REPORTING
CAPABILITIES**

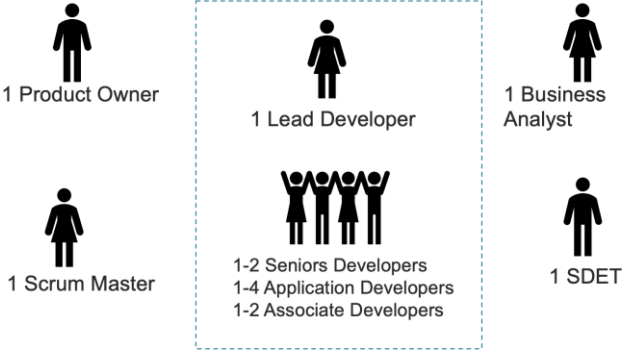
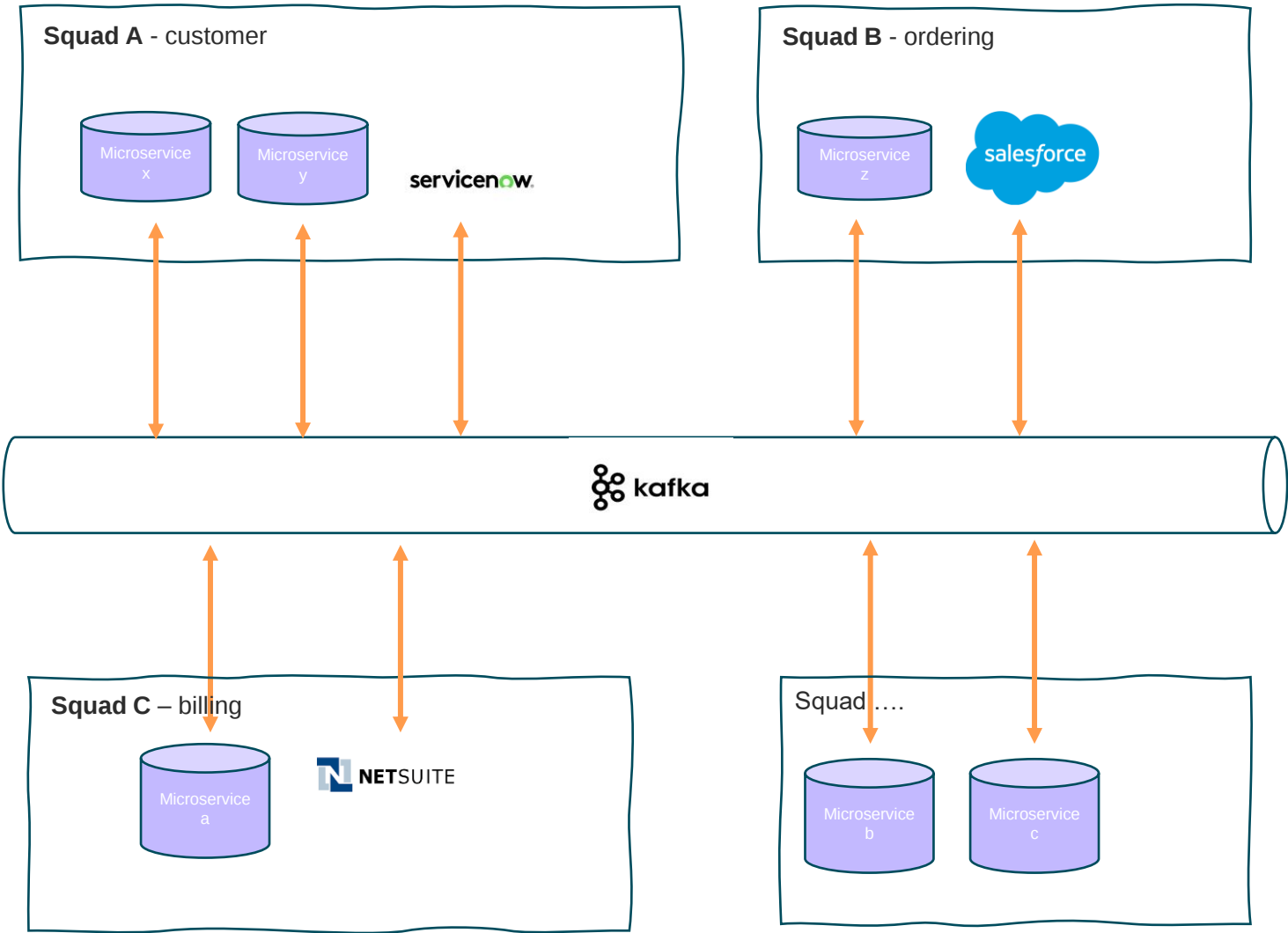
(spreadsheet hell)

**POOR DATA
QUALITY**

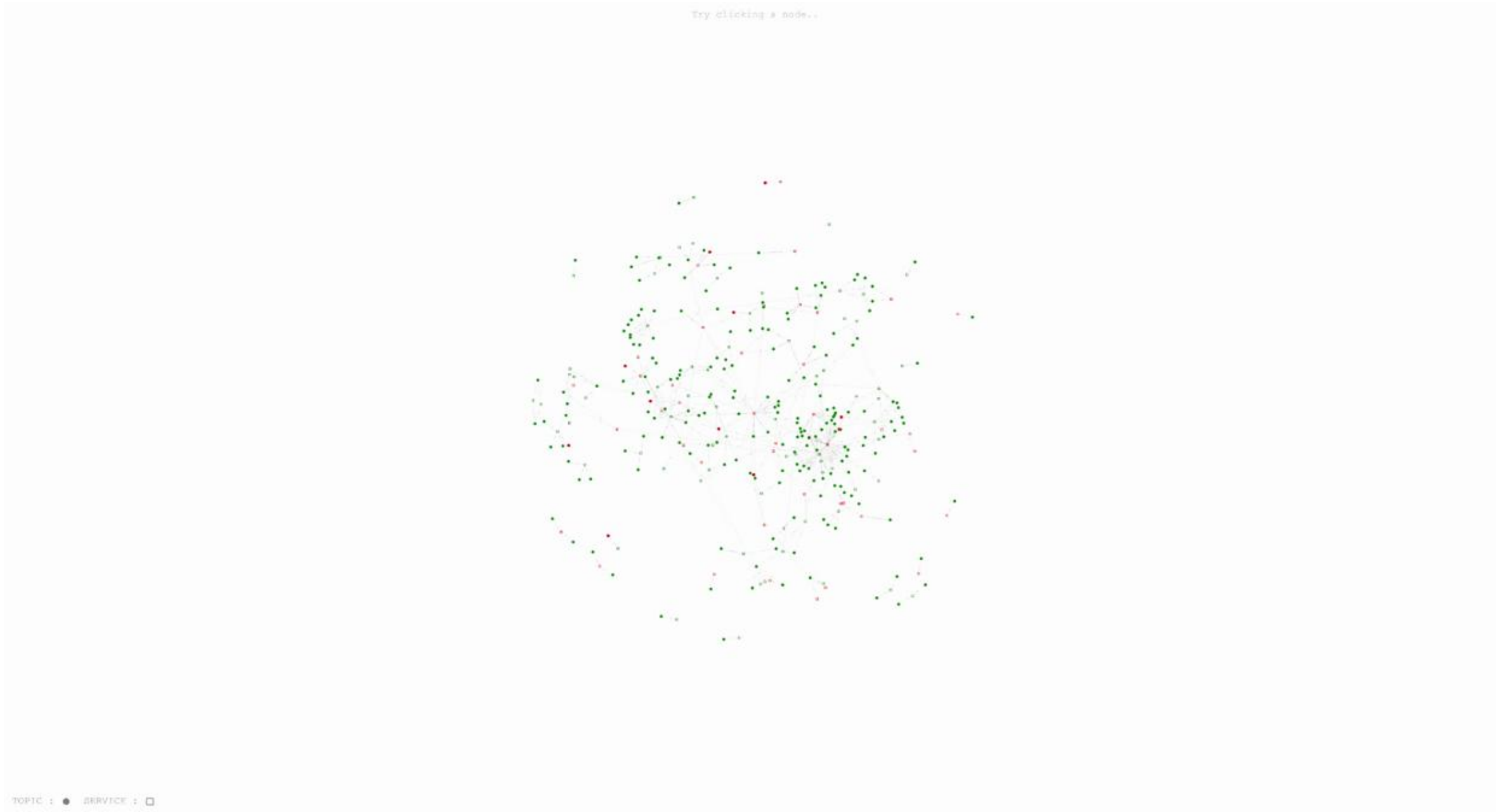
**MONOLITHIC
APPLICATIONS**

**RAPID GROWTH
IN SYSTEMS
DEVELOPMENT**

WHAT WE DID

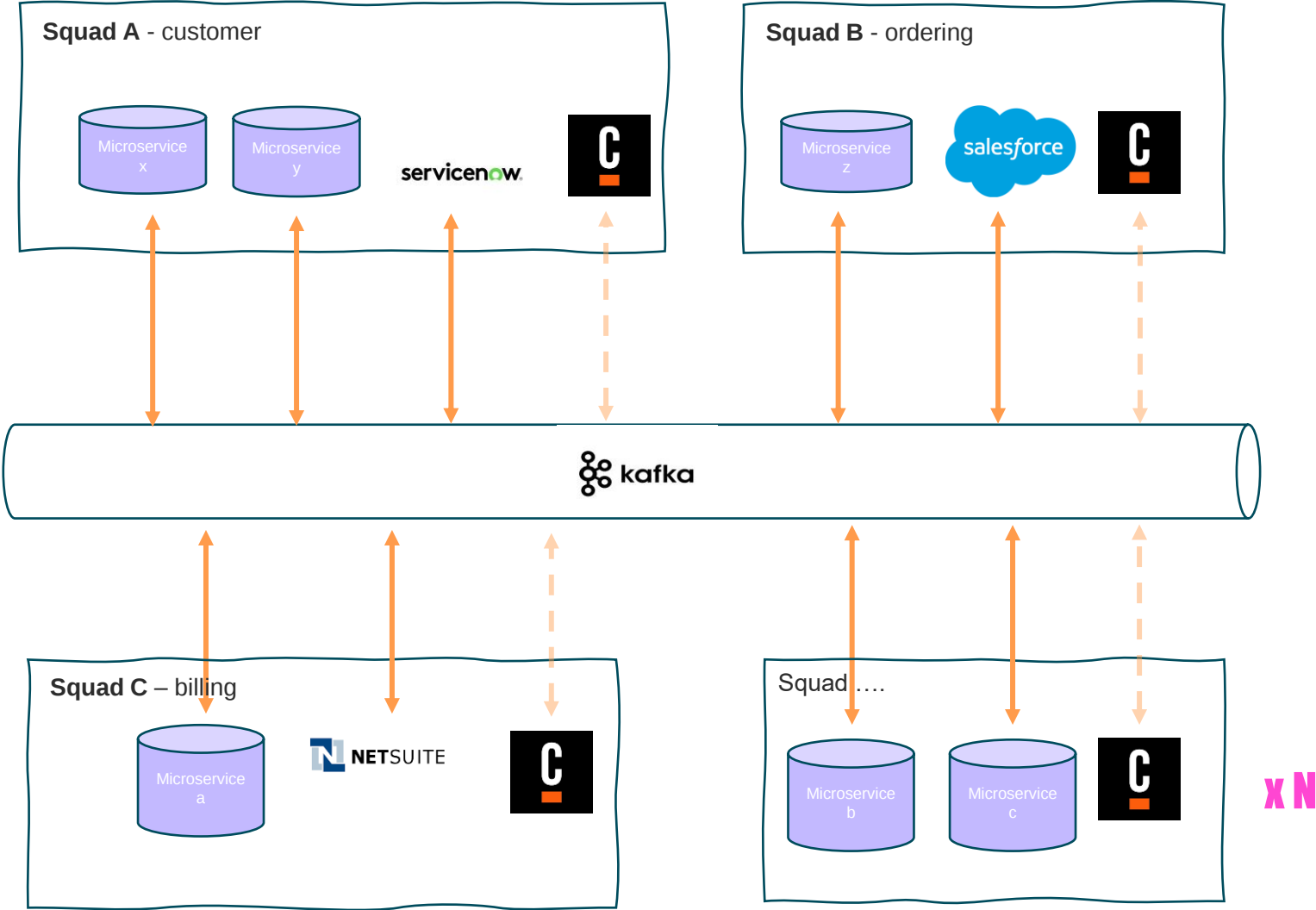


WHAT WE DID



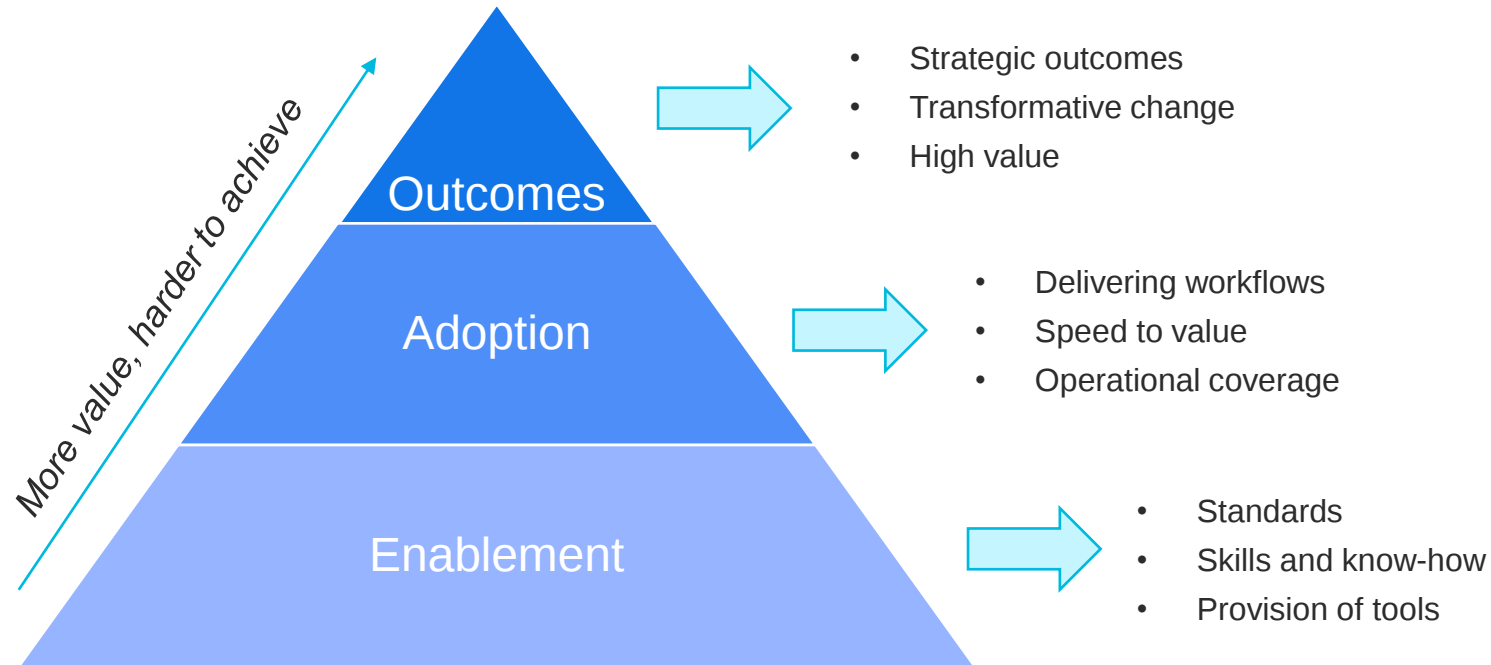
WHAT WE DID

aws



UNDERSTANDING A COE, AND WHY IT MATTERS

VALUE PYRAMID:



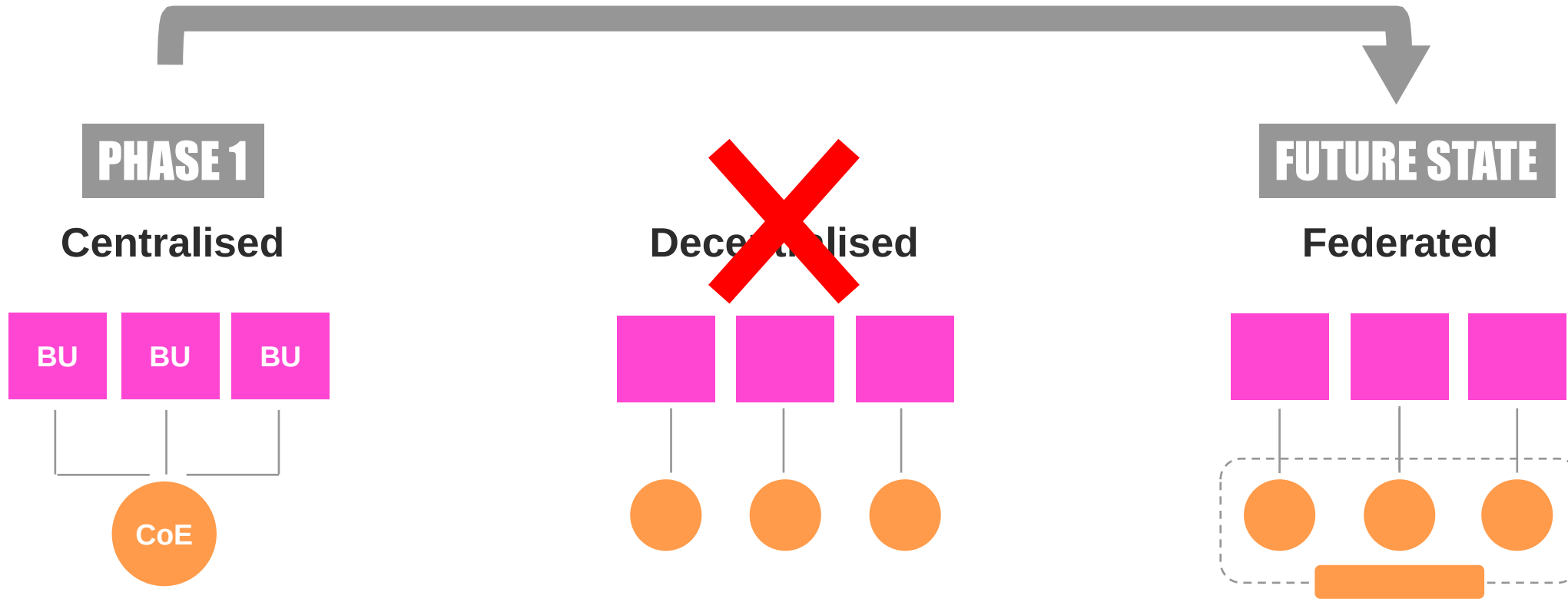
DESIGN PRINCIPLES:

- Embedded & integrate
- Leverage existing
- Federated enablement
- Enable Agility

TOOLS DON'T TRANSFORM ORGANISATIONS.... PEOPLE, PROCESSES, AND A SHARED WAY OF WORKING DO.

BALANCING AUTONOMY & CONTROL

To support the vision of scaling CityFibre is adopting a Federated Model

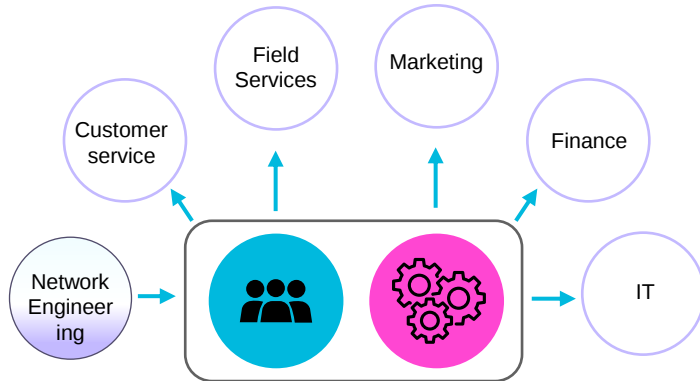


SPEED WITHOUT STRUCTURE IS CHAOS.
CONTROL WITHOUT FLEXIBILITY CAN LEAD TO BUREAUCRACY.

SCALING WITH A FEDERATED MODEL

Start small, think big and scale fast

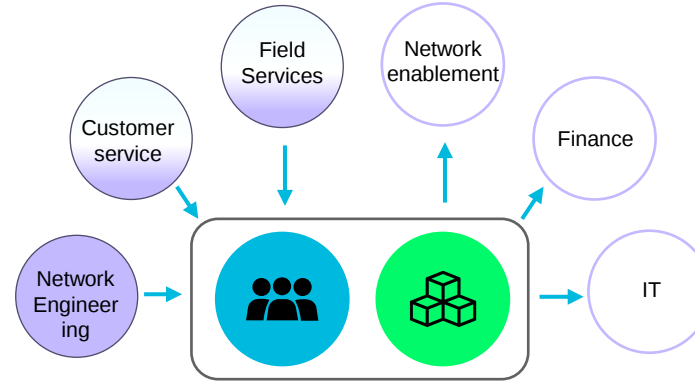
FORMING



- Shared Camunda enablement
- Camunda platform
- Business units (& degree of enablement)

- Small central team(s)
- Initial project to prove, learn & refine
- First connectors being built

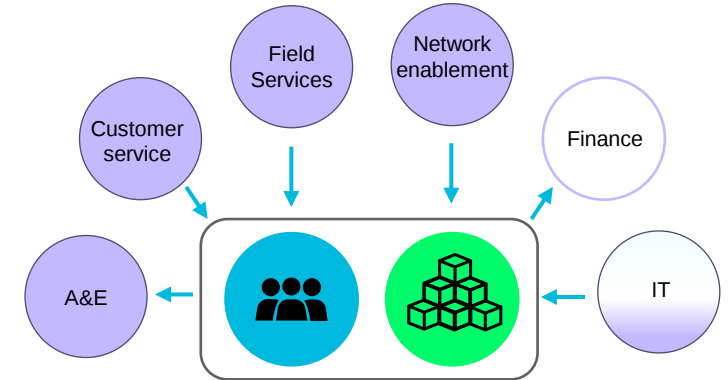
SCALING



- Shared Camunda enablement
- Platform + reusable connectors
- Business units (& degree of enablement)

- Enhanced central team(s)
- More than 1 business area active
- Combination of full service & assisted service
- Initial set of reusable connectors

FEDERATED

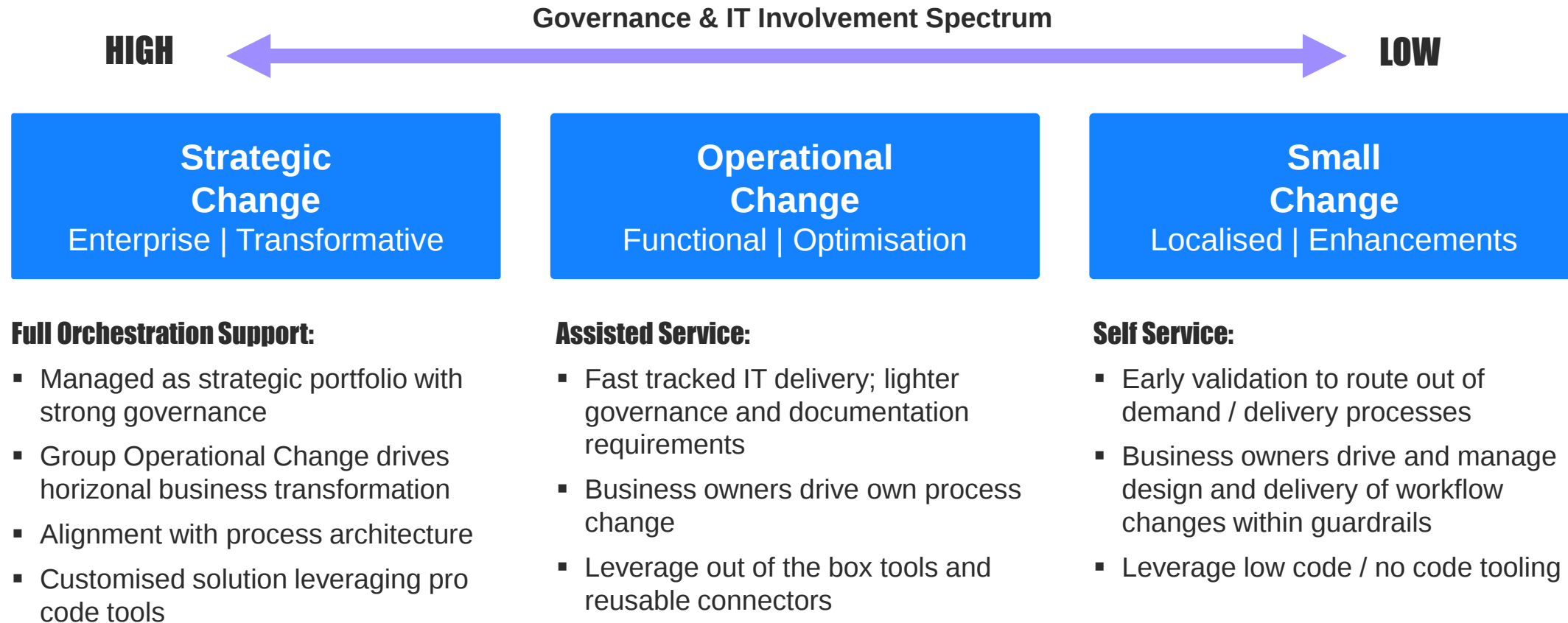


- Shared Camunda enablement
- Platform + reusable connectors
- Business units (& degree of enablement)

- Matured central team(s)
- Many business area active
- Full service, assisted service & self service
- Broad set of reusable connectors

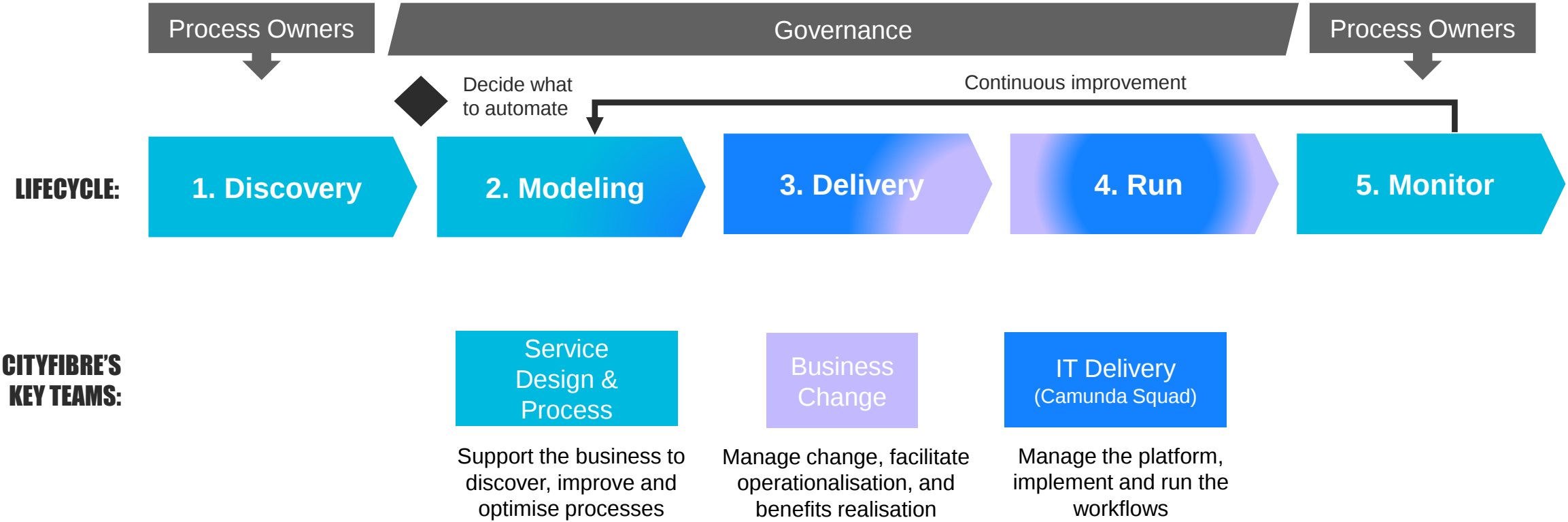
TIERED ENGAGEMENT

This model ensures agility while maintaining governance and scalability



COLLABORATION ACROSS THE LIFECYCLE

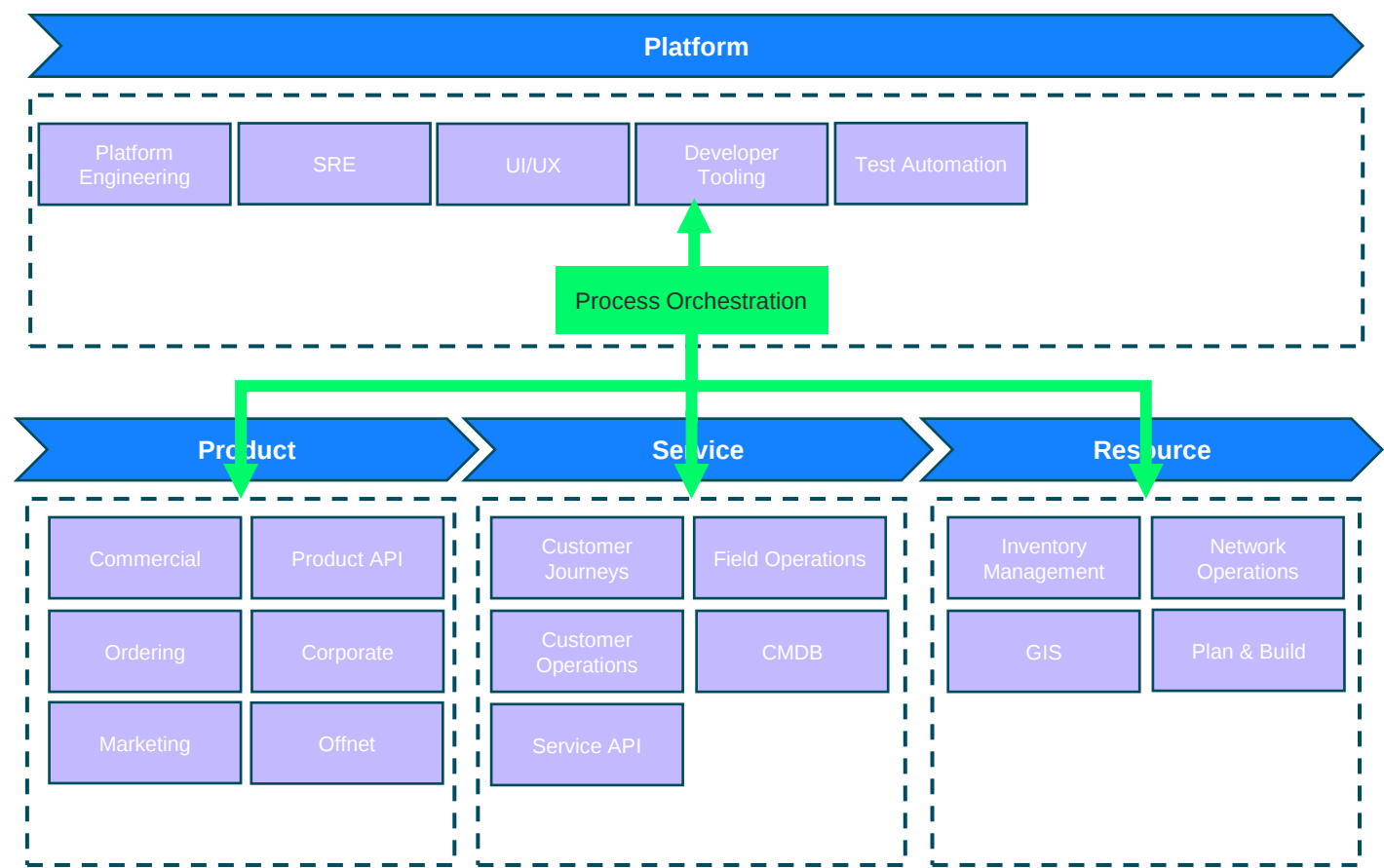
Dual lens: Service Design supporting process excellence and Camunda Squad enabling technical integration



SUCCESS REQUIRES A COMPREHENSIVE APPROACH: PRIORITISING PROCESSES BY BUSINESS VALUE, IMPROVING PROCESS BEFORE AUTOMATING, AND DRIVING CONTINUOUS IMPROVEMENT.

DELIVERY SQUADS

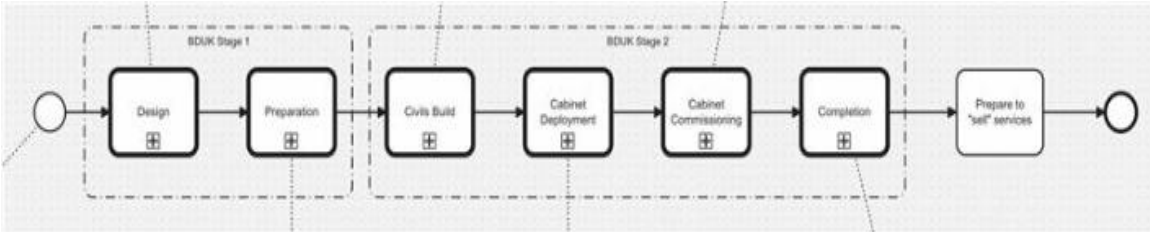
We have mobilised the Developer Tooling Squad for Lighthouse and have a pattern for federated squad enablement as we scale



LIGHTHOUSE PROJECT LEARNINGS

“In theory, theory and practice are the same. In practice, they’re not”, Albert Einstein

WHAT THE FAC:



Context: Fibre Active Cabinet (FAC) delivery – a critical process for achieving Ready-for-Service (RFS) targets.

Challenge: Complex, manual, and fragmented process involving 18 roles and 15 systems, across internal and external teams.

Goal: Use Camunda to automate and orchestrate delivery – improving visibility, reducing delays, and enabling better governance.

WHAT WE'VE LEARNT:

Clear process ownership drives progress

Early ownership improved accountability and reduced bottlenecks.

Refined the delivery rhythm

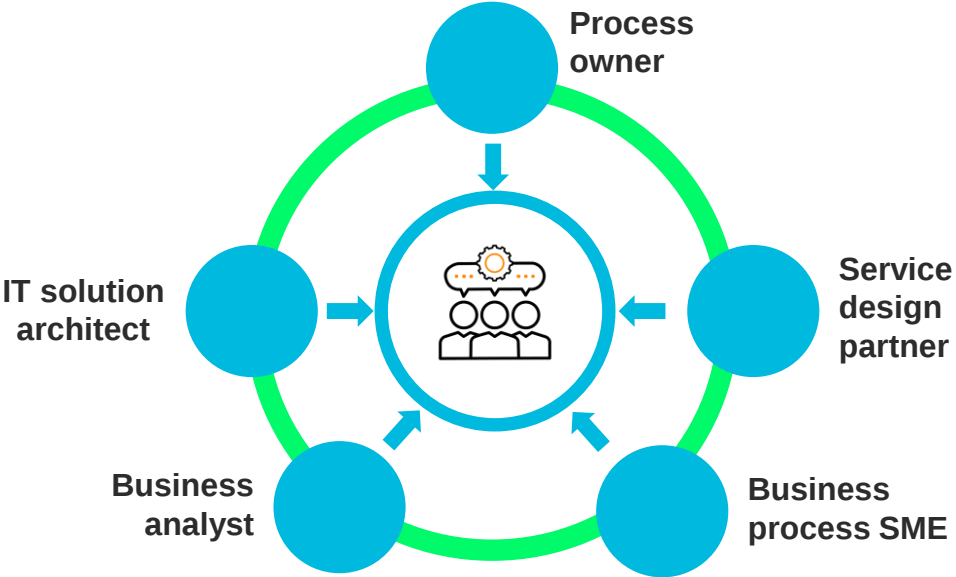
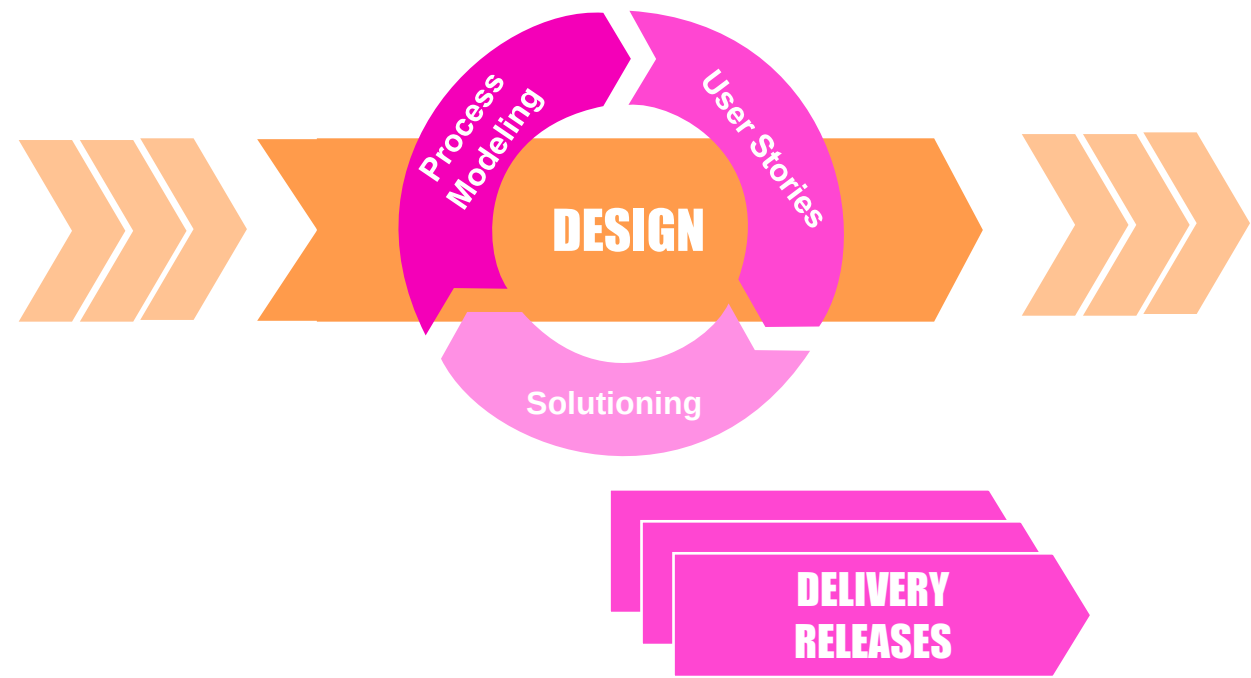
Surfaced areas of the Front Door and Kanban processes that were too waterfall for iterative delivery – enabling targeted improvements.

Cross-functional design is essential

Co-creating between Business and IT ensured accurate models and aligned solutions.

DESIGN STAGE COLLABORATION

Cross-functional teaming and an iterative approach is needed to shape the orchestration solution



IF YOU ARE STARTING THIS JOURNEY...



Don't start with
tools, start with
intent



Embed
orchestration into
your demand and
your delivery rhythm



Design for
business-IT
collaboration, not
handoffs



Prove fast,
learn faster,
then scale

**“THE HARD PART ISN'T STANDING UP THE PLATFORM. IT'S BUILDING THE HABITS,
ROLES, AND RHYTHMS THAT MAKE IT MATTER.”**

Q&A