



Architecture Governance

Post Office IT

V1.0

Architecture Governance - Purpose

Architecture Governance Definition (from TOGAF "The Open Group Architecture Forum")

Architecture governance is the practice and orientation by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level. It includes the following:

- *Implementing a system of controls over the creation and monitoring of all architectural components and activities, to ensure the effective introduction, implementation, and evolution of architectures within the organization*
- *Implementing a system to ensure compliance with internal and external standards and regulatory obligations*
- *Establishing processes that support effective management of the above processes within agreed parameters*
- *Developing practices that ensure accountability to a clearly identified stakeholder community, both inside and outside the organisation*



Architecture Governance - Features

The following are seen as the features of a successful governance process:

- **Transparency** - Decisions and advice should be clear and understood. Governance should be conducted using clear and published assessment criteria.
- **Timeliness** - The governance process should run to clear SLAs i.e. projects should be able to plan the nominal time from submission to feedback
- **Enable the business** - Decisions should clearly support POL business objectives
- **Provide specific feedback/guidance** - Outputs from review should be: Approved (no conditions), Conditional Approval (with stated conditions), Rejected (with stated reasons)
- **Inform** - Disseminate standards, policy, strategy to teams
- **Control** - Assess and govern against Company/Enterprise policy and standards, with a view of converging all decisions to a target (architecture).



Architecture Governance – Ways of Working

In order to meet the criteria on the previous slide the following must be followed:

- The governance bodies in this document are decision authorities, unless specifically tabled for discussion (and time allows) artefacts and decisions must be FINAL versions presented approval only.
- All meetings will be pre-scheduled, and artefacts must be submitted the appropriate length of time before the next meeting to be allowed on the agenda.
- Agenda, decisions log, and submitted artefacts will be centrally stored and accessible
- Assessment criteria will be centrally stored and accessible
- Disseminated documents will be centrally stored and accessible
- Attendees to must prepare before the meeting, and must be enabled to provide a decision on behalf of the unit they represent.
- Decisions are FINAL, attendees should not subsequently revisit the discussions, unless the artefact is being represented.
- To enable clear understanding of which decisions are “architecturally significant”, and therefore must be escalated to a higher level, a simple decision matrix will be provided.



Architecture Governance Framework

Post Office Executive Decision Making & Discussion Forums



ARC : Audit Risk & Compliance
GE: General Executive
RCC: Risk Compliance Committee
IC: Investment Committee
QBR: Quarterly Business Review

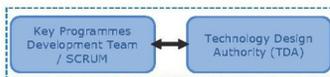
Post Office IT Leadership Board:
 IT Leadership team discussion & decision forum; the route to PO Exec forums.



Post Office Enterprise Architecture Group:
 Weekly review, discussion & decision forum for major technology architecture decisions. Output from this forum feeds up to the ITLB



Post Office & Supplier Technology Strategy Forum:
 Quarterly technology strategy review with suppliers, and Post Office CTO, Ops & Security Director, CIO, BU CIOs, Dir of Business Performance



Post Office Technology Design Authority:
 TDA is part of the EAG and is created for Programme's where the volume of decision making requires more time than can be supported by EAG. Other Development / Scrum Teams will come directly to EAG



Post Office Operational & Management forums



Management & Operational forums:
 The forum for each IT area ensure that architecture issues are raised and also provide guidance inline with their operating standards

5

Legend PO Exec PO IT PO IT / Supplier



Architecture Governance Forums

| Forum | Purpose | Attendees | Outputs |
|---------------------------|--|---|--|
| ITLB | IT Leadership strategic review of Key Architecture decisions raised by Enterprise Architecture Group | CIO, BU CIOs, IT Ops & Security Director, IT Business Performance & Transformation Director, Finance Director, HR Partner Guests: On request | Decisions Approvals |
| EAG | The Enterprise Architecture Group (EAG) provides a central point of governance prior to the proposed solution entering the build phase. The EAG will also approve any changes to the technical standards and policies used within Post Office. | Group Chief Technology Officer, Enterprise Architects, Domain Chief Technology Officer(s), Operations, Service Management, IT Security, Supplier Technology Officers, Solution Architects, Guests: On request | Approval to Build Approved Artefacts Key Decision Log Minutes Guidance |
| TDA | The Technical Design Authority (TDA) is a sub-group of EAG and is formed for major programmes of work. It is the working governance that supports the development teams in the realisation of the programme. Where decisions are adjudicated as significant, they will be passed up to the EAA for approval | Domain Chief Technology Officer, Enterprise Architects, Assigned Solutions Architects, IT Security, Operations, Development, Business Analysts, Business Stakeholders | Ratification of Low Level Designs and Blueprints. Design Decisions Key Decision Log Minutes Guidance |
| Technology Strategy Forum | Post Office & Supplier Technology Strategy forum meets on a quarterly basis to share Post Office Technical Strategy and direction. | Post Office CIO's and CTO's, Enterprise Architects, Security Architects. Supplier CTO's and Account Directors | Technology Strategy shared and Feedback from Suppliers |

Terms of Reference - EAG

| Sponsor | Chief Technology Officer | Chair | CTO | Frequency | Weekly | Duration | 2 hours |
|---|--------------------------|-------|-----|---|--------|----------|---------|
| <p>Purpose: The Enterprise Architecture Group (EAG) is part of a revised Architecture Governance structure for Post Office. It provides a central point of governance prior to the proposed solution entering the build phase. The EAG will also approve any changes to the technical standards and policies used within Post Office.</p> <p>The EAG will also review and approve all key architectural decisions whether they have originated from the Technology Design Authority (TDA) set up for major programmes or directly from a project.</p> <p>The EAG will:</p> <ul style="list-style-type: none"> Assure that all technology change aligns to Post Office's roadmap and strategy. Lead and ensure that technology is planned for forward project demand. Provide assurance of project solutions in line with architecture strategies and technology roadmap. Review and approve key architecture decisions ("KAD"). Assess new proposals for compliance to technology blueprints and standards. Approve technology roadmap and strategy for endorsement by the IT Leadership Board. Ensure required progress is made against Post Office's technology roadmap. Define technology standards and policies. Define and maintain compliance checklist against which architecture review certificates will be issued. <p>7</p> | | | | <p>Mandatory Attendees</p> <ul style="list-style-type: none"> Enterprise Architects, Domain Chief Technology Officers, Operations, Service Management, Security <p>Optional Attendees</p> <ul style="list-style-type: none"> Solution Architects, Supplier Technology Officers Guests: On request <p>Logistics</p> <ul style="list-style-type: none"> Meetings to be held in Post office HQ (20 Finsbury Dials, London EC2Y 9AQ) with conference facilities available The Enterprise Architecture Group is a decision-making authority, unless specifically tabled for discussion artefacts and decisions must be final versions presented for approval. All meetings will be pre-scheduled, artefacts must be submitted 3 days before the meeting to be allowed on the agenda. Agenda, Minutes, Decisions Logs, and all other artefacts will be stored and accessible on the Architecture SharePoint site Disseminated documents will be centrally stored and accessible on the Architecture SharePoint site Attendees must prepare before the meeting, and must be enabled to provide a decision on behalf of their area. Decisions are final, attendees should not subsequently renege the discussions, unless the artefact is being represented. | | | |



Terms of Reference - EAG

| No | Input | Source |
|----|--|---|
| 1 | IT Strategy Documents | IT Leadership Board (ITLB), Chief Technology Officers and Enterprise Architects |
| 2 | Technology Roadmaps | Chief Technology Officers, Enterprise Architects and Suppliers |
| 3 | Enterprise Technology Selection and Technology Standards | Chief Technology Officers, Enterprise Architects and Suppliers |
| 4 | Technology / Product Decisions | Chief Technology Officers, Enterprise Architects, Solution Architects and Suppliers |
| 5 | Project Architectural Artefacts | Solution Architects and Suppliers |
| 6 | Escalations | Technical Design Authority, Solutions Architects and Project Managers |
| 7 | Cross Platform Impacts | Technical Design Authority, Solutions Architects and Project Managers |

| No | Output | Recipient | Type |
|----|--|---|-------------------|
| 1 | Key Decisions – recorded in central Decision Log | Enterprise Architecture Group Attendees and Project / Programme requesting approval. ITLB for high profile / high impact decisions. | Decision Approval |
| 2 | Minutes | Enterprise Architecture Group Attendees and Project / Programme requesting approval | Action |
| 3 | Approved Artefacts | Enterprise Architecture Group Attendees and Project / Programme requesting approval | Decision |
| 4 | Approval to Build | Project / Programme requesting approval | Decision |
| 5 | Guidance to Technology Design Authority (TDA) | Technology Design Authority (TDA) | Guidance |
| 6 | Escalations | IT Leadership Board (ITLB), Chief Technology Officers | |

8 All documents will be stored on the Architecture SharePoint site which can be found via the link - [Architecture Governance](#)



Terms of Reference - TDA

| Sponsor | Domain CTO | Chair | Domain CTO | Frequency | Weekly | Duration | 2 hours |
|---|------------|-------|------------|--|--------|----------|---------|
| <p>Purpose: A Technical Design Authority (TDA) will be formed for each major programme of work if the Enterprise Architecture Group (EAG) determines it would be beneficial.</p> <p>The TDA is a working governance group that supports the development teams with the day to day decisions, and ratification of design decisions. Where decisions are adjudicated as significant, they will be passed up to the EAG for approval after being assessed by the TDA.</p> <p>The TAD will:</p> <ul style="list-style-type: none"> Assure that all technology change aligns to Post Office's roadmap and strategy. Provide assurance of project solutions in line with architecture strategies and technology roadmap. Review and approve key architecture decisions ("KAD"). Record all Key Architectural Decisions in the central Log | | | | <p>Mandatory Attendees</p> <ul style="list-style-type: none"> Enterprise Architects, Domain Chief Technology Officer, Operations, Service Management, Security <p>Optional Attendees</p> <ul style="list-style-type: none"> Solution Architects, Supplier Technology Officers Guests: On request <p>Logistics</p> <ul style="list-style-type: none"> Meetings to be held in Post office HQ (20 Finsbury Dials, London EC2Y 9AQ) with conference facilities available The TAD is a decision-making authority, unless specifically tabled for discussion artefacts and decisions must be final versions presented for approval. All meetings will be pre-scheduled, artefacts must be submitted 3 days before the meeting to be allowed on the agenda. Agenda, Minutes, Decisions Logs, and all other artefacts will be stored and accessible on the Architecture SharePoint site Disseminated documents will be centrally stored and accessible on the Architecture SharePoint site Attendees must prepare before the meeting, and must be enabled to provide a decision on behalf of their area. Decisions are final, attendees should not subsequently renege the discussions, unless the artefact is being represented. | | | |



Terms of Reference - TDA

| No | Input | Source |
|----|--|---|
| 1 | IT Strategy Documents | IT Leadership Board (ITLB), Chief Technology Officers and Enterprise Architects |
| 2 | Technology Roadmaps | Chief Technology Officers, Enterprise Architects and Suppliers |
| 3 | Enterprise Technology Selection and Technology Standards | Chief Technology Officers, Enterprise Architects and Suppliers |
| 4 | Key Design Decisions | Chief Technology Officers, Enterprise Architects, Solution Architects and Suppliers |
| 5 | Project Architectural Artefacts | Solution Architects and Suppliers |
| 6 | Escalations | Solutions Architects and Project Managers |
| 7 | Cross Platform Impacts | Solutions Architects and Project Managers |

| No | Output | Recipient | Type |
|----|--|--|-------------------|
| 1 | Key Decisions – recorded in central Decision Log | TDA Attendees, Enterprise Architecture Group and Project / Programme requesting approval. ITLB for high profile / high impact decisions. | Decision Approval |
| 2 | Minutes | TDA Attendees, Head of Solutions Architecture, and Project / Programme requesting approval | Action |
| 3 | Approved Artefacts | TDA Attendees, Head of Solutions Architecture and Project / Programme requesting approval | Decision |
| 4 | Approval to Build | Project / Programme requesting approval | Decision |
| 5 | Escalations | Enterprise Architecture Group | Action |

10 All documents will be stored on the Architecture SharePoint site which can be found via the link - [Architecture Governance](#)



Terms of Reference –Technology Strategy Forum

| Sponsor | Chief Technology Officer | Chair | Chief Technology Officer | Frequency | Quarterly | Duration | 3 hours |
|--|--------------------------|-------|--------------------------|---|-----------|----------|---------|
| <p>Purpose: Quarterly technology strategy review with suppliers, and Post Office CTO, Ops & Security Director, CIO, BU CIOs, Dir of Business Performance</p> <p>The Technology Strategy Forum will:</p> <ul style="list-style-type: none"> • Communicate the Post Office technology roadmap and strategy • Provide opportunity for Suppliers to share how they can support the strategy • Allow suppliers to share their technology opportunities that could enhance POL strategy | | | | <p>Mandatory Attendees</p> <ul style="list-style-type: none"> • Chief Technology Officer, Domain CTO's, Enterprise Architects, Security Architects, Supplier Technology Officers and Account Directors. <p>Optional Attendees</p> <ul style="list-style-type: none"> • Solution Architects, Guests: On request <p>Logistics</p> <ul style="list-style-type: none"> • Meetings to be held in Post office HQ (20 Finsbury Dials, London EC2Y 9AQ) with conference facilities available • All meetings will be pre-scheduled. • Agenda, Minutes, and all other artefacts will be stored and accessible on the Architecture SharePoint site • Disseminated documents will be centrally stored and accessible on the Architecture SharePoint site | | | |



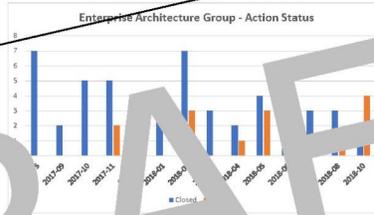
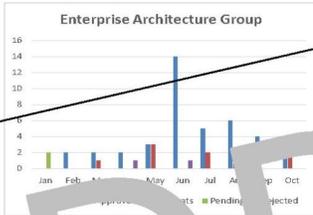
Terms of Reference –Technology Strategy Forum

| No | Input | Source |
|----|------------------------------------|---|
| 1 | IT Strategy Presentations | IT Leadership Board (ITLB), Chief Technology Officers and Enterprise Architects |
| 2 | Technology Roadmaps Presentations | Chief Technology Officers, Enterprise Architects |
| 3 | Technology Standards Presentations | Chief Technology Officers, Enterprise Architects |
| 4 | Supplier Technology Opportunities | Suppliers CTO |

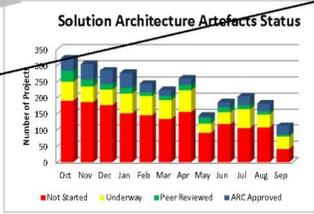
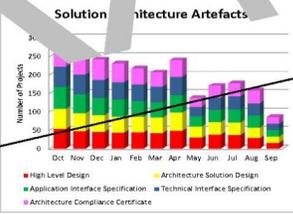
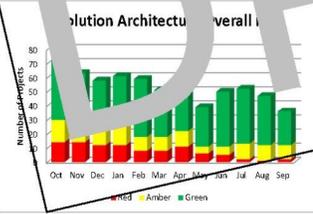
| No | Output | Recipient | Type |
|----|-----------------------------------|---|-------------|
| 1 | Informed Suppliers | Supplier Technology Officers and Account Directors. | Information |
| 2 | Supplier Technology Opportunities | Chief Technology Officers, Enterprise Architects | Information |

Architecture Reporting

Enterprise Architecture Group - Governance



Solution Architecture Monthly Report



IT Architecture Governance & Reporting Deliverables

| Item | Comment | Status |
|---|--|--------|
| ToR for all forums owned by IT Architecture | EAG, TDA and Technology Strategy Forum | Green |
| IT Architecture Charter | Document describing our Vision, Mission and Goals | Yellow |
| EAG and TDA Metrics | Metrics derived from Key Decision Logs | Yellow |
| Architecture Monthly Report | Report derived from Solution Architects working on Projects | Yellow |
| IT Landscape Document | Document describing the current and future IT Architecture Landscape | Green |

IT Architecture Artefacts

All the IT Standards, Policies and other Artefacts can be found on the Architecture SharePoint site via the link - [Architecture Artefacts](#)