Outcome Oriented Architecture

aka

The Police Business Architecture (PBA)

Neil Munro
Business Architect Analyst
PITO
Introduction to the Police Business Architecture

History
Introduction to the Police Business Architecture

Approach
Introduction to the Police Business Architecture

Problem

How to articulate the Police Business Architecture?

Approach

We turned to the IT domain who are obliged to manage complexity
"You know, I think you're right"
PBA: Approach

- Business-focused from the outset
- Aimed to add value by contextualising rather than replacing/duplicating existing assets
- An evergreen suite of models using open standards wherever possible (few appropriate, initially)

**Design**
Getting the structure of the model(s) right, to ensure logical rigor, longevity and flexibility. Grounded in open standards, wherever possible.

**Build**
Populating the models, mostly by drawing in (structuring where necessary) existing material.

**Use**
Identifying and creating methods and processes to make productive use.
Introduction to the Police Business Architecture
“The significant problems we have cannot be solved at the same level of thinking with which we created them”

Albert Einstein
PBA architecture: Metamodel concepts

Outcome:
Relevant end states,

Governance:

Delivery:

Responsibility:

Consequences:

Directives:

Resources:
PBA architecture: Metamodel concepts

Outcome:
Relevant end states,

Governance:

Delivery:

Responsibility:

Consequences:

Directives:

Resources:

External Factors:

Approach:
PBA architecture: Relationship with Enterprise Architecture Framework for the Police Service (EAF4PS)
“If you speak of technical things only in technical terms, you do not understand them”

Albert Einstein
PBA architecture: Relationship with EAF4PS

- What
- How
- Where
- Who
- When
- Why

Basic ZEAF Rules

Import/export filters for standard notations

Various XML schemas to import/export unstructured data

Data Reference Model (CorDM?)

Security Reference Model (TBD – from ISS4PS?)

Technical Reference Model (TBD – from ISS4PS?)

Business Reference Model (PBA + Metamodel)

System Integration & Adoption of Industry Standards

The area on the file server consists of a file structure, with a folder for each artefact that appears on the 'JE PITO Requirements Engineering Process' diagram. This appears to be a logical way to hold the requirements.

In order to receive new software/tools the need for the product has to be identified. This can be an individual employee or a business requirement. The need to procure software/tools should be determined through a comprehensive review of all existing requirements, updated regularly to incorporate new requirements (e.g. incident cases, IT and Fixed Assets where needed). This is then passed, with a complete statement of requirements, to procurement.

It is important to make a clear distinction between PITO users and users from 'outside' the organisation.

Various XML schemas to import/export unstructured data.

Import/export filters for standard notations.

Basic ZEAF Rules.
PBA: Process model - context

• Functional model broadly following Porter’s Value Chain model; separating core purpose from supporting activities

Establish Law (Parliament)

Investigate and bring to Court (Police)

Prosecute offenders (CPS)

Test evidence & mete out punishment (Courts)

Manage offenders (NOMS) (Prisons & Probation)
PBA: Process model - context

- Functional model broadly following Porter’s Value Chain model; separating core purpose from supporting activities
- Treats process as ‘primitive’ element ("transformation"), independent of but structurally related to goal, responsibility, resources etc.
- Drawn from and traced to the plethora of existing models created for specific purposes

![Diagram showing delivery services, support services, establish law (Parliament), prosecute offenders (CPS), test evidence & mete out punishment (Courts), manage offenders (NOMS, Prisons & Probation)]
Vital traceability link between actions and goals

Top level

- Aligns with definition of scope within European Code of Police Ethics 2001 (policing blueprint)
- Defines the Purpose of the organisation
- Aligns top level Services with top level goals, providing structural basis for aligned hierarchical decomposition of both
### PBA: Process model - top levels

<table>
<thead>
<tr>
<th>Maintain the peace and Public Order</th>
<th>Monitor Public Order</th>
<th>Resolve conflicts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protect &amp; provide Assistance to the public</td>
<td>Promote road safety</td>
<td>Locate missing persons</td>
</tr>
<tr>
<td>Deal with Incidents</td>
<td>Manage emergency calls from the public</td>
<td>Manage incidents and events</td>
</tr>
<tr>
<td>Prevent Crime</td>
<td>Gather information</td>
<td>Identify threats</td>
</tr>
<tr>
<td>Reduce the fear of crime</td>
<td>Assess public concerns</td>
<td>Manage positive communication with the public</td>
</tr>
<tr>
<td>Identify and investigate crime</td>
<td>Manage investigations</td>
<td>Analyse intelligence</td>
</tr>
<tr>
<td>Bring offenders to justice</td>
<td>Detain suspects</td>
<td>Prepare Case files</td>
</tr>
</tbody>
</table>

### Support Services

- Manage Engagement & Deployment
- Develop Strategy
- Maintain Service Standards
- Manage Resources
- Manage change
### PBA: Goals model – top levels

<table>
<thead>
<tr>
<th>Peace &amp; Public Order</th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe Public</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Controlled Incidents</td>
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<tr>
<td>Low Crime</td>
<td></td>
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<tr>
<td>Low fear of crime</td>
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<td></td>
</tr>
<tr>
<td>Crimes solved</td>
<td></td>
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<tr>
<td>Offenders brought to justice</td>
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</table>

#### Desirable characteristics

- Efficient use of resources
- Customer satisfaction & Reputation of Service
- Staff satisfaction
- Learning organisation/strategic improvement

#### Mission
PBA: Goals model – Balanced Scorecard structure

- Places the Goals in a common, structured format
- Builds on basic Kaplan & Norton (1992) model
- Based on key indicators
- Operational Mission dimensions in one segment
- Others should be public sector-generic
- Number of measures proportionate to importance, with weighting as a separate “overlay”
“Perfection of means and confusion of goals characterise our age”

Albert Einstein
<table>
<thead>
<tr>
<th>PBA: Rules model – top levels</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Civil Liability</td>
</tr>
<tr>
<td>Legislation</td>
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<tr>
<td>Primary</td>
</tr>
<tr>
<td>Secondary</td>
</tr>
<tr>
<td>Police Regulation</td>
</tr>
<tr>
<td>Code of Practice</td>
</tr>
<tr>
<td>Verbal &amp; written Order, Including Conditions of Service or Contract</td>
</tr>
<tr>
<td>Guidance</td>
</tr>
<tr>
<td>Practice Advice</td>
</tr>
<tr>
<td>Support function rules</td>
</tr>
</tbody>
</table>
Values

“Try not to become a man of success, but a man of value”

Albert Einstein
‘Values’ from a selection of police force web sites

<table>
<thead>
<tr>
<th>‘Values’</th>
<th>FORCE 1</th>
<th>FORCE 2</th>
<th>FORCE 3</th>
<th>FORCE 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selflessness</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
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<td>✔️</td>
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</tr>
<tr>
<td>Integrity</td>
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<tr>
<td>Respect</td>
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<tr>
<td>Learning culture</td>
<td>✔️ ✔️</td>
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<tr>
<td>Perf. improvement</td>
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<td>✔️ ✔️</td>
<td>✔️ ✔️</td>
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<tr>
<td>Consult public</td>
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The [Nolan committee’s] seven principles of public life

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‘Values’ from a selection of police force web sites

Selflessness
Leadership
Honesty
Openness
Accountability
Objectivity
Integrity
Respect
Fairness
Sensitivity
Learning culture
Perf. improvement
Consult public

The [Nolan committee’s] seven principles of public life

“These principles apply to all aspects of public life. [They are] .... for the benefit of all who serve in public life”

Nolan Committee’s First report on standards in Public life, (1996), London : HMSO
To achieve Outcome Oriented Architecture:

Alignment of goals, policies, and rules with process is a pre-requisite for success

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Questions?

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