

Business Principles

Enterprise Architecture: Governing Principles

Contents

Climate Change and Environmental Policy	3
Business Agility	4
Maximising Efficiency	5
Information as an Asset	6
Security Strategy	7
On-line Working	8

Climate Change and Environmental Policy

Principle	All architectural decisions must consider any opportunities to deliver energy savings and cut our carbon footprint
Rationale	Climate security is a global challenge. There is no disagreement that greenhouse gas emissions are growing and that the consensus of the scientific community is that these emissions are linked to the growing consumption of fossil fuels. The issues relating to climate change are well documented will create extreme weather conditions impacting global communities.
Implications	<ol style="list-style-type: none"> 1. The architectural roadmaps must consider the green implications of all solutions, with a view to minimising impact and where possible having a positive impact 2. All GIS business cases must consider climate change and our environmental policy
Obstacles	<ol style="list-style-type: none"> 1. It may be difficult to establish to true overall impact of IT decisions on the environment since many other factors may be outside IT's control
Actions	<ol style="list-style-type: none"> 1. The architecture team have instigated a working group to identify a series of actions to reduce environmental impact. This will become an on-going activity and will be published 2. Add climate change and environmental policy measures to all GIS business case templates

Business Agility

Principle	We operate a business which is able to adapt quickly to changes in the market and political climate, alone or with partners.
Rationale	<p>British Council operates as a business and must compete with other suppliers. This means that the Council must be able to respond rapidly to the demands of its customers and other external drivers.</p> <p>The Council must also be able to react quickly to maintain stakeholder confidence.</p>
Implications	<ol style="list-style-type: none"> 1. The business organisation and its processes must be flexible and adaptable 2. Where possible we should re-use business processes, information and taxonomies 3. The IT architecture and its solutions must be able to respond rapidly to changes from the business, this means: <ol style="list-style-type: none"> a. Simplifying, removing duplication and maximising reuse b. Building solutions from components which can be combined quickly and easily to form solutions c. Defining and publishing strong standards to enable the above d. Implementing strong architecture governance to ensure effective implementation 4. Solutions should be configurable rather than requiring changes through development 5. Interface with partners must be standardised, re-usable and flexible
Obstacles	<ol style="list-style-type: none"> 1. Legacy systems may not provide the necessary flexibility 2. Programme and project pressures and constraints may force non-compliance 3. Complexity is inherent with the spread of partners / providers which may reduce our ability to be agile
Actions	<ol style="list-style-type: none"> 1. Create Enterprise Architecture which is flexible (e.g. works effectively where business requirements for existing solutions change over time) and adaptable (e.g. can be adapted, re-used to meet new business requirements) 2. Establish effective governance processes 3. Communicate the architecture to the key stakeholders in the business and IT

Maximising Efficiency

Principle	We are efficient in our business operations.
Rationale	British Council provides a service to its customers and stakeholders. In order for our business to continue and grow, and to maintain continued funding from stakeholders we must operate efficiently.
Implications	<ol style="list-style-type: none"> 1. IT costs must be considered across the complete lifecycle 2. Solutions must balance costs and fitness for purpose 3. We should adopt an '80%' rule, we are not necessarily seeking a 100% fit to requirements for everything 4. Where possible solutions should be sourced as a 'service' which can flex to support changing demand from the business (only pay for what we need)
Obstacles	<ol style="list-style-type: none"> 1. Historically we have tended towards 'technical' over-specification 2. Some business partners are risk averse leading to a tendency to try to satisfy 'all' requirements
Actions	<ol style="list-style-type: none"> 1. Create Enterprise Architecture which is flexible and adaptable 2. Ensure that requirements are in line with the 80% rule, i.e. not over specified. We need to provide guidance on specifying requirements 3. Obtain buy-in from the business 4. Establish effective governance processes 5. Communicate the architecture to the key stakeholders in the business and IT

Information as an Asset

Principle	We view business information as an asset.
Rationale	<p>Information is often viewed as a cost and a risk. By viewing information as an asset, British Council can obtain considerable business benefit.</p> <p>For example, by using existing customer data effectively, we can shape new and existing product to provide the most effective services and maximise our revenues.</p>
Implications	<ol style="list-style-type: none"> 1. The British Council business information model must be documented and communicated 2. Information must be consistent across the organisation 3. Information standards must be in place 4. Information must be governed and governance implemented globally 5. Information must be available where and when required 6. Tools are required to enable effective analysis of business information
Obstacles	<ol style="list-style-type: none"> 1. Information is currently held in silos
Actions	<ol style="list-style-type: none"> 1. Work with the business to establish benefits of moving from silo mentality 2. Define and document target information model 3. Define and publish information standards which should include standards for gathering, storing and using information as well as information formats and taxonomies 4. Establish information governance processes

Security Strategy

Principle	Information and supporting systems are designed and operated according to our security strategy.
Rationale	The British Council operates as a business. It must operate securely to maintain customer and stakeholder confidence. The security strategy exists to maximise operational stability and compliance with legal and regulatory requirements. It is the starting point for, and the driving force behind, the subsequent security policies, standards and procedures that work together to maximise the confidentiality, integrity and availability of the British Council's information and services.
Implications	<ol style="list-style-type: none"> 1. The security strategy must be aligned with internal business goals and external regulatory requirements 2. Security architecture must have sufficiently wide scope, and must cover for example software licensing, data compliance, movement of data 3. The IT architecture and its solutions must be implemented in line with the security strategy 4. The security strategy must encompass all aspects of the business life-cycle, from development through to operational support, governance and reporting 5. Staff need to be educated about the importance of security and what their responsibilities are
Obstacles	<ol style="list-style-type: none"> 1. Security may be seen to restrict work flexibility so workarounds may appear 2. Currently there is a lack of awareness and possibly interest about the importance of security 3. Security strategy may prove restrictive / difficult to enforce working overseas or with partner organisations 4. US security rules about using technology in certain places prevents us from adhering to our standards in certain countries
Actions	<ol style="list-style-type: none"> 1. Ensure business risk assessments are kept current 2. Establish effective governance processes 3. Ensure that the security strategy is driven by the key stakeholders in the business and IT

On-line Working

Principle	Increase focus on on-line working.
Rationale	Increasingly customers expect our services to be delivered on-line. In order to maintain and grow its market share, British Council needs to provide a class leading on-line presence.
Implications	<ol style="list-style-type: none"> 1. Our on-line presence needs to be transformed 2. Global on-line requirements need to be defined 3. On-line services needs to connect to and integrate with many existing and future services 4. Solutions need to be flexible and adaptable because the on-line environment will continue to evolve rapidly in the foreseeable future
Obstacles	<ol style="list-style-type: none"> 1. May be challenging to integrate some existing solutions
Actions	<ol style="list-style-type: none"> 1. Develop on-line architecture 2. Develop integration architecture 3. Ensure that on-line solutions are compliant with and governed by the British Council enterprise architecture