#### **Outcome Oriented Architecture**

aka
The Police Business Architecture (PBA)

Neil Munro Business Architect Analyst PITO





History





Approach



Problem

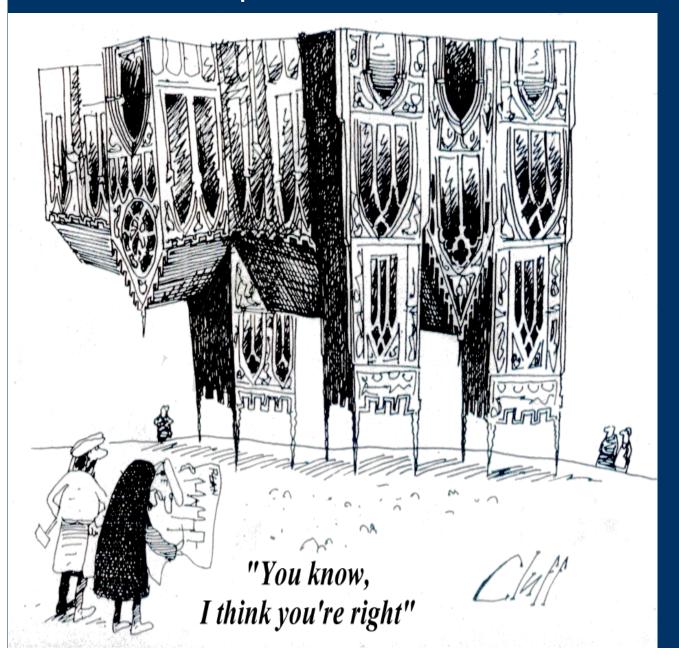
How to articulate the Police Business Architecture?

Approach

We turned to the IT domain who are obliged to manage complexity



#### Requirements for a Reference Model



Purpose?



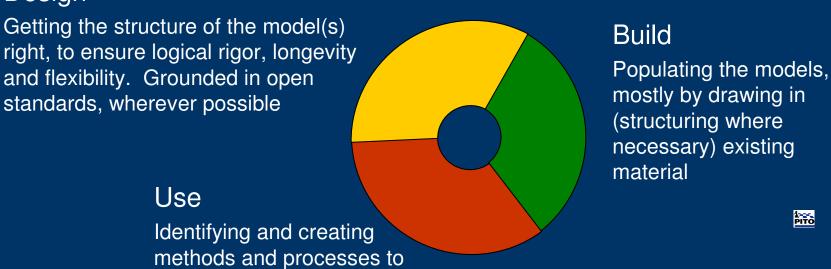
#### PBA: Approach

Business-focused from the outset

make productive use

- 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

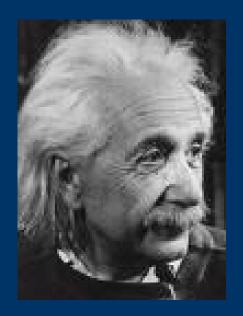




Architecture



# "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



Governance:



Delivery:



Responsibility:



Consequences:



Directives:



PITO

#### PBA architecture: Metamodel concepts





Approach:







Responsibility:





Consequences:

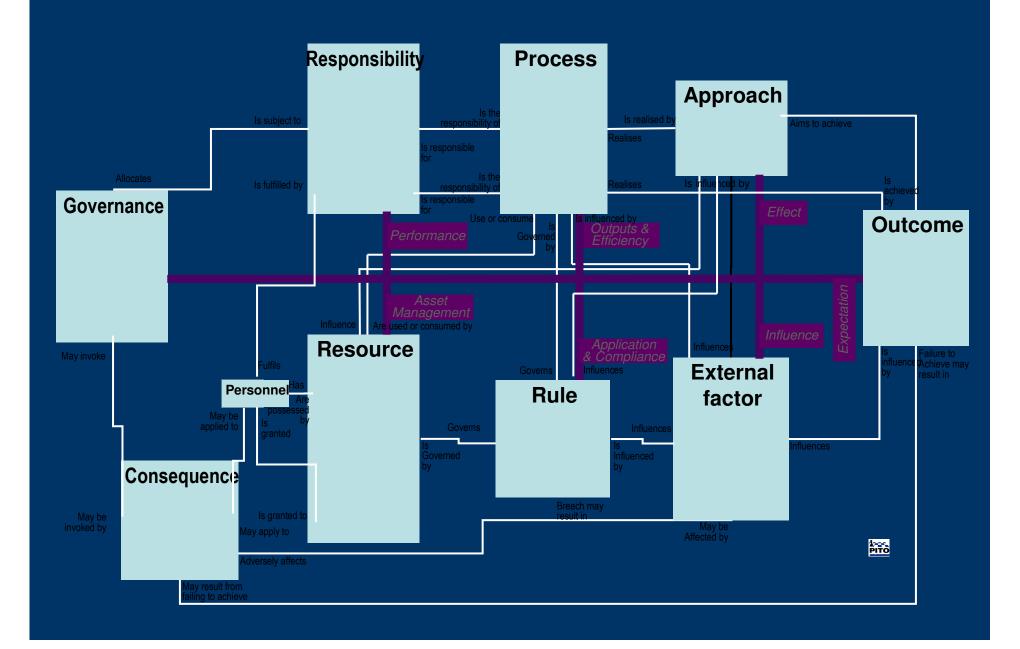


Directives:



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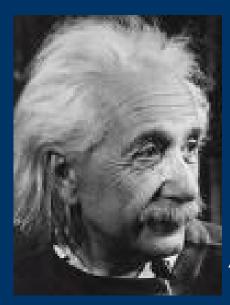
#### PBA architecture: Model elements



## PBA architecture: Relationship with Enterprise Architecture Framework for the Police Service (EAF4PS)



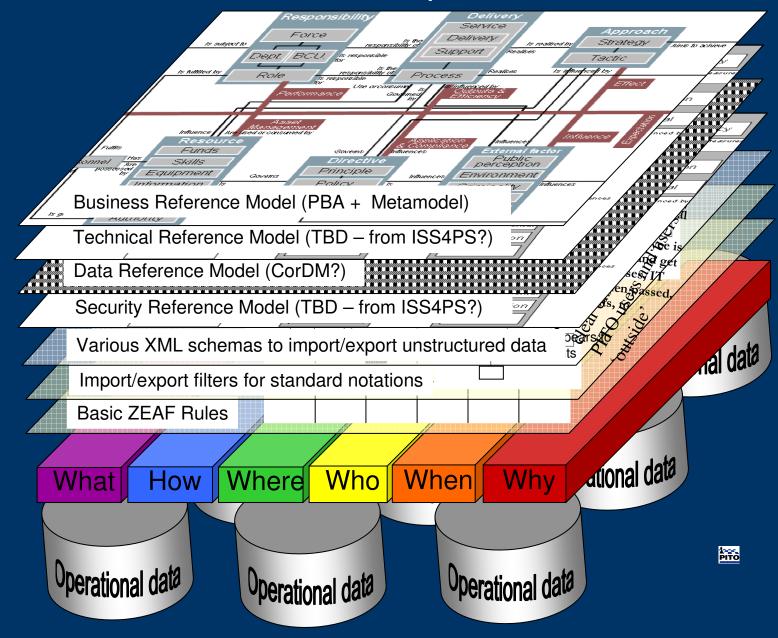
## "If you speak of technical things only in technical terms, you do not understand them"



Albert Einstein



#### PBA architecture: Relationship with EAF4PS



#### 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



#### PBA: Process model - alignment with Goals

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

Maintain the peace and Public Order	Monitor Public Order	Resolve	conflicts					
Protect & provide Assistance to the publi	C Promote road safety	Promote road safety Locate r pers		Manage lost and found property	Manage dangerous or vulnerable people	Manage no emergency co from the pul	ontact	
Deal with Incidents	Manage emergency calls from the public	Manage ind	cidents and ents	Provide a Casualty Bureau service	Manage scenes of crime	Support Victir Witnesses	ns & Locate s for	& recov
Prevent Crime	Gather information	Gather information Identify threat		Harden potential targets	Monitor individuals who pose a threat	Run crime prev campaign		Tream S
Frevent Chine	Enforce alcohol & other licensing						<b>\$ \$</b>	
Reduce the fear of crime  Assess public concerns		Manage positive communication with the public						
Identify and investigate crime	Manage investigations	tions Analyse intelligence		Investigate incidents, allegations or suspicions	Interview parties	Identify prop	erty Identif	y people
Bring offenders to justice	Detain suspects	Detain suspects Prepare Case files		Manage Disposal	Manage people in custody	Support prosec	cution	
Develop financial Develop & plan capability capacity		requests ovision of al Aid	Set standards	Monitor & manage performance & compliance	Manage finances	Manage equipment	Monitor external change	Assess impact & need for internal change
Develop & plan   Develop & plan   fear reduction   crime prevention   strategy   strategy	operational fo	e inter- rce oration	Deal with issue	the police	Manage staff	Manage facilities	Gather detailed requirements	Design solutions
Develop & plan Develop & plan Incident Investigation strategy		resource yment	Manage complaints against the poli	Plan for disaster recovery & business continuity	Manage ICT	Manage operational information	Procure components	Test & pilot change
Develop & plan Emergency Procedures	Manage deployed Manag resources use of	e police firearm	Manage service standards	ort Sar	Manage business performance		Implement change	Monitor effectiveness of change
Manage Engagement & Deployment	Develop Strate	Develop Strategy		antain ervice andards	Manage Resources		Manage change	

#### PBA: Goals model – top levels

Peace & Public Order		
Safe Public		
Controlled Incidents		
Low Crime		Mission
Low fear of crime		Sil
Crimes solved		2
Offenders brought to justice		
	esirable o'naracteristics	
		i- PITO
Efficient use of resources	Customer satisfaction & Reputation of Service Staff satisfaction	Learning organisation/ strategic improvement

#### 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"

**Mission (policing)** 

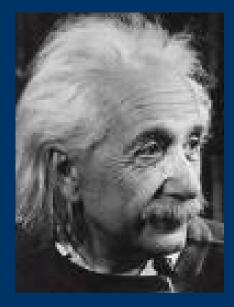


Staff satisfaction

Organisational learning



## "Perfection of means and confusion of goals characterise our age"



Albert Einstein

## Enduring concepts



/ Purpose Processes Peace & Public Order

Safe public

Controlled incidents

Low crime

Low fear of crime

Crimes solved

Criminals brought to justice

Mission

Goals

Use minimum necessary force

Abide by the law

Treat everyone equally & with respect

Only investigate actual or reasonably suspected crime

Protect witnesses & detainees

Minimise deprivation of liberty

Innocent until proven guilty

Use resources efficiently

Principles **Rules** 

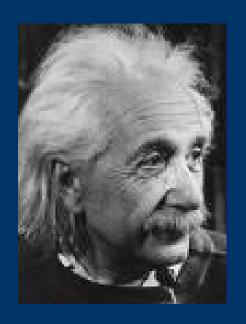


#### PBA: Rules model – top levels

			Principle	Policy	Rule	
Civil Liability						
	Legislation	Primary				
		Secondary				
Police Regulation		gulation				
tional Verbal 8	Code of P	ractice				
	Verbal & w Including C Service or	ritten Order Conditions of Contract	f			
	Guidance					
	Practice A	dvice				
Support function rules		tion rules			iron Pito	

#### 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

Selflessness

<u>Leadership</u>

**Honesty** 

**Openness** 

Accountability

**Objectivity** 

**Integrity** 

'Values'

Respect

<u>Fairness</u>

Sensitivity

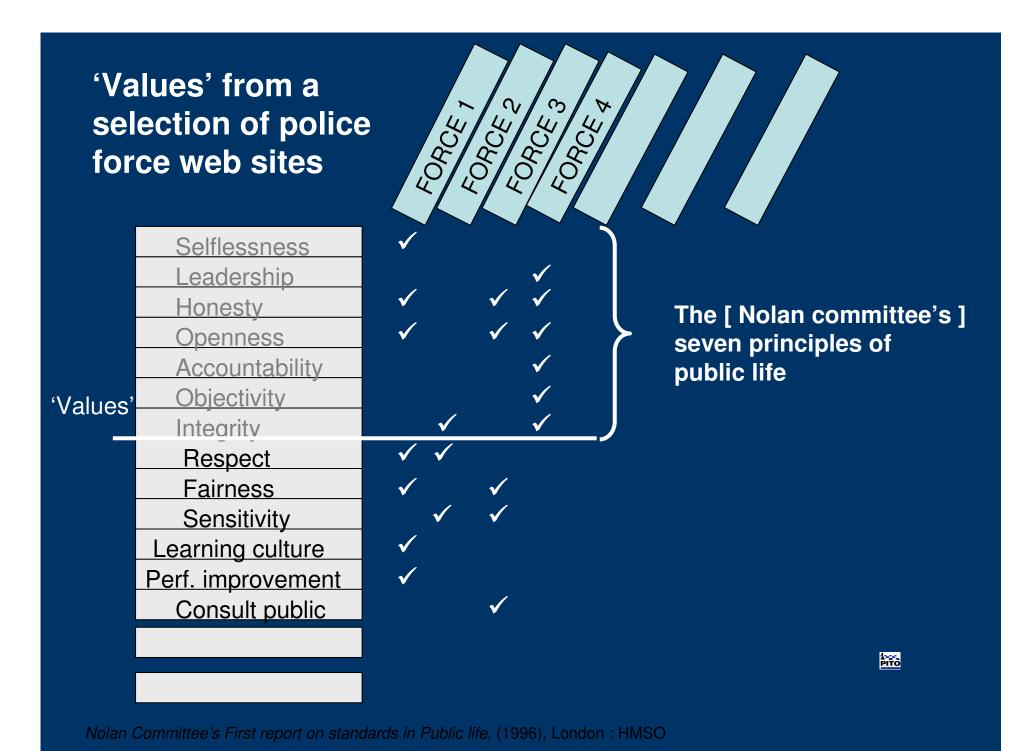
Learning culture

Perf. improvement

Consult public









Selflessness

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Honesty

**Openness** 

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'Values'

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**Fairness** 

<u>Sensitivity</u>

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 <u>all</u> who serve in public life"



### To achieve Outcome Oriented Architecture:

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

Neil Munro
Business Architect Analyst
PITO
neil.munro@pito.pnn.police.uk



#### Outcome Oriented Architecture aka The Police Business Architecture (PBA)

#### Questions?

Neil Munro Business Architect Analyst PITO

