Bank of England Business Architecture Case-Study

Business Analysis Manager's Forum
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Agenda

Topic
• **Introductions**
• **Context for Business Architecture at the BoE**
• **Our development as BAs into the Business Architecture space**
• **Lessons learned with other government departments with regards to BAs working with Business Architects**
• **The challenges generally facing the move to Business Architecture**

Introductions

- Who are we?
  - Taz Wafa: Principal Business Analyst at the Bank of England
  - Kei Poon: Senior Business Analyst at the Bank of England

BANK OF ENGLAND

About

The Bank of England (BoE) is the UK's central Bank. In a nutshell the Bank regulates other banks, issues banknotes, sets monetary policy and maintains financial stability.

The Bank has an internal Consultancy, Architecture and Analysis division. This sits within Technology and is responsible for providing services on strategic and technology change related Programmes and Projects. At present, there is no formal Business Architecture capability.

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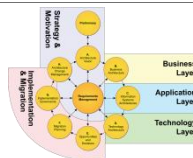
Enterprise Architecture Technologies Used

iServer | ENTERPRISE ARCHITECT SPARX SYSTEMS | Visio

Enterprise Architecture Role Types	No.
Business Architects	0
Solution Architects	20
Data Architects	5
Business Analysts	25

Locations EA roles

▪ **London (25)**

EA Frameworks & Standard used

THE Open GROUP TOGAF® 9

ARCHIMATE®

Strategy & Motivation / Business Layer / Application Layer / Technology Layer / Implementation & Migration

Forums members of….

X Gov Business Architecture Forum

Key challenges/issues…

1 Standardising the EA meta model

2 Repository Governance Standards

3 End-to-end traceability across the EA meta model

4 Simple access to repository information

Top 1 X-Gov Projects…

1 FCA Shared Services

Big idea

Greater transparency on the meta models being developed, and how business architecture principles and practices are being applied in order to help drive consistency, knowledge sharing and lessons learnt.

Context for Business Architecture at the BoE

- Lack of traceability from business strategic objectives to programmes/projects; strategic versus tactical
- Programmes/projects approached from a technology perspective
- Potential for silo working, duplication of effort, lack of visibility and collaboration
- Lack of reuse for artefacts across the enterprise
- No dedicated business architecture resources

Context: Our Goal

- **Our Goal**

    – To create an enterprise-wide blueprint of business capabilities to align strategic objectives and tactical demands.

    – To understand the 'as-is' state of the Bank using a 'business capabilities model' to create a baseline for future analysis.

    – To integrate Business Architecture into the Bank's existing Enterprise Meta Model and ensure connectivity and traceability within the EA repository

    – Enable re-use of key process building blocks across the directorates and the Bank.

    – To prove the value of Business Architecture and how it can be used to scope and set the boundary for programme/project delivery.

    – Quickly impact assess changes to process, people, systems and information

- Journey so far?

  - Lessons learnt from previous implementations of the Bank's EA.

  - Learnt lessons from comparator organisations e.g. FCA and Bank of France.

  - Proof of Concept to focus on a business area to drive out business capabilities, processes and systems.

  - Taking small steps to prove the value of Business Architecture e.g. how different views could be used for scoping projects and programmes.

  - Used a bottom up approach from operationalising to then promoting to senior stakeholders the value.

  - Not worried to fail fast. Quickly see what works or doesn't!

Our Development as BAs into Business Architects

- **Our Development**

  - BAs encouraged to set the scope of projects using business architecture concepts such as 'capabilities'

  - Taking ownership of specific business areas to help define the capability maps

  - Developing common vocabulary and business capability modelling standards across the Bank

  - Making it real – showing the traceability from vision through to project implementation via an agreed 'meta model'

  - Showing real examples to the business and selling concepts at grassroots level

  - Not calling ourselves business architects

BAs working with Business Architects in Other Organisations

Other organisations that have developed their business architecture functions have shared the following experiences of how BAs work with Business Architects.

- Business Architects are heavily involved in the early shaping work and then tail off during the project phase. Very rare to be involved end to end
- Some involvement through to benefits realisation, exception rather than the norm
- Business Analysts continue to provide the link between the project and business architecture
- Business Analysts will generally conduct the traceability from business strategy through to delivery and benefits realisation
- General feeling that collaboration could be and should be better between the groups

The challenges faced by BAs moving to business architecture

Redefining the role

- What is the line that moves you from being a BA to a Business Architect?
  - *Do you need to be accredited?*
  - *Do you need a different skills-set? e.g. more of a holistic thinker?*

Communications

- Why does the organisation need BAs and Business Architects?
  - *Aren't they the same?*

Artefacts

- How can BAs use business architecture principles in the production of their artefacts?
  - *How can BAs build in capability models to help with scoping?*

The general challenges facing the move to business architecture

Understanding Roles & Responsibilities

- Organisations do not generally understand the differences between a business analyst / business architect / enterprise architect / architect
  - *Why do I need to build in additional layers into my organisation?*
  - *Why do I need a business architecture function?*
  - *Where does it sit? Inside or outside Technology?*

Value-Add

- The desire from the business as to what value the business architecture function brings.
  - *What value do I get from a business architecture function?*
  - *What will it tell me about my business that I don't already know?*

The general challenges facing the move to business architecture

Delivery

- Important to take everyone on the journey (from Executives all the way down to the shop-floor), can't be seen as a Visio diagram factory

  - *How are you ensuring that delivery aligns to our vision?*

  - *How is business architecture linked to our investment and budgetary process?*

Making it Real

- Show some real life and tangible outputs, need to move away from static diagrams of the organisation

  - *What capabilities do I need to focus on?*

  - *How do I structure my business to realise the benefits?*

Key Findings

- Our Key Findings
  - Learn from other's experiences to prevent making the same mistakes.
  - Important to define the meta model and data attributes early in the process.
  - Governance standards e.g. Naming convention to prevent duplication
  - Define repository outputs early on e.g. reports and documents. This will ensure the correct data is captured.
  - Share early with business stakeholders to encourage buy-in. But to not be discouraged if uptake is slow.
  - The no one-size fits all approach to Business/Enterprise Architecture.
  - Don't be worried to fail fast. Trying to see what works or doesn't – possibly through time-boxed proof of concepts.