

Enterprise Architecture: Common Requirements Vision

STAR Project (Strategy, Transformation and Architecture)

Strategy

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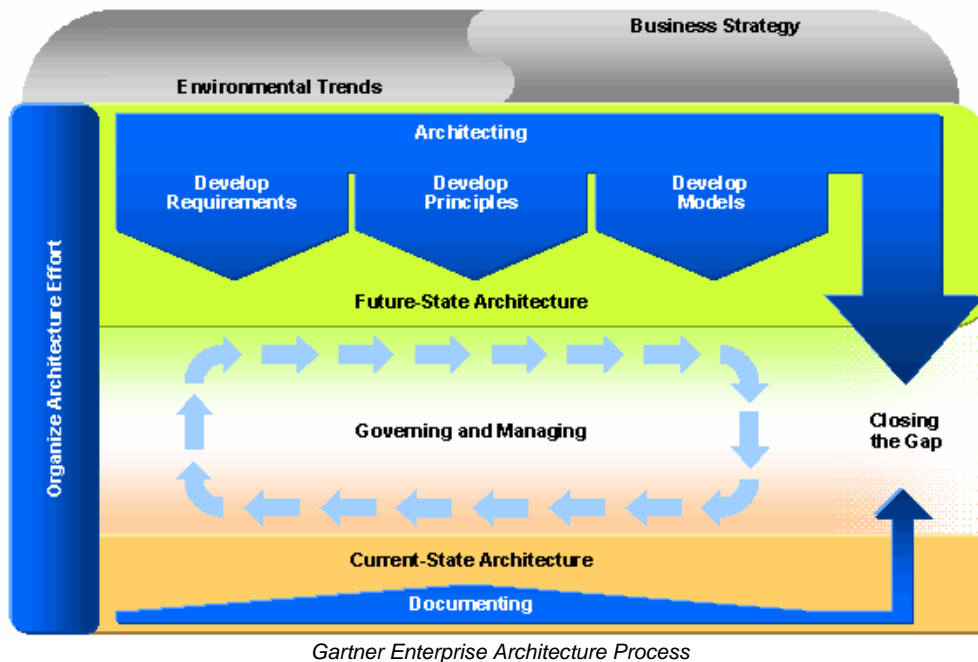
Contents

Executive Summary	3
Introduction	4
Scope	5
Critical Success Factors.....	6
Environmental Trends.....	6
Business Priorities (BP) 2007/2008	8
Environmental Trends/Business Priorities Matrix.....	11
Business Information Requirements (BIRs)	12
Business Priorities/Business Information Requirements Matrix.....	14
Information Technology Requirements (ITRs)	15
Enterprise Business Priorities/Information Technology Requirements Matrix	19
Vision	20
Annex 1 Research and Development	21
Annex 2 Business Priority Diagrams	25
Annex 3 Key Stakeholders	33

Executive Summary

The Common Requirements Vision (CRV) provides a prediction of the future-state architecture. It links the British Council purpose, outcomes and business priorities with the IT requirements that Global IS need to deliver on to satisfy the business strategies.

It is a fundamental deliverable of the Gartner Enterprise Architecture process and influences all future architecture work including the development of principles and models for the future-state architecture. Additionally, it provides a mechanism for evaluating the business alignment of potential projects and the existing architecture.



Once agreed every IT project business case should show how it contributes to the Business Information Requirements identified in the CRV (detailed in section 9):

- BIR 1 Key Performance Indicators
- BIR 2 Programme Information
- BIR 3 Market Information
- BIR 4 Financial Information
- BIR 5 Management Information
- BIR 6 Customer Information
- BIR 7: Personalised Information

If there is no link there is an opportunity to update the CRV or reject the proposal, ensuring that all projects move the organisation towards the future-state.

The next step is to develop the Principles, which once understood and sanctioned by senior management will increase the consistency, quality and timeliness of decision making across the business streams by removing the need for excessive consultation and the need to seek approval for every decision.

Principles provide the mandate for managers and assurance for senior managers that decisions are moving the organisation toward the future-state.

Introduction

The CRV is one of the deliverable of the British Council Enterprise Architecture initiative known as the STAR project. This project aims to transform the British Council's approach to IT service delivery and change. It will facilitate change in business processes and in the solutions that enable them. It will also ensure that staff have the information they require when they need it to fulfil their roles.

The new approach is based on the architectural principles of planning and the engineering principles of standardisation and reusability which improve efficiency, effectiveness and reduce costs by eliminating redundancy and by standardising to improve interoperability and sustainability.

The new approach will enable us to:

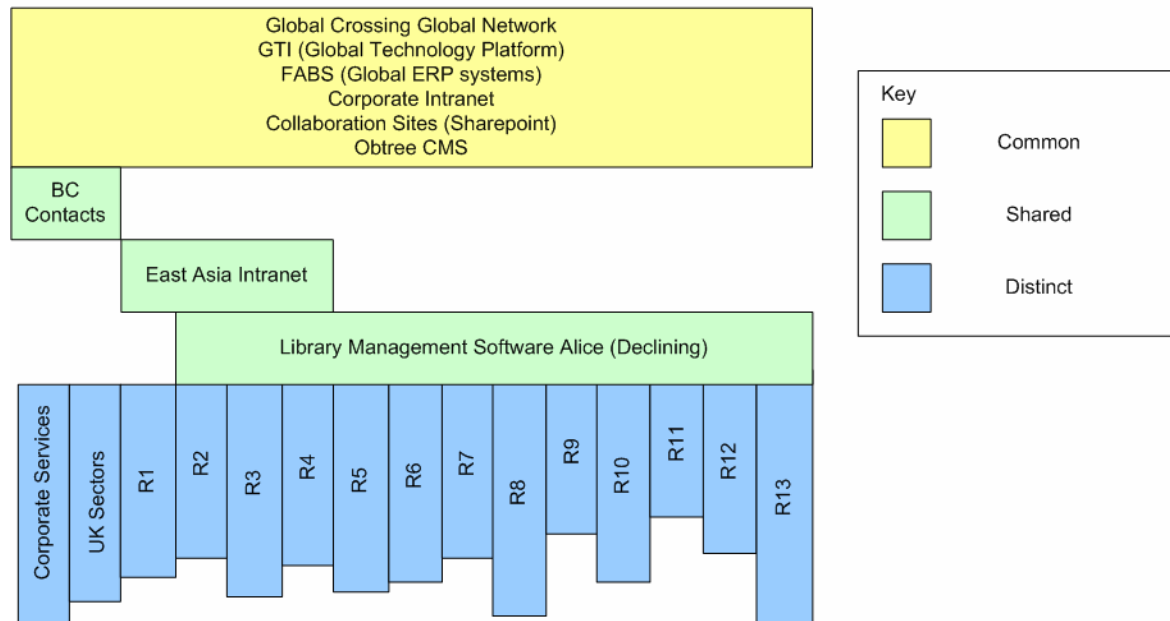
- ... Contribute to the delivery of cashable efficiency savings of £3.3 million pounds in FY 2007/08 and the plan to achieve three per cent efficiencies between FY 2008/09 and FY 2010/2011.
- ... Spend a greater proportion of our IT expenditure on customer facing services by driving down the running costs and project costs as well as minimising project risks.
- ... Respond more quickly to business change with a lower level of risk due to an improved understanding of the British Council and our infrastructure.
- ... More easily share service with other public bodies and contribute to the government's "Transformational Government - Enabled by Technology" strategy
- ... Provide the organisation with the information it needs, when it needs it in order to meet its business priorities.

Scope

Organisation

... The scope of the architecture is the whole British Council.

British Council Federated Architecture Model



Distinct systems include bespoke applications and web sites not shared, such a Microsoft Dynamics in China and SageCRM in the USA.

Breadth of Architecture

... The Star Project will primarily focus on **Technology Architecture**, but will include elements of Business Architecture, Information Architecture and Solution Architecture.

Depth of Architecture

... The depth will be dependent upon the requirements of the change projects in progress.

Planning Horizon

... The future state will be for 2010.

Critical Success Factors

It is considered extremely difficult to directly measure ROI of an Enterprise Architecture initiative, but the identified Critical Success Factors can be translated into effective Key Performance Indicators that demonstrate the value of the Enterprise Architecture effort.

- ... The architectural approach is perceived as adding value by all stakeholders
- ... The architecture informs the IT/IS decision making and governing processes.
- ... The architecture is aligned with business plans and strategies.
- ... Response time to business needs improves.
- ... The architecture documentation meets the requirements of the users and is used.
- ... All architecture work is documented to agreed standards.
- ... All new applications and systems are aligned with the architecture.
- ... All architectural exceptions are managed.
- ... Project performance improves
- ... Increased re-use of existing technology and solutions
- ... Rate of urgent infrastructure projects and short-lived products reduced

Environmental Trends

The British Council is affected by the following trends.

Trend 1: Public diplomacy bodies must contribute to the UK's International Strategic Priorities

Impact of Trend As a public diplomacy body the British Council, along with the BBC World Service and the FCO, will have to demonstrate its contribution to the "UK's International Strategic Priorities" (ISPs). We will have to continue to prioritise activity that contributes to the ISPs, while putting effective mechanisms for measuring our contribution.

Trend 2: Grant funding will continue to fall until at least 2010 and probably beyond

Impact of Trend The British Council will have to improve efficiency and will have to grow the income generating side of the business as well as finding new sources of income to maintain the current operating levels.

Trend 3: Government departments and non-departmental government bodies will be under continued pressure to increase efficiency and demonstrate value for money

Impact of Trend The British Council must continue to improve efficiency by driving down operating costs and demonstrating value for money.

Under the terms of our 2004 Spending Review settlement we are required in 2007/08 to deliver cashable savings of £3.3 million. It is expected that we will have to demonstrate similar savings in future years depending on the outcome of the Comprehensive Spending Review (CSR)

Trend 4: Organisations are coming under increased pressure to reduce environmental impact

Impact of Trend The British Council will have to reduce its carbon footprint, especially because 'Climate Security' is one of our stated International Strategic Priorities and an important aspect of our corporate social responsibility.

Trend 5: A growing number of European organisations have an international agenda

Impact of Trend The British Council is in a unique position to partner with suitable organisations to provide new income sources while helping us to deliver our corporate objectives. We will need to learn to adapt quickly to maximise these opportunities as they arise.

Trend 6: Increased sharing of services with other public bodies

Impact of Trend As a non-departmental government body the British Council will be expected to contribute to the "Transformational Government - Enabled by Technology" strategy. We will need a much better understanding of our enterprise and increased standardisation to be able to contribute effectively to this strategy.

Trend 7: Increasing global online audience with increasing expectations particularly from teenagers and young adults.

Impact of Trend As teenagers and young adults are part of our T3 (people with potential) audience we will have to address the high expectations of this group by offering more sophisticated online interactions and services to reach this group and to have any influence.

Trend 8: Customer expectations are generally increasing due to the proliferation of consumer technology.

Impact of Trend It is not practical for IT to support all flavours of technology currently within the market-place. However, generic usage policies should be produced which outline the generic technical standards which should be met by consumer technology types.

Trend 9: Public bodies are coming under increased pressure to comply with existing regulations in the areas of information management and data protection.

Impact of Trend The British Council will need to implement new processes, roles and systems to ensure that it complies with existing Freedom of Information (FOI) and Data Protection legislation.

Business Priorities (BP) 2007/2008

Source: Corporate Intranet and Monthly Management Briefs

The **Purpose of the British Council**: To build mutually beneficial relationships between the UK and other countries and to increase appreciation for the UK's creative ideas and achievements.

We work to our purpose, which is essentially the same as it always has been and we do this through achieving a series of **five outcomes**:

- perceptions of the UK are enhanced
- trust between people in the UK and other countries is improved
- networks between the UK and other countries are strengthened
- capacity in other countries is developed
- positive social change is enabled

We deliver our outcomes through **four areas of work**, informed by the UK Government's International Strategic Priorities:

- intercultural dialogue
- the knowledge economy
- climate security
- Europe

The organisation's priorities for FY 2007/2008 are:

BP1: Contribute to Climate Security

Description	Supporting the UK's International Strategic Priority (ISP) 6 "Climate Security" The international energy challenge is to maintain access to secure and affordable energy supplies while mitigating the effects of climate change. The British Council will contribute to this by promoting a faster transition to a sustainable, low carbon global economy.
Initiatives	- Credible global product commissioned and ready to roll out by March 2008, with strong narrative completed by October 2007 - New partnership with DEFRA and credibility established with FCO - Focus on India and China and on changing young peoples' attitudes - Realise commitment to launch 'Low Carbon Futures' in 2008 - Achieve project delivery by the 8 Public Diplomacy pilot countries and identify opportunities for scaling up and synergy with relevant work elsewhere

BP2: Promote Intercultural Dialogue and Sustainable Development

Description	Supporting ISP 1 "Safer World" and ISP 7 "Sustainable Development" By 2010 10,000 influential young people in the UK and a range of other countries will have the skills and relationships to take the world community into a new era of intercultural exchange and understanding.
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- Initiatives**
- InterAction leadership programme extended to Jordan and Pakistan
 - Reconnect (education reform) with a focus on vocational education and on Pakistan, Saudi Arabia and Egypt
 - Bring together various school links programmes into a single coherent package
 - Achieve project delivery by the 8 PD pilot countries and identify opportunities for scaling up and synergy with relevant work elsewhere

BP3: Support and Promote the UK's Knowledge Economy and Creativity

Description Supporting ISP 5 "UK Economy"

To contribute to the innovation and creativity of the UK economy through international engagement and specifically by contributing to the development of partner countries, by strengthening the innovation and creativity of the UK economy, and by selling services directly.

- Initiatives**
- Launch of Global English
 - Investment in marketing of Global English in key countries
 - Achieve project delivery by the 8 PD pilot countries and identify opportunities for scaling up and synergy with relevant work elsewhere

BP4: Support European Neighbourhood

Description Supporting ISP 4 "Effective EU"

To build partnerships and networks in Europe to address shared challenges facing the UK and Europe in intercultural dialogue, climate change and the knowledge economy; working with these partners and networks in regions outside Europe – particularly with near neighbours – to win impact and influence for the UK in these areas.

- Initiatives**
- Gain agreement from European PD partners to delivery of joint programme, probably in inter-cultural dialogue
 - Achieve understanding inside BC of our new role in Europe and move to implement changes
 - Achieve project delivery by the 8 PD pilot countries and identify opportunities for scaling up and synergy with relevant work elsewhere

BP5: Improve Perception and Demonstrate Value of Arts

Description There is a view from our stakeholders that Arts provides poor value for money.

- Initiatives**
- Improve stakeholder perceptions with development of clear narrative on, and demonstration of value of, our work in the Arts

BP6: Increase Income Generation

Description With income from Grant in Aid falling it is imperative that the British Council maximises income from the existing income streams as well as

through partners and web services to ensure that the organisation maintains a healthy level of growth.

Initiatives**- Partnerships**

new partnerships with DFID and DEFRA

funds to be made available to develop new partnerships

- Income generation

new targets for Global English, including specific country targets

a regional strategy and targets for income generation in four priority regions, based on investment in market research and analysis

- Web services

a step change expansion of access to our work through web-based services with targets established by March 2008

BP7: Increase Efficiency**Description**

The British Council will reduce the costs of essential platform and assess the affordability of investment in discretionary spend which in the future must have a clear business priority and return to the businesses from the spend

Initiatives

- Global IS Star Project.

- This will be the focus of a number of corporate initiatives

Environmental Trends/Business Priorities Matrix

		Environmental Trends and Business Priorities 2007/2008						
Environmental Trends Strength of Relationship 3 – Strong 2 – Weak 1 – Not Applicable		Enterprise Business Priorities						
		BP 1	BP 2	BP 3	BP 4	BP 5	BP 6	BP 7
		Contribute to Climate Security	Promote Intercultural Dialogue and Sustainable Development	Support UK's Knowledge Economy and Creativity	Support European Neighbourhood	Improve Perception and Demonstrate Value of Arts	Increase Income Generation	Increase Efficiency
Trend 1	Public diplomacy bodies must contribute to the UK's International Strategic Priorities	3	3	3	3	3	1	1
Trend 2	Grant funding will continue to fall until at least 2010 and probably beyond	1	1	1	1	1	3	3
Trend 3	Government departments and non-departmental government bodies will be under continued pressure to increase efficiency and demonstrate value for money	1	1	1	1	1	1	3
Trend 4	Organisations are coming under increased pressure to reduce environmental impact	3	1	1	1	1	1	2
Trend 5	A growing number of European organisations have an international agenda	2	2	2	2	2	3	2
Trend 6	Increased sharing of services with other public bodies	1	1	1	1	2	2	3
Trend 7	Increasing global online audience with increasing expectations particularly from teenagers and young adults.	3	3	3	3	3	3	3
Trend 8	Customer expectations relating to the usage of Consumer Technologies have increased.	1	1	1	1	1	1	3
Trend 9	Public bodies are under Increased pressure to comply with existing regulations in the areas of information management and data protection.	1	1	1	1	1	2	3

Business Information Requirements (BIRs)

The business information requirements describe the information requirements in support of the enterprise business priorities. They answer the following questions relative to supporting the business priorities:

1. **What** Information is required?
2. **Who** needs the information?
3. **When/how often** do they need the information?
4. **Where** does the information come from?

Note: These are not in any particular order

BIR 1: Key Performance Indicators

Description Provide managers with a mechanism to monitor performance against Key Performance Indicators (KPI) and provide senior managers with a consolidated view of the performance of the organisation. The information would be automatically collated from financial systems such as FABS and Enterprise Feedback Systems such as ConfirmIT to provide a live view of the performance of the organisation.

BIR 2: Programme Information

Description Provide programme managers, executives and investment boards with a quarterly report on the performance of existing and proposed projects and programmes in terms of cost, risk and strategic value.

BIR 3: Market Information

Description Business managers need up-to-date and accurate market information on a global, regional and national scale to identify opportunities and threats and to support decision making. This will include political, socio-economic information, competitor analysis in addition to information about partners and potential partners.

BIR 4: Financial Information

Description Real-time access to financial information from FABS for corporate finance, regional and country finance managers and Teaching Centre Managers. It is expected that this will be in place once the FABS rollout is completed in 2009.

BIR 5: Management Information

Description Regional managers need monthly reports providing a consolidated view of the Business Risk Management regionally and globally, performance of IT systems, audit reports, IT Reviews, Customer Service Reviews.

In addition, Web Metrics, used to assess and monitor activity on a web site, usually to study how well the site meets its objectives are required.

BIR 6: Customer Information

Description Business managers need a monthly report on the performance of the customer service organisation in terms of conversion rates, converting leads to customers and the ability to push relevant information to willing

customers. Detailed customer information standardised across the organisation will help business development managers create new offers and allow the creation of targeted marketing campaigns for British Council use and to be sold to partners as a service.

BIR 7: Personalised Information

Description Customers will demand access via a multiple channels to their personal information and will expect information, whether offers or news, to be linked to their stated interests, profile or behaviour.

Business Priorities/Business Information Requirements Matrix

		BIR and Business Priorities 2007/2008						
Business Information Requirements Strength of Relationship 3 – Strong 2 – Weak 1 – Not Applicable		Business Priorities						
		BP 1	BP 2	BP 3	BP 4	BP 5	BP 6	BP 7
		Contribute to Climate Security	Promote Intercultural Dialogue and Sustainable Development	Support UK's Knowledge Economy and Creativity	Support European Neighbourhood	Improve Perception and Demonstrate Value of Arts	Increase Income Generation	Increase Efficiency
BIR 1	Key Performance Indicators	3	3	3	3	3	3	3
BIR 2	Programme Information	3	3	3	3	3	3	3
BIR 3	Market Information	3	3	3	3	2	3	1
BIR 4	Financial Information	1	1	1	1	1	3	2
BIR 5	Management Information	2	2	2	2	2	3	2
BIR 6	Customer Information	1	3	2	2	2	3	2
BIR 7	Personalised Information	2	2	2	2	2	3	2

Information Technology Requirements (ITRs)

The British Council's information technology requirements describe the necessary capabilities of the information technology environment in enabling the business information requirements. The ITRs state the environment's ability to:

1. Provide the information that is needed to satisfy the business information requirements
2. Enable the applications that are needed to satisfy the business information requirements
3. Provide the infrastructure that is needed to satisfy the business information requirements

The Information Technology Requirements have been extracted and summarised from the 'IS Global Requirements' document produced by the Global IS Account Management Group. Note: These are not in any particular order

ITR 1 : On-line Services

Description

The British Council's web presence will provide a flexible and agile web presence allowing new functionality and services to be deployed quickly and easily in response to market trends.

- i. Provide on-line E-commerce capability supporting a range of payment options.
- ii. Provide search and customer registration services to on-line events and examination services.
- iii. Provide campaign and on-line survey capabilities to 'push' information to willing customers.
- iv. Provide content management system incorporating workflow processes to enable web publishing and on-line delivery of brochureware.
- v. Provide web metrics management information.
- vi. Provide a mechanism for external collaboration to support on-line communities across the British Council with partners.
- vii. Provide 'rich media' services i.e. video, audio delivery services.
- viii. Provision of non-moderated community space for content sharing between user groups.
- ix. Rationalised IS infrastructure and support

ITR 2 : Efficient Cross-Team Working

Description Efficient cross-team working involves the use of products which will support the business in the facilitation of more effective working across teams, countries and regions and with partners.

- i. Provide access to all necessary resources to allow staff to be fully operational irrespective of location with the potential to use mobile technologies.
- ii. Provide search, retrieval and discovery functionality.
- iii. Provide the ability for staff to customise and adapt resources to suit working conditions and requirements.
- iv. Provide collaboration mechanisms to allow information exchange both asynchronously and synchronously.

ITR 3 : Rationalised IS Infrastructure & Support

Description The infrastructure will support rapid provisioning and removal of services at all levels from applications to infrastructure covering both British Council and 3rd party premises.. This will enable the organisation to respond quickly to identified opportunities and threats.

- i. Provide offices with minimal IT infrastructure.
- ii. Provide flexible use of space within premises.
- iii. Reduce or eliminate local IT and non-IT administration tasks.
- iv. Provide remote deployment of resources and support services.

ITR 4 : Outreach

Description Outreach relates to mechanisms to reach target audiences remote from a BC premises.

- i. Provide remote delivery of services through virtual channels ie SMSbroadcast...
- ii. Provide solutions to measure impact, benefits and income generation.
- iii. Provide capability to provide BC premises based services at a remote location quickly with minimal costs.
- iv. Provide 3rd Party warehousing service for stock distribution and courier services.
- v. Provide standards covering contact information for central call handling within countries/regions
- vi. Provide call centre management tools to centrally manage customer enquiries.
- vii. Provide global contact management functionality.

ITR 5 : 'Face-to-Face' experience**Description**

The development of services which will enhance the 'face to face' experience for the customer attending a BC premise or event..

- i. Provide wireless access within premises to allow customers to access materials using their own devices.
- ii. Provide teacher/learner interactive tools within BC premises.
- iii. Provide blended learning capabilities within BC premises.

The following Information Technology Requirements cover 'Business as Usual' enhancements required within the existing IT environment to ensure that the platform infrastructure is current and supportability is maintained.

ITR 6: IT Technology Strategy**Description**

On-going enhancements to the IT capabilities are required within the British Council to ensure alignment with fully supported versions and 3rd party product roadmaps to minimize total cost of ownership.

- i. Provide new GTI desktop and server platforms inline with strategic technology roadmaps including SAP and Microsoft.
- ii. Provide infrastructure solutions which reduce overall carbon footprint levels.
- iii. Provide technology roadmaps to ensure alignment and supportability of core product suites.

ITR 7: IT Efficiency**Description**

Requirements generated internally within the Global IS group to improve the overall levels of service provided by the IT function.

- i. Provide standard PABX platform and Voice application delivery capability.
- ii. Provide Corporate standards for Data
- iii. Provide Enterprise Architecture and Roadmaps
- iv. Provide e-Mail and file archiving solutions.
- v. Provide strategic records management platform.
- vi. Provide single sign-on incorporating GTI Desktop, FABS, Intranet, Roam Services
- vii. Provide alternative, lower cost, solution for the provision of Web Filtering Services.
- viii. Provide Information dashboard service to provide KPI management information.
- ix. Provide Information with Financial and project status information relating to projects and programmes
- x. Research Application integration technologies with specific reference to the e-Commerce initiative.
- xi. Provide improved security through the introduction of electronic signatures.

Provide ITIL 'best practices throughout the IT community. Provide Content Management system for Intranet platform development

Enterprise Business Priorities/Information Technology Requirements Matrix

		ITR and Business Priorities 2007/2008						
		Enterprise Business Priorities						
		BP 1	BP 2	BP 3	BP 4	BP 5	BP 6	BP 7
Information Technology Requirements Strength of Relationship 3 – Strong 2 – Weak 1 – Not Applicable		Contribute to Climate Security	Promote Intercultural Dialogue and Sustainable Development	Support UK's Knowledge Economy and Creativity	Support European Neighbourhood	Improve Perception and Demonstrate Value of Arts	Increase Income Generation	Increase Efficiency
ITR 1	On-Line Services	1	3	3	3	3	3	3
ITR 2	Efficient Cross Team Working	3	3	2	3	2	2	3
ITR 3	Rationalised IS Infrastructure & Support	3	1	1	1	1	1	3
ITR 4	Outreach	1	3	3	3	2	3	2
ITR 5	'Face to Face' Experience	1	3	3	3	2	3	2
ITR 6	IT Platform Strategy	1	1	3	2	1	2	3
ITR 7	IT Efficiency	2	2	2	2	1	3	3

Vision

By 2010 the British Council will have a much smaller requirement for grant-in aid with additional income streams and lower running costs. It will have transformed itself into a quasi-commercial organisation with new sources of income compatible with its corporate purpose. Additionally, the British Council will have driven down operating costs to increase efficiency and reduce its carbon footprint.

Our online presence will better meet the needs of our customers, will directly support our public diplomacy agenda and will provide new income streams. The new online presence will be transactional providing functionality such as registering and paying for courses, events and exams online, viewing our art collection and buying prints, as well as buying British Council publications and teaching materials. It will be tightly linked to the Customer Contact and Profiling system providing customers with “self-service” access to their personal details and to control their subscriptions to British Council services. It will also provide online networking opportunities through the use of online community building functionality. This will enhance our contribution to the UK’s International Strategic Priorities and support our business priorities.

All staff will be able to quickly and easily find the information they need to do their job. In fact the information will find them through the use of intelligent search agents. For example, when a key contact attends an event this is flagged to the event organiser who might perhaps offer the guest a complimentary drink. Later, when the contact sends an e-mail or SMS to thank the organiser the relationship manager is automatically informed and can follow up appropriately.

The British Council will be more customer focussed, through the use of Customer Campaign and Feedback Management systems, and will have a mature sales organisation able to efficiently convert prospects to customers increasing income and improving other key performance indicators.

The organisation will know its customers and markets much better and will be able to develop innovative products, perhaps with partners, that exactly meet the needs of the customer, generate new income streams and contribute to our business priorities.

This will be facilitated by mature customer service processes and an effective information management system, which will have mitigated any reputation risk associated with FOI and Data Protection legislation.

The value of the work we do will be clear to all members of staff, stakeholders and partners with reports readily available showing key performance indicators.

Managers at all levels will have management information available in a customisable online dashboard, providing an “at-a-glance” view of performance in their area of responsibility.

The organisation will be much more responsive with a much more flexible IT infrastructure deployment model able to provide new services and capabilities quickly so that opportunities to deliver business priorities can be maximised.

A number of IT services such as e-mail and our ERP system (FABS) will be shared with other government departments and non-departmental government bodies significantly reducing our running costs, improving efficiency and lowering the carbon footprint for all the involved partners.

This CRV document is agreed to by the undersigned as of this date: <Day Month Year>.

Annex 1 Research and Development

The British Council's R&D plan describes the activities required to bridge the 'gaps' between the current 'As-IS architecture and the proposed 'To-Be' architecture.

For each of the ITR's identified in the CRV, the following section defines a number of activities and associated roadmaps to assist in the business meeting their overall objectives.

The roadmaps provide a high level view of the expected research, development and implementation timelines. Checkpoints will be introduced between the research and development phases to determine the feasibility of the solution and robustness of the business case.

ITR1 – On-line Services Activities

- i. Evaluate/develop 'best of breed' E-Commerce packaged solutions including SAP. The E-commerce package should contain Order Capture and Validation, Price Management, Product Catalogue (Service e.g. event and Product e.g. books), Payment Processing, Order and Stock Management and Fulfilment functions (potentially 3rd Party). The web front-end should also provide customer registration, and search capabilities. Customer registration functionality may require integration with the SAP Campus product.
- ii. Evaluate/develop 'best of breed' Campaign Management systems and integrated 'push' technologies providing Web, e-Mail and SMS Campaign execution. Campaign Management functionality should include Campaign Analysis and Optimisation.
- iii. Develop Transactional reporting capability to deliver customer sales focused reports and analytics.
- iv. Investigate the feasibility to implement a more cost effective, Enterprise Feedback (survey) system to replace the current ConfirmIT implementation.
- v. Implement replacement Web Content Management service (Obtree) with alternative product for Internet platform. FCO platform to be evaluated as possible solution. Evaluate potential workflow management options to automate business processes, and to assemble, assign and track tasks to completion.
- vi. Develop Web Metrics to track customer access and behaviour patterns.
- vii. Identify replacement Digital Asset Management system (DAM) to replace the existing LogicMighty media library. The system will be required to manage, store and retrieve rich media (text; graphics and photos as well as video and audio).
- viii. Evaluate delivery mechanisms for rich media services to all countries with specific reference to low bandwidth limitations i.e. Streaming ; podcasts etc.

**ITR 2 – Efficient Cross Team Working
Activities**

- i. Evaluate and develop synchronous (real-time) collaboration tools. i.e. Instant Messaging ; Web/Audio Conferencing, chat, text collaboration.
- ii. Develop standards and policies for remote mobile connectivity to e-Mail for Consumer devices i.e. PDA,s, mobiles etc.
- iii. Deploy Sharepoint 2007 application to provide document sharing, information collaboration, basic search capability, document and version control.

**ITR 3 – Rationalised IS Infrastructure and Support
Activities**

- i. Develop 'Proof of Concepts and Pilots' for adoption of :
 - a) Virtualisation to reduce infrastructure requirements and reduce carbon footprint.
 - b) Server Based Computing – to remove the requirement for on-site servers and provide centralised desktop management.
 - c) ROAM – to remove the requirement for on-site servers
 - d) Remote GTI2 to remove requirement for on-site servers.
- ii. Evaluate and deploy wireless office connectivity options to remove physical cabling dependency within office environments and provide unrestricted wireless access points in public spaces.

**ITR 4 – Outreach
Activities**

- i. Develop remote service delivery through virtual channels ie SMS; Web
- ii. Evaluate 3rd Party Ware-housing and fulfilment options and mechanisms to integrate with E-commerce development.
- iii. Explore potential solutions to provide non moderated Community Spaces for content sharing between approved user communities.
- iv. Undertake general marketplace search for External Collaboration Products to work alongside or potentially replace the Moodle product.
- v. Develop standards for countries/regions to provide consistent methods for customer contacts covering phone, e-Mail and postal addresses.
- vi. Evaluate Call Centre management methodologies covering ACD, Call Centre Technologies e.g. IVR ; CTI and Voice applications e.q. Agent Monitoring; Work Force Monitoring to deliver consistent service levels for customer enquiries.

**ITR 5 – ‘Face to Face’ Experience
Activities**

- i. Develop wireless LAN access within BC premises and allow access to Internet services using customer devices.
- ii. Evaluate teacher/ student learning productivity tools and blended learning activities e.g. Interactive Whiteboard software.
- iii. Provide resources to teachers across locations as required to support ‘English for the World’ initiative.

**ITR 6 – IT Technology Roadmap
Activities**

- i. Define requirements, design model and produce roadmap for GTI3 desktop build.
- ii. Define requirements, design model and produce roadmap for GTI3 Server build.
- iii. Produce roadmaps to ensure alignment and supportability of core Microsoft products within the BC:
 - Office 2007
 - Exchange 2007
 - Sharepoint 2007
 - Live Communications Server 2005
 - Office Communications server 2007
 - SQLServer 2005 (or 2008)
 - SMS

**ITR 7 – IT Efficiency
Activities**

- i. Produce Policies and Standards covering PABX procurement and voice application delivery.
- ii. Develop Corporate Standards for Data. Initial phase to cover FABS data model.
- iii. Develop Enterprise Architecture and Domain Roadmaps.
- iv. Evaluate and deploy products and define solution for E-mail and File Archiving Solution.
- v. Evaluate/develop Strategic Records Management Platform.
- vi. Develop single sign-on allowing users to access all Corporate environments with single Enterprise level sign-on.
- vii. Identify solution options for Web based Filtering hosted service to replace localised Surfcontrol service.
- viii. Evaluate Information Dashboard systems to deliver KPI management information.
- ix. Evaluate /develop indicators to measure financial impact and key status measures covering projects and programmes.
- x. Research Application Integration technologies with specific reference to the E-commerce initiative. e.g. Biztalk
- xi. Research product options covering the provision of Electronic Signature solutions.
- xii. Ensure ITIL and COBIT best practices are being used within the Global IS community.
- xiii. Evaluate and develop Content Management system for Intranet platform development incorporating workflow management to execute and track tasks and activities.

Annex 2 Business Priority Diagrams

















Annex 3 Key Stakeholders

Stakeholder	Potential impact
Management Group	Buy-in and support essential to success Architecture and governance need to be linked Advocates of approach Makes strategy implementation easier
Development	Need to take ownership of sections of the architecture Key members of the technical architecture community Users of the architecture from a design and build perspective
Account Management	Provide input – Business requirements, business strategy Users of IT Solutions Handbook (a list of approved applications and solutions) and the roadmap. Advocates of approach
Supplier Partner Management	Users of the architecture from an ITT perspective
Operations/Service Management	Users of the architecture from a service management perspective. This group is a key beneficiary as an architectural approach will drive down platform costs as well as improving responsiveness to change at a service management level.
Business Managers	IS/IT better meets the needs of the organisation Higher proportion of IS/IT spend on front office IS/IT more efficient Changes are implemented faster. IS/IT is an enabler not a hindrance.
Programme Management	Projects must be aligned with architecture, and project managers must see the value of this. Technical Assurance from Technical Architecture Community Projects drive architectural development where there are gaps, architecture is a project deliverable Project Portfolio Management linked to architecture Impact assessments and options papers for project briefs
Strategic Partners	Users of the solutions handbook and roadmap Members of technical architecture community Opportunities to sell additional services Users of the architecture from a service management perspective