

Governance Principles

Enterprise Architecture: Governing Principles

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Enterprise Architecture is Business Driven

Principle	The Enterprise Architecture process must be driven by specific business imperatives.
Rationale	To ensure complete alignment with the British Council Business Strategy and approved Common Requirements Vision across the Enterprise.
Implications	<ol style="list-style-type: none"> 1. The Architecture Group needs to have an understanding of the overall organisational model, high level business processes and information requirements 2. The technology recommendations and roadmap must be able to be directly linked to specific business drivers 3. The architecture must be aligned to the overall IT strategy
Obstacles	<ol style="list-style-type: none"> 1. Translating high level business requirements into low level IT specifics
Actions	<ol style="list-style-type: none"> 1. The Architecture Group need to have direct communication channels with all areas of the business 2. Create business benefits matrix 3. Ensure that the architecture (principles, models, standards) is aligned to the IT strategy

Architectural Values are to be Publicised

Principle	The Enterprise Architecture must be publicised across all business and technology units.
Rationale	<p>It is important that the enterprise architecture values are signed off by senior management and publicised to all technology and line of business staff.</p> <p>The decree must cover major technology positions that are no longer open for discussion.</p>
Implications	<ol style="list-style-type: none"> 1. Agreement of the architecture values will ensure that programmes of work can progress more rapidly, support cross domain requirements and eliminate silos of functionality
Obstacles	<ol style="list-style-type: none"> 1. Possible resistance from the business and delivery projects
Actions	<ol style="list-style-type: none"> 1. Communications plan needs to be produced by the architecture team.

Architecture Efforts must be unified across the Enterprise

Principle	The overall Architecture to support the business must include the requirements for all organisational and business units within the enterprise.
Rationale	The success or failure of the enterprise architecture process is dependent upon the co-operative efforts of all business and technology units across the entire organisation. A common approach will ensure more re-use of technology, ease of integration across domains and lower costs.
Implications	<ol style="list-style-type: none"> 1. Within British Council a number of disparate groups exist responsible for the end to end architecture i.e. Global IS, FABS, web teams, these teams must start to work together to ensure that solutions conform to a single consistent enterprise architecture 2. British Council's enterprise architecture must take account of requirements across the whole business 3. The enterprise architecture roadmap must take account of current, short term and long term requirements, influences and opportunities, covering business and technology 4. A non unified approach will result in the creation of islands of non-standard technology and duplication of effort and functionality which may prove difficult to integrate in the future, therefore strong governance is required to ensure that solutions conform to the unified architecture 5. The effectiveness of the architecture governance processes should be reviewed with the business owners on an ongoing basis
Obstacles	<ol style="list-style-type: none"> 1. There may be an unwillingness to share information across the organisation 2. Systems provided by external bodies that we have to use on their behalf are frequently not compliant with our architecture
Actions	<ol style="list-style-type: none"> 1. Create and facilitate an enterprise wide architecture community which must include both business and IT stakeholders. Partners and suppliers should also be included in the community 2. Define enterprise architecture with a complete enterprise-wide view of business requirements (time scale for end state?) 3. Create architecture roadmap incorporating current, short and long term views 4. Activate and complete architecture governance process 5. Review effectiveness of governance process with business owners 6. Implement exception management process for non-compliant 3rd party systems and solutions