

# British Council – Enterprise Architecture Project



Mgt Team Summary  
23 June 2008

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Consulting and  
Integration

# Council context

- Building a strong global presence with a shift from physical offices to an enabling and influencing role
- Focus on fewer-scale programmes and partnerships,
- Targeting specific regions and emerging economies of the 21st century.
- Goals for intercultural dialogue; the UK creative and knowledge economy; and climate change.

# Council context

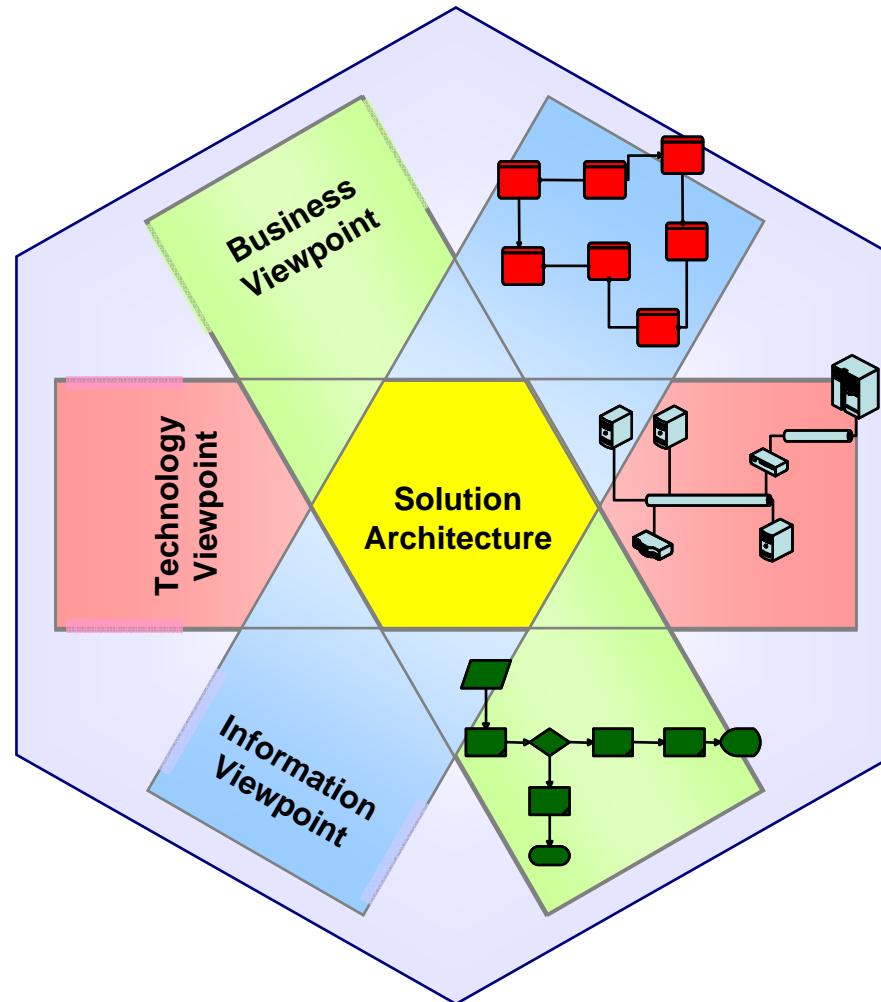
- Demands significant changes in
  - the way the Council operates as an organisation
  - how IS resources and solutions are commissioned, controlled and architected to provide Council – rather than individual business – solutions

# Enterprise Architecture supports business transformation

- “A conceptual blueprint that defines the structure and operation of an organisation, its people, processes, and information systems. Its intent is to determine how an organisation can most effectively achieve its objectives. It considers a number of perspectives: e.g. business, information, application and technology and solution”

HP discussions with EA Steering Group February 2008

# Benefits of EA to the Council



# Benefits of EA to the Council

- Government compliance and credibility
  - Cross Government Enterprise Architecture (x-GEA)
- Enables and supports British Council goals
- Prioritisation of activities
- GIS specific
  - Professionalism
  - EA products
  - Action planning

# GIS specific

GIS function	Benefits
IS strategy	<ul style="list-style-type: none"> <li>EA enables IS strategy to become business rather than technically focused. Provides opportunity for GIS to drive for a place at the “top table” through IS enabled business change</li> </ul>
Architecture team	<ul style="list-style-type: none"> <li>Enhanced skills and readiness</li> <li>Confidence to act at strategic rather than infrastructure levels</li> </ul>
Account management	<ul style="list-style-type: none"> <li>EA domain road map, EA benefits model and principles will enable more consistent, early dialogue with business and consistent prioritisation</li> </ul>
Programme Management	<ul style="list-style-type: none"> <li>Domain plans provide a “cross organisation” view of priorities, reducing risk of abortive projects. Springboard for GIS programme mgt to “connect” with Council wide programme mgt.</li> </ul>
Service Management	<ul style="list-style-type: none"> <li>Service management was generally excluded, but a systems management domain incorporated. Service management should be specifically included in future iterations.</li> </ul>
SAP programme	<ul style="list-style-type: none"> <li>SAP programme is a real example of starting to enact Enterprise Architecture. Emphasises importance of completing that programme successfully and sharing skills, experience, contacts and tools across SAP/GIS</li> </ul>
Contracts Management	<ul style="list-style-type: none"> <li>Engagement has helped crystallise options for future contracting strategy and benefits model/roadmaps can help focus discussions with individual suppliers</li> </ul>

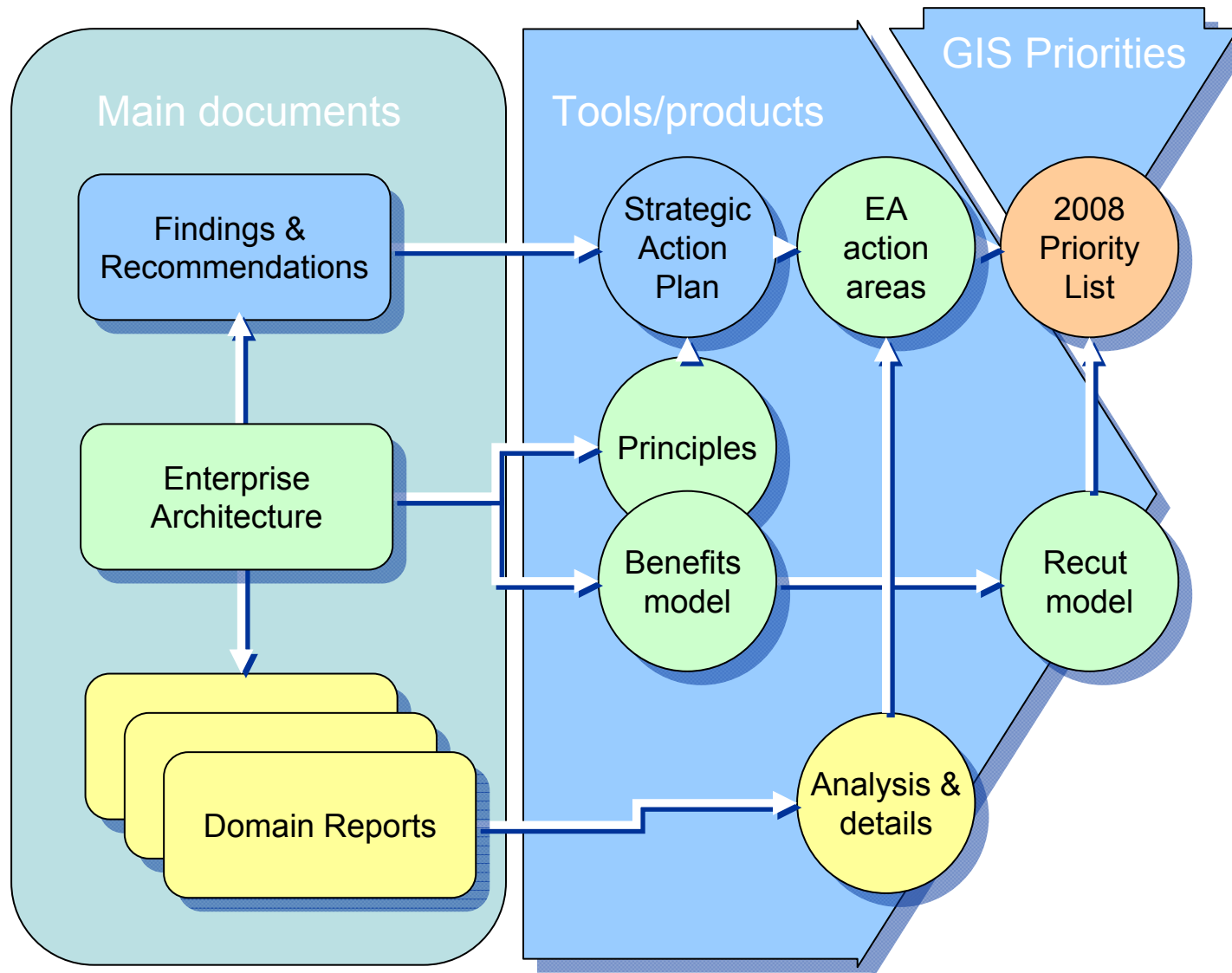


# PRODUCTS

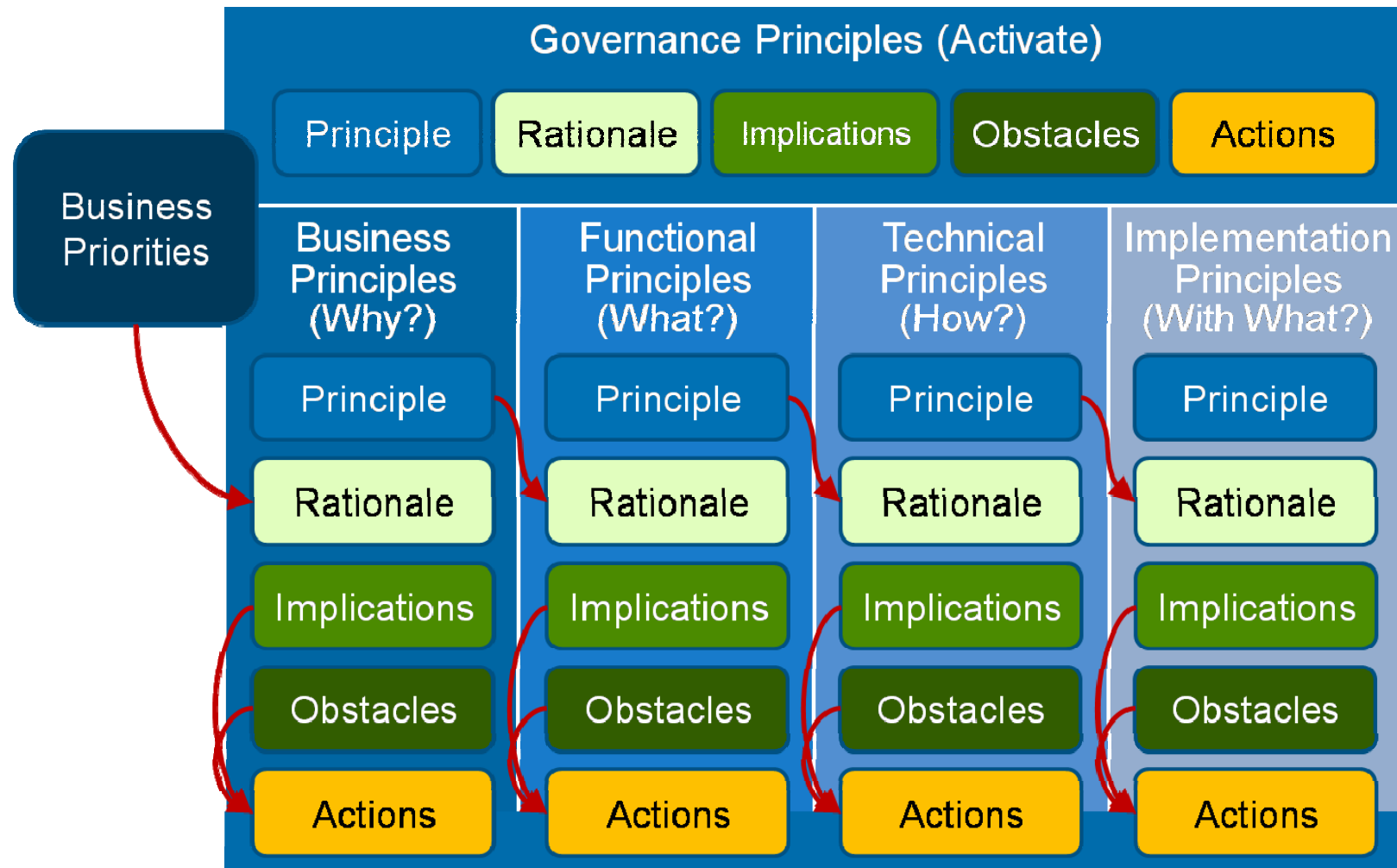
# Products

- Thoroughly reworked and standardised Principles set, using five “views” (governance, business, functional, technical and implementation). The principles should be used to control and guide IT decisions across the whole Council
- The second iteration of an Enterprise Architecture model for the Council. While the focus in this iteration has still been fairly “technical” (i.e. GIS centric) the model should now be used and populated at strategic and business levels.
- An EA benefits model, allowing prioritisation of the domains and projects. This can be enriched over time and become a key product for Council – not just GIS – decision making
- Domain roadmaps: to establish a plan for each domain. These vary in detail but can be enhanced over time with particular emphasis on the business, service management, applications and data domains.

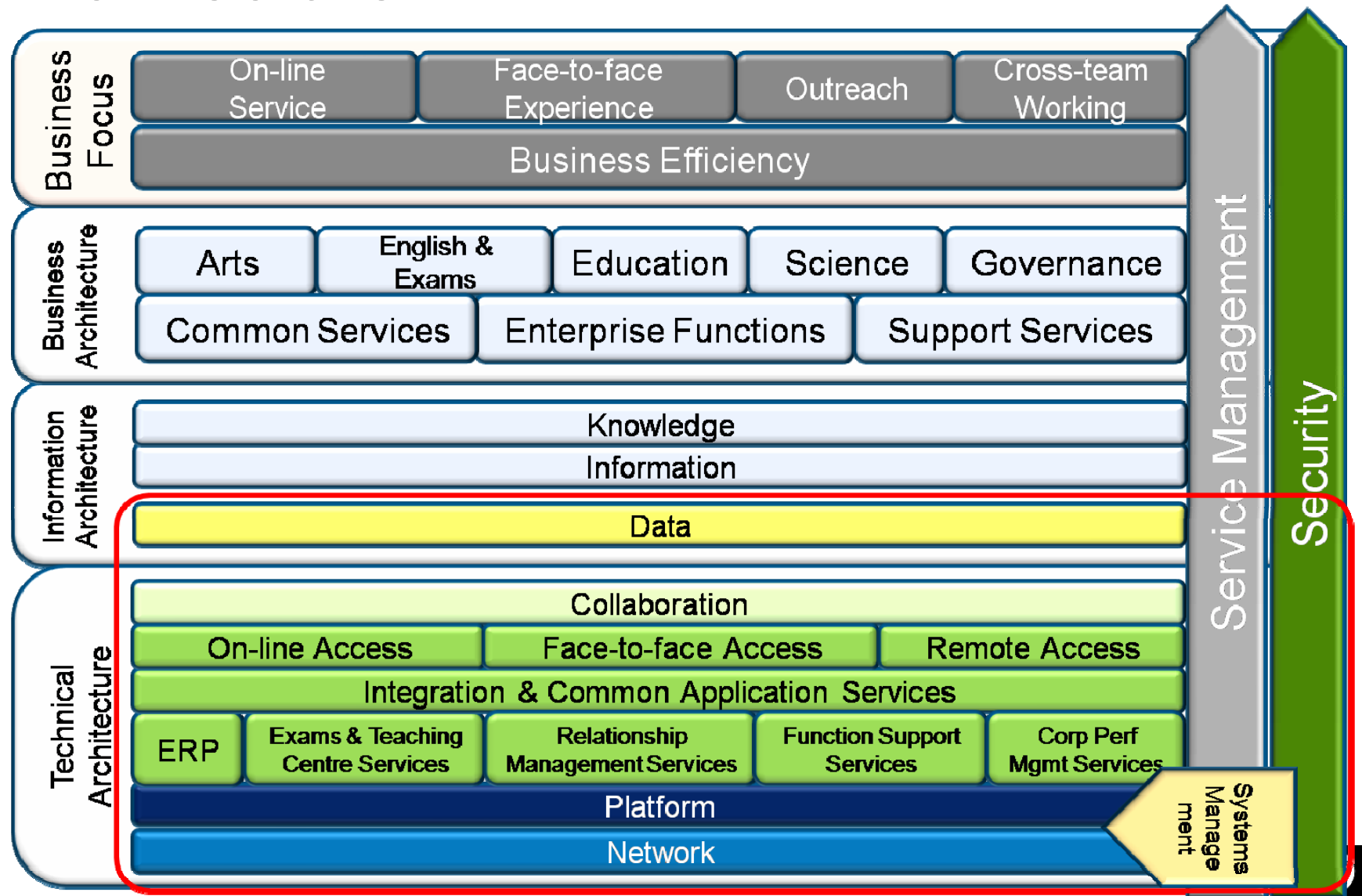
# Review deliverables



# The EA models – principles



# Architecture



# Benefits model confirms priorities for action

		Overall EA			Business		Data				Applications				Collaboration				Platform			Network			Sys Mgmt				Security					
		EA Governance	Common Architecture Approach	Global IT Standards	Business Process Standardisation	Information Sharing	Core Customer Record	Core Metadata for Managed Content	High-level Data Architecture	Master Data Management	Complete SAP Rollout	Application Standardisation	Common Application Services	Application Integration	Internal Collaboration	External Collaboration	Workflow	Presence Management	Server Centralisation / Virtualisation	Platform Standardisation	Virtual Desktop Infrastructure	Outsourced Service Monitoring & Reporting	Standardisation of Voice Telco Provision	CRM Integration	Complete SMS Rollout	Implement Integrated Service Management Tools	Centralised Backup / Restore	Performance & Experience Monitoring	Implement Short-term Security Fixes (e.g. Patches)	Risk Assessment Framework	Security Architecture Governance	Global Security Ops & Monitoring	Security Incident Management	
<b>Prioritisation Rating</b>		24	25	27	15	19	25	18	18	16	20	21	20	15	15	13	15	12	20	16	14	23	12	14	22	13	14	14	34	29	28	14	12	
<b>Difficulty (1 = easy, 5 = difficult)</b>		4	3	3	5	3	2	3	4	3	3	2	3	3	1	3	2	1	2	2	3	1	3	2	1	3	2	2	1	2	2	3	4	
<b>Cost (1 = low, 5 = high)</b>		2	2	2	3	2	2	3	2	3	3	4	3	3	2	2	2	1	2	2	2	1	3	3	2	3	2	2	1	1	1	3	3	
<b>Dependency Factor (1 = has dependents, 5 = no dependents)</b>		1	1	1	3	2	1	2	2	3	1	1	2	3	5	3	3	5	3	3	4	3	4	4	3	3	4	4	1	1	1	2	2	
<b>Benefit</b>	<b>Importance (1 = low, 5 = high)</b>	<b>Impact (1 = low, 5 = high)</b>																																
Increase business efficiency	5	5	3	3	5	3	4	4	4	4	5	4	5	3	5	4	5	3	1	1	2	2	3	5	2	2	3	3	1	3	2	2	2	
Reduce operational risk	3	5	4	5	4	5	3	4	4	4	5	4	3	2	5	4	3	1	4	3	3	5	3	3	4	4	5	3	5	5	5	5	5	5
Faster time-to-market	3	4	5	5	5	2	3	4	3	4	4	5	5	5	2	3	2	1	4	4	5	1	3	3	4	1	1	2	1	1	1	1	1	1
Flexible business relocation	3	3	5	5	5	2	1	2	3	3	4	5	3	3	5	3	3	4	5	5	5	3	5	3	4	2	3	2	1	1	1	1	1	1
Flexible delivery channel support	2	3	4	5	3	4	2	3	3	3	4	3	5	5	1	2	3	1	4	2	3	1	3	4	2	2	1	2	1	1	1	1	1	1
Flexible working (e.g. 3rd parties)	2	3	4	5	4	4	2	3	3	3	3	1	4	5	1	5	3	1	4	1	2	1	2	4	2	2	1	2	1	1	1	1	1	1
Better access to information	4	5	5	5	2	5	5	5	5	5	4	3	5	5	3	3	1	2	3	1	1	3	3	4	1	2	1	3	1	1	1	1	1	1
Improve service quality	3	4	3	4	3	5	5	5	5	5	4	3	4	3	3	4	5	2	4	3	3	5	3	4	4	5	4	5	5	5	5	5	5	5
Improve scalability	3	4	3	3	4	3	4	4	3	3	4	3	5	3	1	1	3	1	5	5	5	2	5	3	4	3	3	4	2	3	3	3	2	
Reduce IT costs	5	5	5	4	5	2	1	3	3	2	2	5	3	5	3	1	1	5	5	5	5	4	3	2	5	5	4	3	5	5	5	5	5	5
Strengthen compliance & security	4	5	3	5	5	5	5	5	5	5	3	3	5	2	3	1	3	1	4	3	4	5	2	2	5	5	5	3	5	5	5	5	5	
Reduce training needs	1	3	2	1	5	1	2	3	2	2	1	4	1	1	3	1	2	1	1	2	2	1	3	2	4	1	2	1	1	2	2	2	2	2
<b>Value (Higher = more value)</b>		165	150	162	160	133	123	147	143	141	141	144	156	137	119	101	108	84	141	114	130	115	120	125	131	117	113	111	101	115	110	110	107	

# Example of priority action area

Initiative	Score	Issue	Action	Key GIS driver	Other Initiatives supported	GIS Owner	BU Sponsor
Core Customer Record	13	Currently there are many different definitions of customer across the enterprise, this makes it difficult to reconcile and use this information.	Working within one or two areas of the business, develop a simple core customer record defining the key information required to identify each customer and the important information that needs to be captured and tracked	Use Information as an asset	11, 12, 15, 18,	<i>David Bruce</i>	<i>Head of Marketing</i>

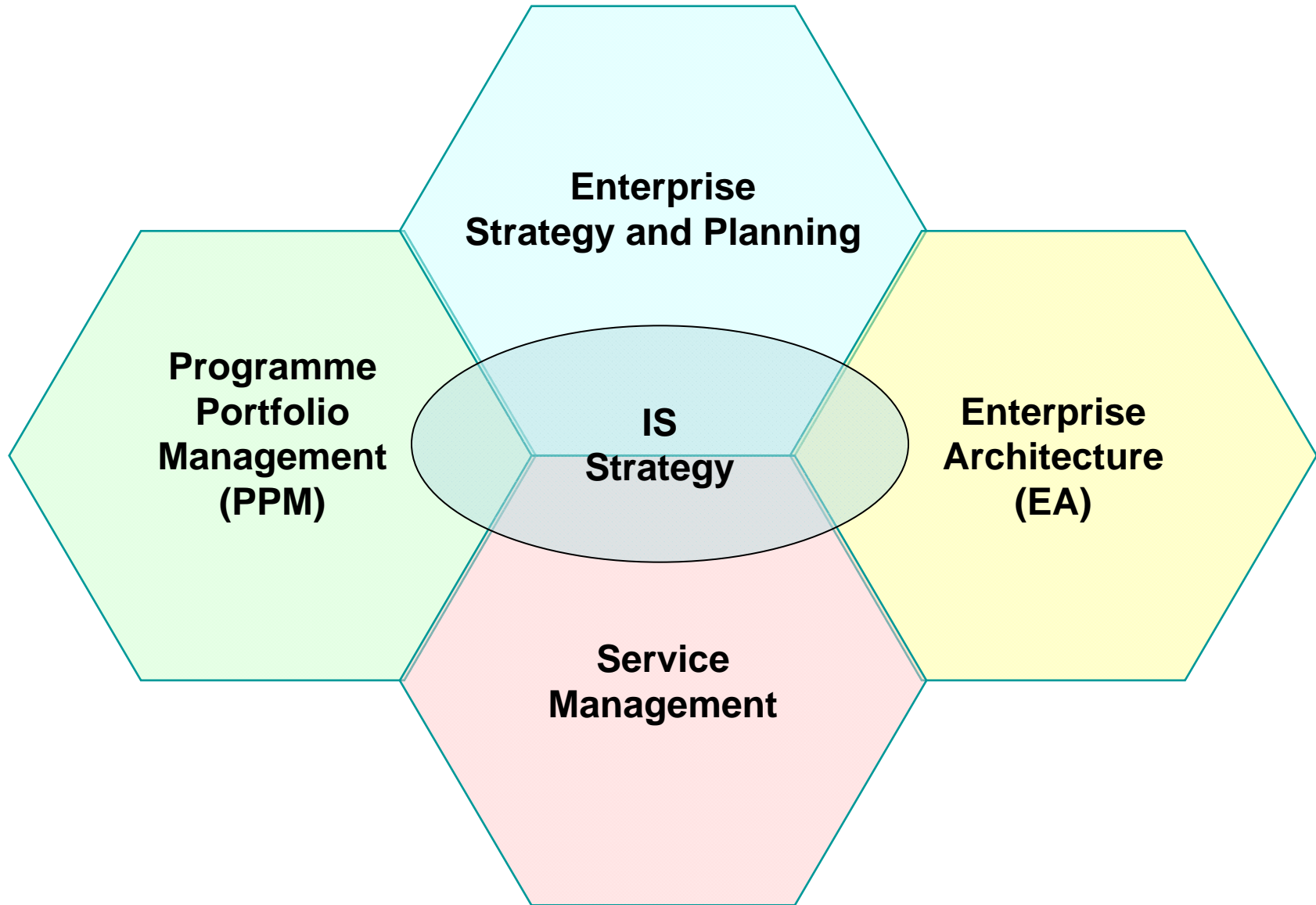
Diagram illustrating the components of the priority action area:

- Name used in EA documents
- Priority score from EA model
- Express as a strategic issue
- Business focused action
- Manage as a BC standard
- Link to GIS hot buttons
- Enabled actions
- One GIS owner/champion
- One BC sponsor

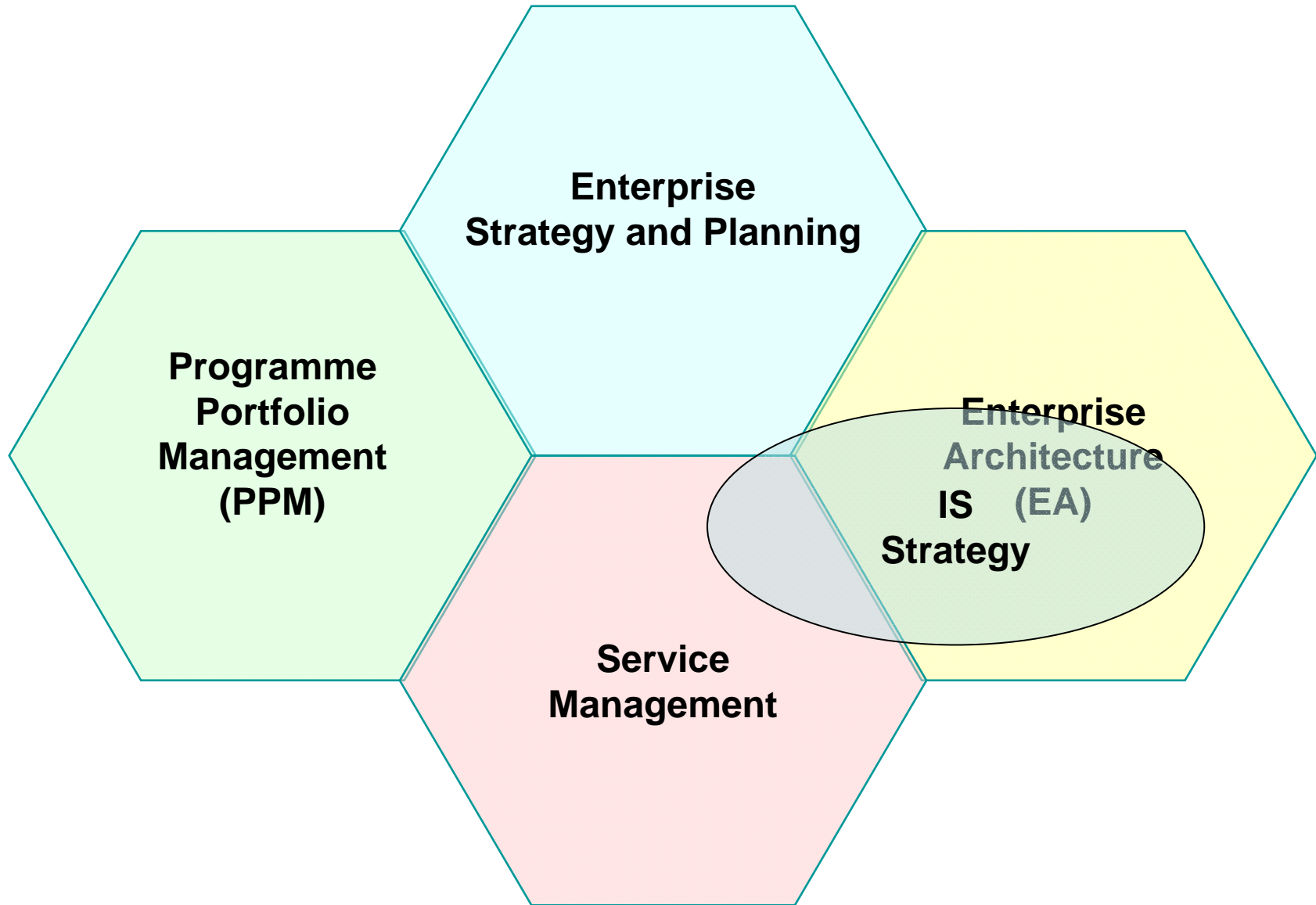


# RECOMMENDATIONS

# Primary Elements of Enterprise Excellence



# Current skew on written strategy



# Recommended Priorities for Action

- Engage with the Executive
- Board
- Engage with the Business
- Address Service Management/Contracting

# Engage with the Executive Board

## GOAL

- Position IS as a stakeholder through strategic enablement

## FOCUS ON

- IS approach to delivering the Vision
- Single view of the truth: information as an asset
- Control the “wild west” of local business applications
- IS at the forefront of business change & major programmes

# Engage with the Business

## GOAL

- Develop a model of how GIS should work while enriching EA products

## FOCUS AREAS

- Governance/Programme Portfolio Management
- Developing core IS services with common reusable building blocks
- Prove how EA approach can achieve better outcomes

# Address Service Management/Contracting

## GOAL

- Achieve a joined up strategy which drives savings to help fund GIS investment

## FOCUS ON

- Single service desk function
- Creating common incident and problem management
- Simpler management and delivery model

# One other area...?

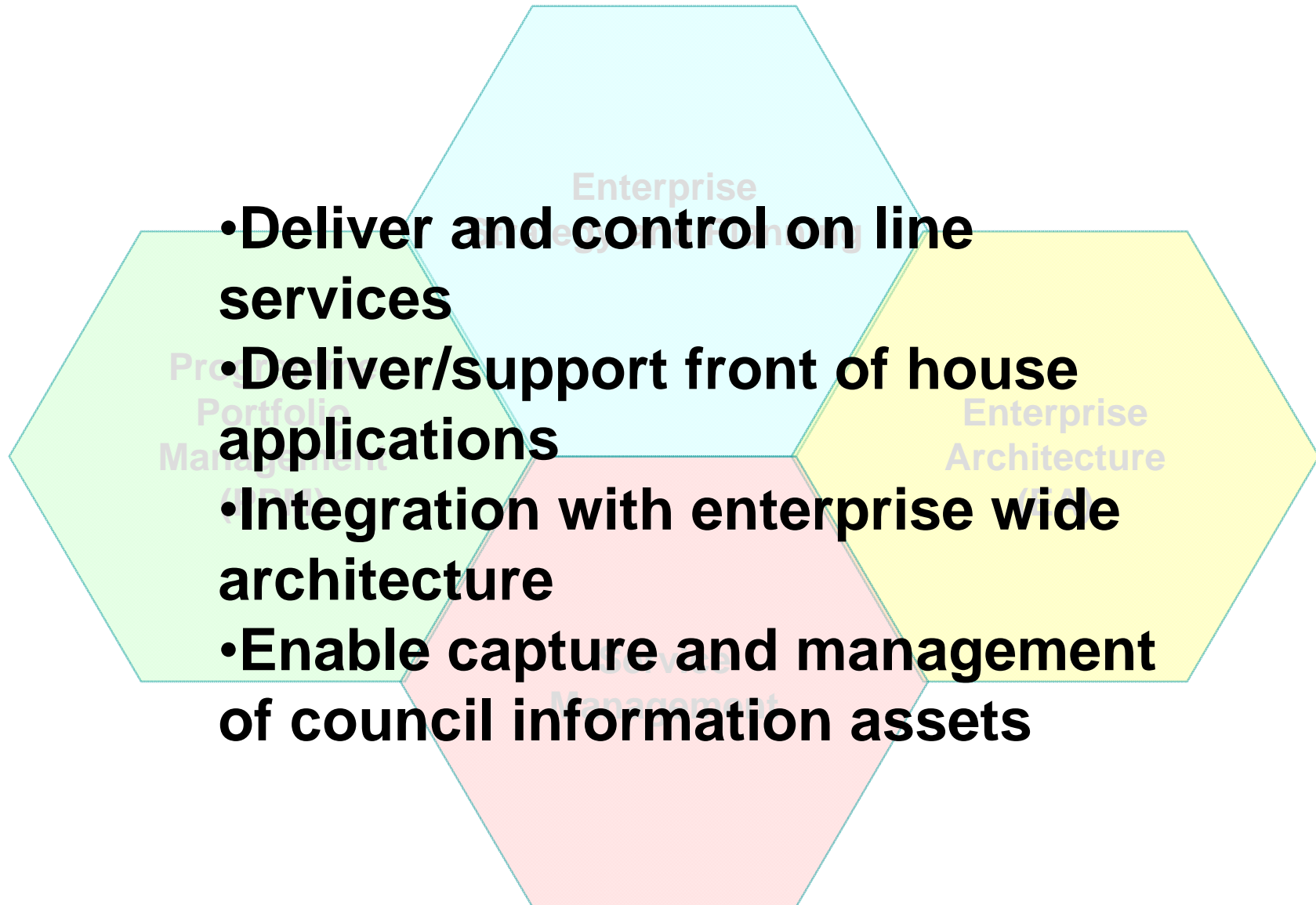
Strategic development advice with Bidesh  
GOAL

- Ensure whole division is aligned with/makes best use of GIS

ACTIVITY

- Help him build his plan
- Use EA approaches esp round HR
- Develop workable contracting strategy

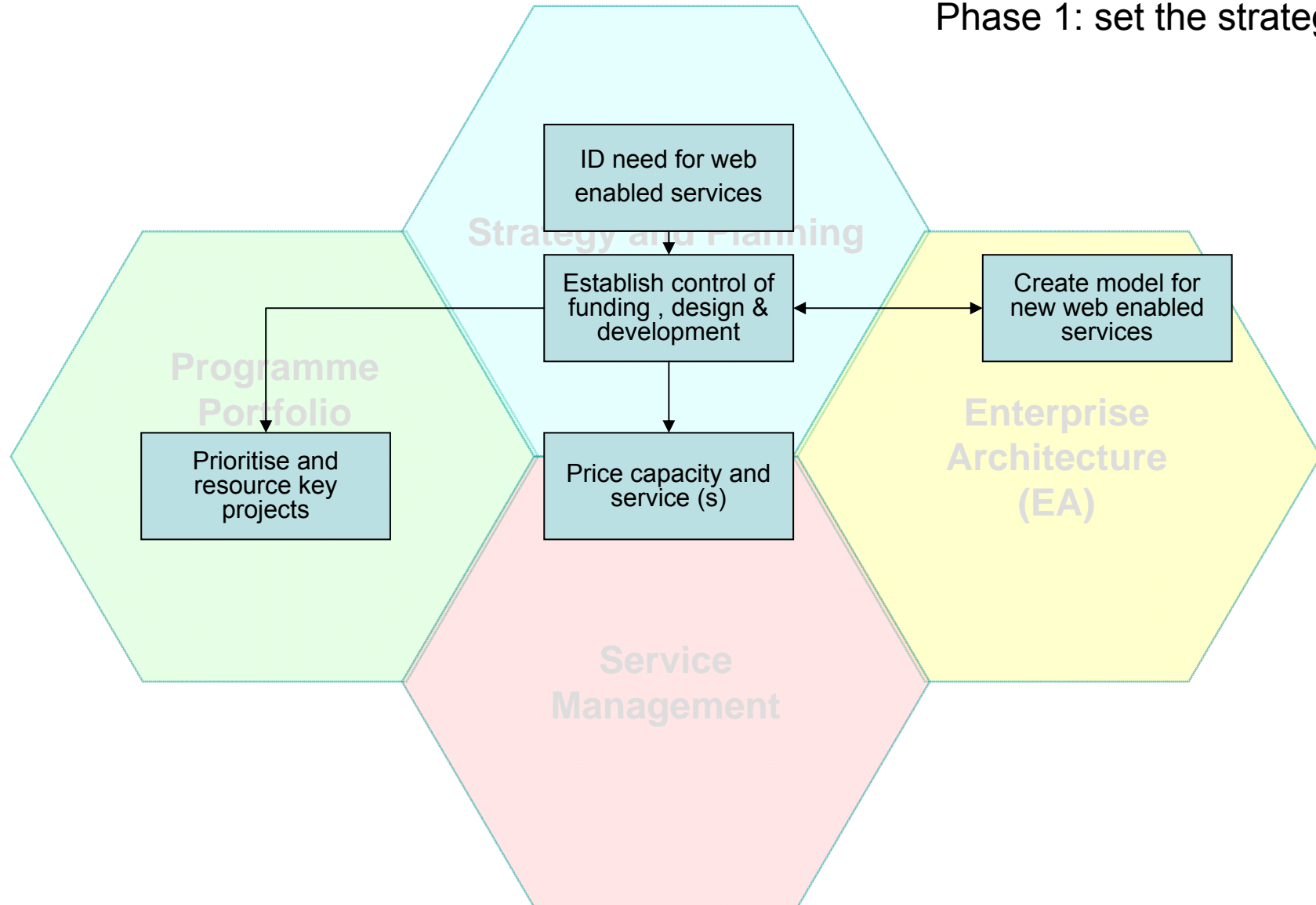
# Integrated strategy for applications and information



**Extra slides**

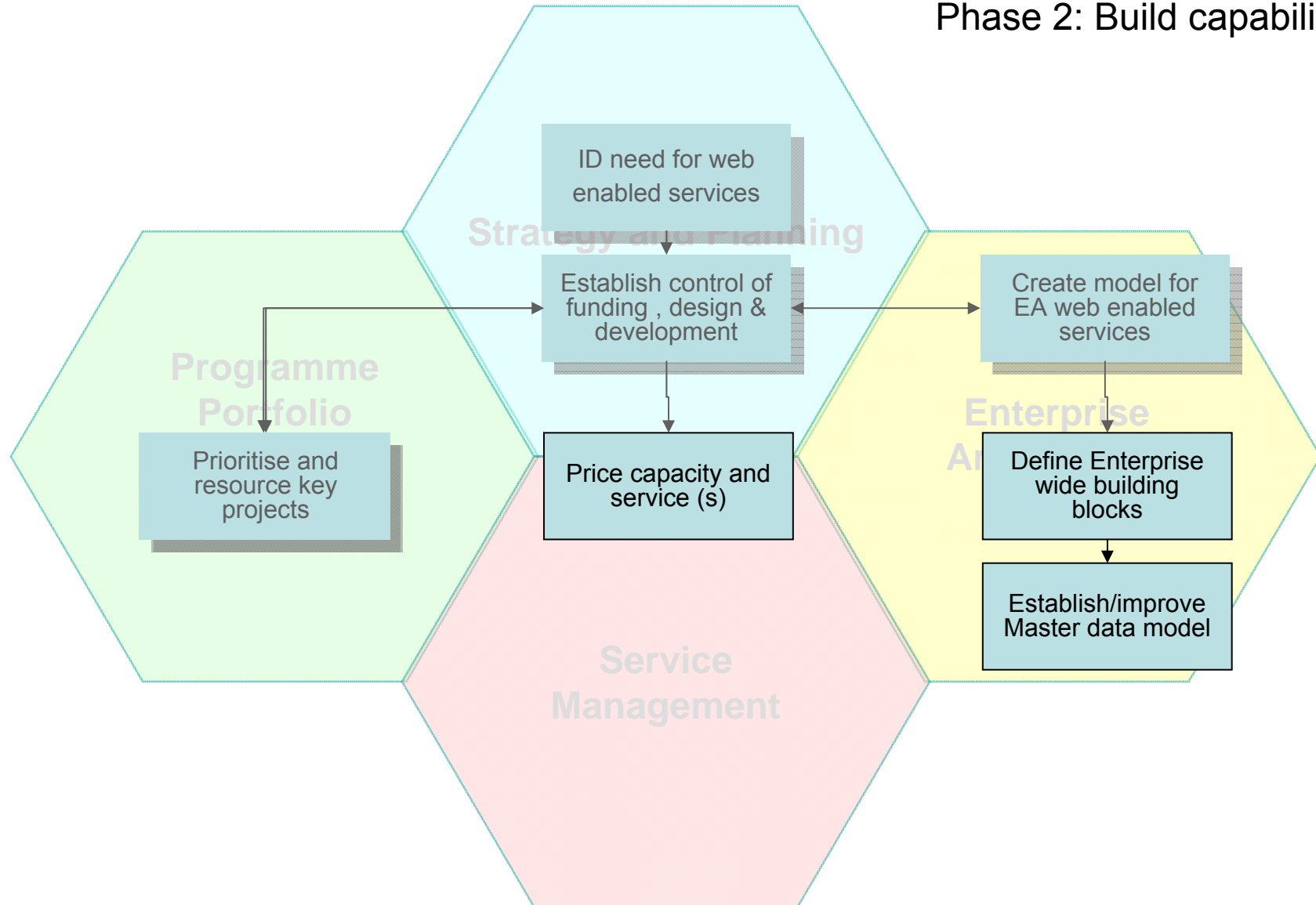
# Integrated strategy for applications and information

Phase 1: set the strategy



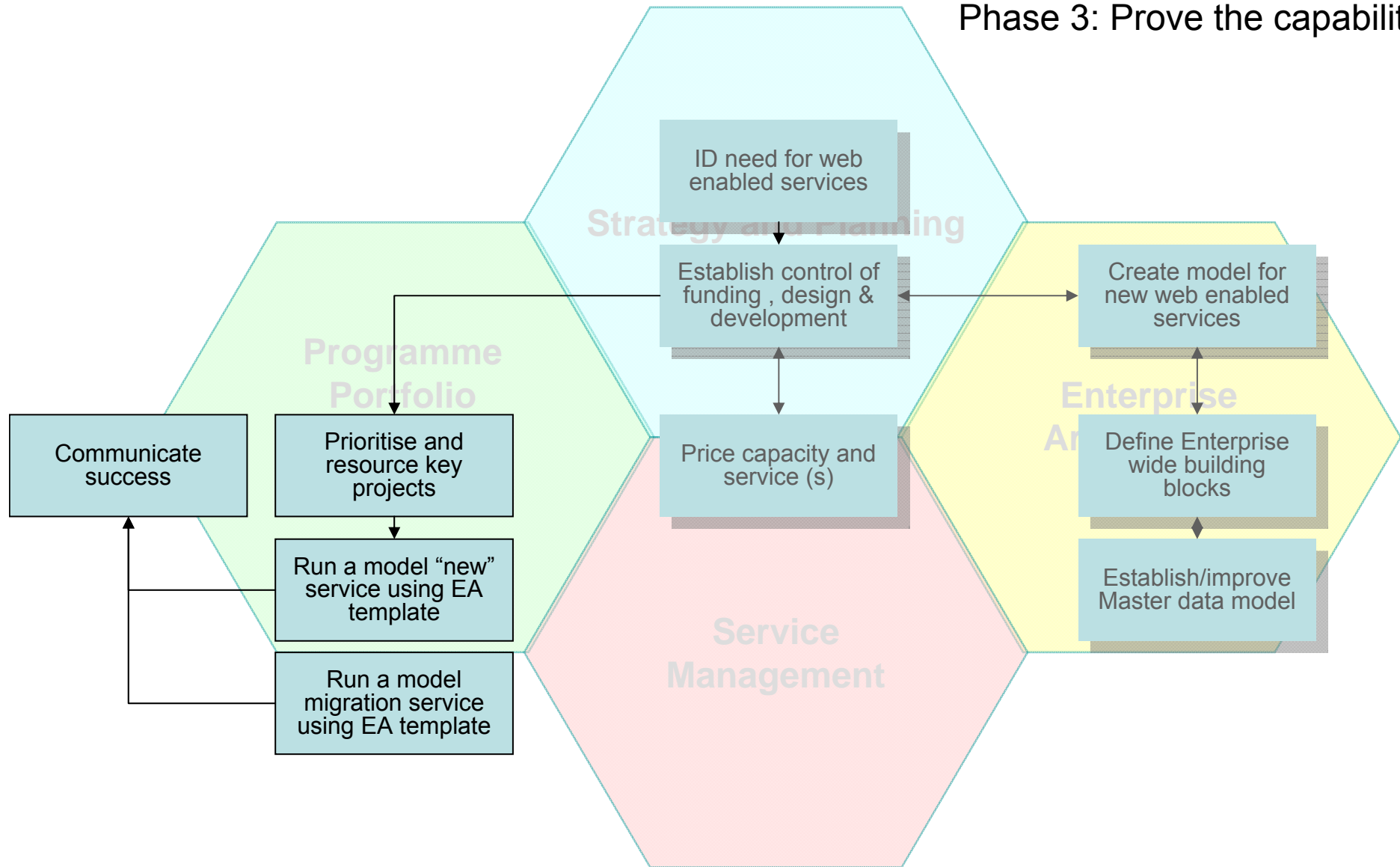
# Integrated strategy for applications and information

Phase 2: Build capability

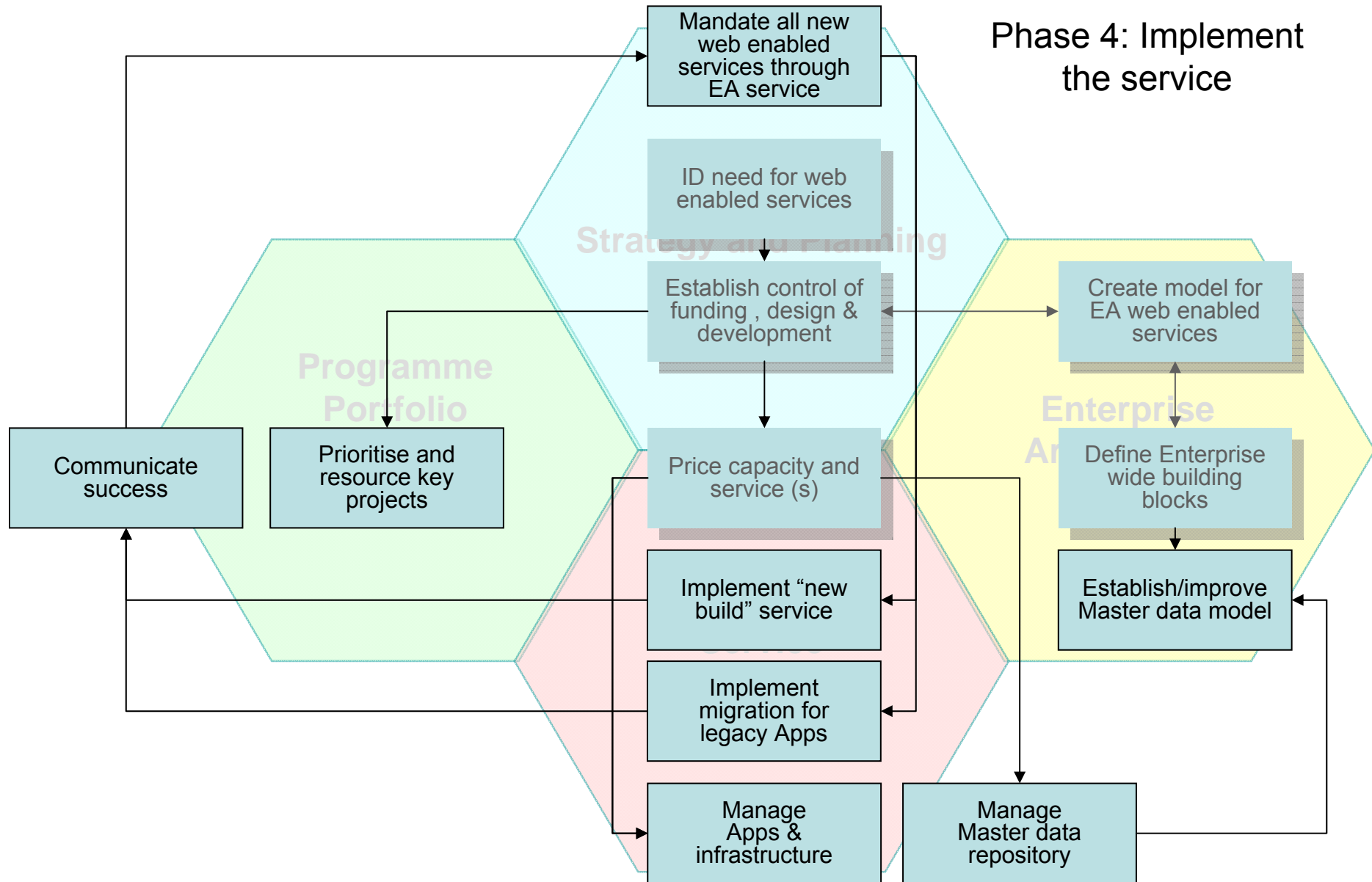


# Integrated strategy for applications and information

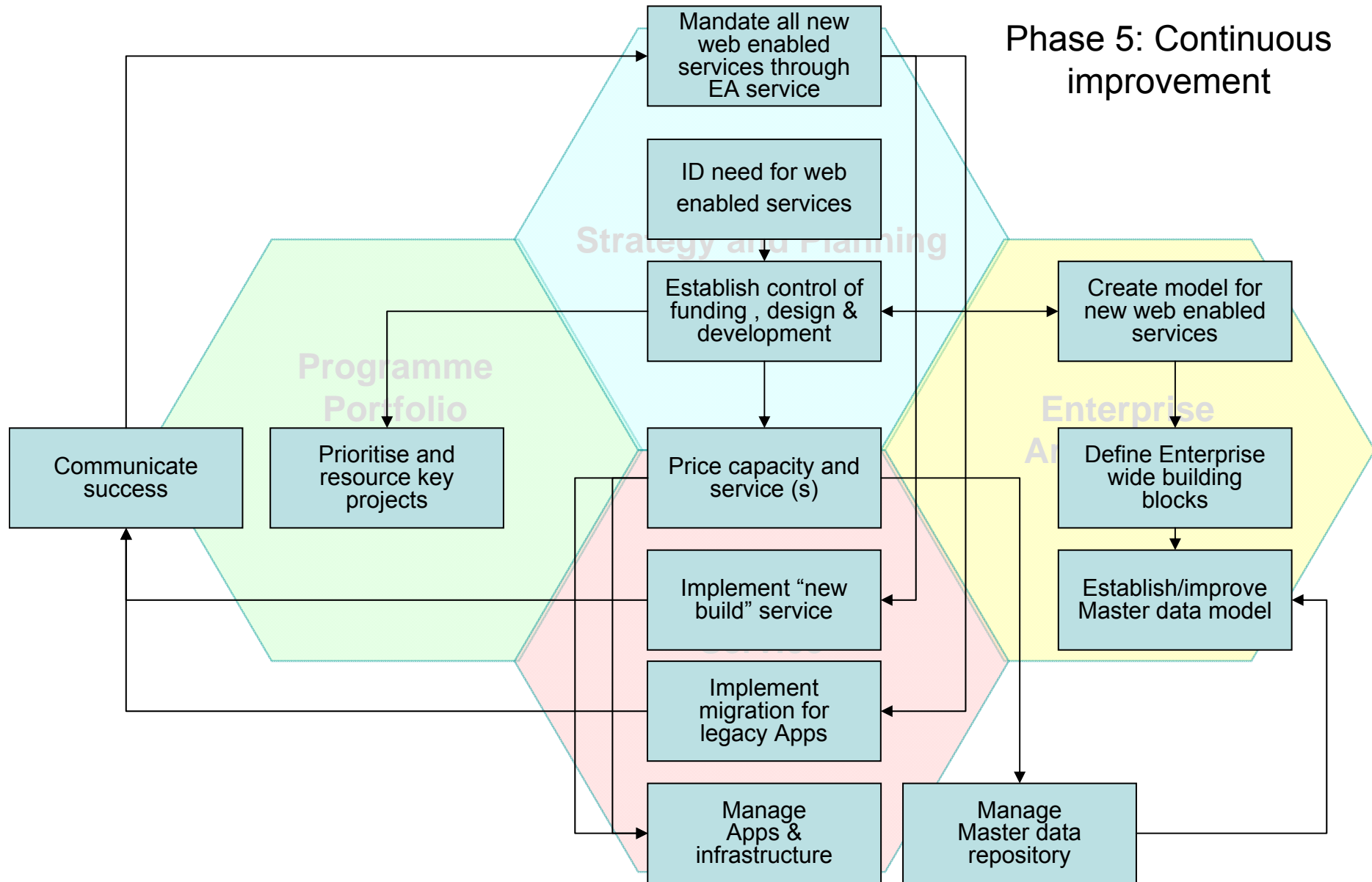
Phase 3: Prove the capability



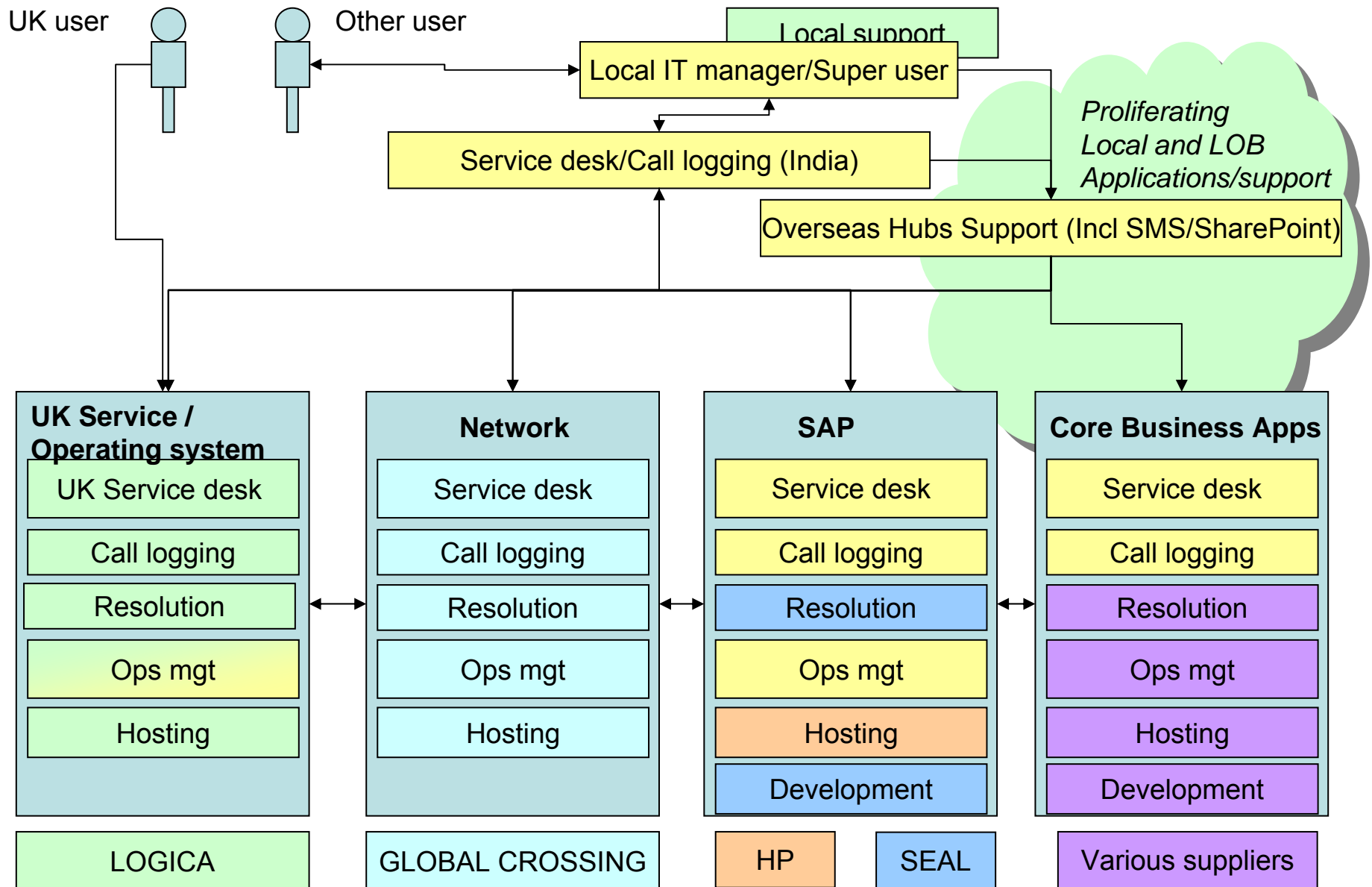
# Integrated strategy for applications and information



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# The As-is – a silo-ed service



# The To-Be service

