



5-6 March 2013, One Great George St, London

Conference Programme

Please note: Most presentations will be available for download during the conference. Notification of when they have been uploaded and a password to access the presentations will be emailed to delegates in due course.

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Welcome to Integrated EA 2013

It is my great pleasure to welcome you to Integrated EA 2013. This is our sixth year of running the conference and we could not have a more important agenda before us.

A lot has happened in the last year. There have been significant changes in defence departments around the world, not least the UK MOD. We have devoted an entire day of the conference to topics around business change, starting with a keynote from Air Vice-Marshal Jon Rigby. Jon is followed by an all-star team of presenters who can provide their unique perspectives on business change.

The theme for the second day is *Information Superiority* and we'll be hearing from the team that set up the London Olympics command and coordination centre, as well as the CTO of Garlik Experian who'll be talking about how they use linked data techniques to defeat identity fraud.

This year, we have also decided to include an 'unconference' which will be held in the Palmer Room on the lower ground floor on Wednesday. Delegates are encouraged to actively participate and direct the agenda themselves.

If you require any assistance throughout the conference please just ask Penny Creed or Karan Kitter who will be happy to help you.

I would like to thank you for your continued support of Integrated EA. It is your participation that makes this conference so unique. Defence and government face enormous challenges in 2013 and hopefully we can discuss many of these over the course of the conference.

Finally, I'd like to thank the sponsors without whom this event couldn't take place. They help us promote the conference and they subsidise the free places we offer to Government attendees.

Kind regards

Ian Bailey

Conference Chair and Managing Director, Model Futures

Day 1 – Business Change

09:30-10:30	Registration & Refreshments
10:30-10:40	Conference Introduction - <i>Ian Bailey, Model Futures</i>
10:40-11:10	<p>Moving to Contingency; the Need for a Target Architecture & JFC's Role in Delivery</p> <p>The MOD's Joint Forces Command has been established to ensure that a range of vital military capabilities, functions and organisations – such as medical services, training and education, intelligence, and cyber – are organised and managed effectively and efficiently to support success on operations. During this session, AVM Rigby will outline the need for a target architecture as MOD stands up its new Joint Forces Command</p> <p><i>Air Vice-Marshal Jon Rigby</i> <i>Director, DCI3, UK MOD</i></p>
11:10-11:45	<p>The Problem with Business Change...</p> <ul style="list-style-type: none"> • A revolution in how we think about and manage change in government organisations • Contrasting traditional, analytic models of 'Business Change' with approaches that are found to be more effective in complex situations • Why it is critically important for government to develop a capacity for incremental change and the deep shifts in mindset that will be needed to enable it • Profound cultural barriers to adopting incremental approaches and practical approaches to overcome them <p><i>Mark Foden, Director, Foden Grealy</i></p>
11:45-12:20	<p>EA in Business Change and Future Planning Programmes</p> <ul style="list-style-type: none"> • Supporting business goals through mature engineering capability • Change management using enterprise architecture • A model based approach to engineering capability maturity planning • The integration of technical, programmatic and commercial capabilities to achieve desired business goals • Model based reference control for continuous improvement of enterprise capability <p><i>Dr Edwin Swidenbank, Chief Engineer, Atkins Defence</i></p>
12:20-13:20	Lunch – Great Hall

13:20-13:55	<p>Business & Enterprise Architecture – Enabling strategic conversations</p> <p>This presentation aims to help architects build strategic conversations with senior stakeholders:</p> <ul style="list-style-type: none"> • Linking enterprise architecture to both business and operating models • Focusing on value derived from both business and IT agendas • Identifying and overcoming strategic architectural challenges <p>Professor Sharm Manwani, Executive Professor of IT Leadership, Henley Business School, University of Reading</p>
13:55-14:20	<p>UK MOD EA Update</p> <ul style="list-style-type: none"> • The adoption of MODEM by MOD and SweAF • The future for MODAF • An update on DIRM <p>Group Captain Stu Jack, CIO ISP, UK MOD</p>
14:20-14:40	Tea & Coffee
14:40-15:10	<p>SESAR and NextGen: Transforming Global Air Traffic Management</p> <ul style="list-style-type: none"> • Global Aviation - heading for a capacity, cost, and environmental crunch. • How Civil and Military Air Traffic Management plans to avert this crisis • How the outcomes will affect all of us • The challenge of satisfying numerous diverse international stakeholders, government and industry. • Progress made to date, lessons learnt, and key challenges <p>Steve Winter, Engineering Fellow, Raytheon Company</p>
15:10-15:40	<p>Setting the Standard for Pan-European Service Enablement of Air Traffic Management</p> <ul style="list-style-type: none"> • The SESAR programme and the approach to EA • Intro to the System Wide Information Management (SWIM) concept (Peder) • The SESAR Services Working Method and the Information and Services Reference Models • Lessons learned and deployment preparation <p>Niklas Häggström, Lead Service Architect and Enterprise Architect in SESAR, Knowledge Agency Europe Peder Blomqvist, Project Leader for the Info Mgmt and Service development in SESAR, NORACON Tony Vaudrey, Project Leader for European ATM Enterprise Architecture in SESAR, NATS</p>
15:40-16:10	Tea & Coffee (Sponsored by PA Consulting)

16:10-16:45	<p>"The rise, fall and resurrection of MODAF in GCHQ" - Maximising the effectiveness of architectural modelling in GCHQ</p> <ul style="list-style-type: none"> • Significant benefits achieved by the adoption of an enterprise architecture / systems engineering approach • Our approach - integrating MODAF-based architectural products with a systems engineering process • A MODAF approach based around a small but efficient kernel of MODAF views, elements and relationships • Our teams conducting architectural modelling in MODAF as a core part of the definition and delivery of complex programmes • Overcoming challenges and learning how to scale and mature an architectural modelling capability in an increasingly complex environment • A practitioner's view of how GCHQ's architectural approach has helped their team solve some of our more challenging problems <p><i>GCHQ Presenter</i></p>
16:45-17:30	<p>Panel Session: Using EA for Business Transformation</p> <p><i>Gp Capt Stu Jack, UK MOD CIO</i> <i>Tom Graves, Tetradian</i> <i>Conrad Thompson, PA Consulting</i></p>
18:00-20:00	<p>Drinks Reception Sponsored by Model Futures</p>

Day 2 – Information Superiority

08:30-09:00	Registration & Coffee
09:00-09:05	Day 2 Introduction – Ian Bailey
09:05-09:45	<p>The Application of a System of Systems Approach in a Defence Context</p> <ul style="list-style-type: none"> Defence Transformation – the future UK Defence context for SOSA What – What is a SoS and what is the SoS Approach Why - The benefits of SOSA - what are the goals, priorities and Critical Success Factors How – The Principles (JSP906) and the SOSA Operating Model; ie the Domain Concept (EG & others) and the Services applied by the Domains. Status & Progress – where are we now – examples of DO and Build (Blueprint patterns developed) Benefits! – Strategic Milestone (CMMI Maturity) Future plans – Stock Take, Campaign Plan, Programme Plan & Governance <p><i>Dr Jonathan Cook, Engineering Group Head & Director Technical Principal Engineer. UK MOD DE&S</i></p>
09:45-10:25	<p>International Updates</p> <p><i>Regis Dumond, DGA (France MOD)</i></p> <p><i>Stephen Challinor, Director of Enterprise Architecture, Department National Defence, Canada</i></p> <p><i>Questions to Panel – Patrick Gorman of MOD CIO will field UK questions.</i></p>
10:25-11:00	<p>London 2012 Olympics: Decision Support Architecture</p> <p>Set within the context of national Command, Coordination and Communication of security preparedness and response for the 2012 Olympics:</p> <ul style="list-style-type: none"> Understanding the information and intelligence need Developing the thresholds for information exchange and escalation Defining the intelligence and information sharing model to be common to routine and crisis situations Designing the technology solution as an enabler for information and intelligence exchange Supporting decision making at tactical, operational and strategic levels Security accrediting the technology solutions to the most appropriate level <p><i>Michael Fuller, Director, SCC Global Ltd</i></p>
11:00-11:30	Refreshment Break

11:30-12:05	<p>From Application Convergence to Capability Planning</p> <ul style="list-style-type: none">• Critical success factors for driving application rationalization in a large multi-national organization• PMO and Enterprise Architecture working closely together to enable change• Establishing application landscape transparency across the European region; 50+ countries• Developing application portfolio management practices to drive system rationalisation• Introducing capability analysis, planning and governance to close gaps in the target application portfolio <p>Adrian Apthorp, Head of Enterprise Architecture, DHL Express Europe</p> <p>Larry Sears, Head of PMO, DHL Express Europe</p>	<p>Unconference</p> <p>Palmer Room</p> <p>Chair:</p> <p>Mark Foden</p>
12:05-12:40	<p>Architecting Information Superiority in the Fight Against Cyber-Crime</p> <ul style="list-style-type: none">• Introducing Garlik, an Experian company• Linked Data & why we chose it• Architectural challenges• Lessons learned <p>Steve Harris, CTO, Garlik Experian</p>	
12:40-13:40	<p>Lunch</p>	
13:40-14:15	<p>Big data, DII, and Heisenberg’s Uncertainty Principle</p> <ul style="list-style-type: none">• The Big Data challenge, and implicit management assumptions, from an EA perspective• Experiences with MOD’s Defence Information Infrastructure, and research into the governance of complex IS-enabled organisations• Actionable approaches for transforming complex organisations• Practical conclusions from parallels with Heisenberg’s principle. <p>Dr Andy Ellis, ATLAS Chief Architect, HP</p>	<p>Unconference</p> <p>Palmer Room</p> <p>Chair:</p> <p>Mark Foden</p>
14:15-14:50	<p>How Architecting is Helping Support a Migration Towards Mobile Computing</p> <ul style="list-style-type: none">• What is meant by mobile computing and why the NTA believes it is essential to transform Defence• The challenges faced by Defence in any move towards mobile computing• Why an enterprise view is essential for managers to make the correct investment decisions• Using an enterprise approach to architecting as part of the future Network Transformation <p>Kevin Wallis, Assistant Head of Architecture, Network Technical Authority</p>	
14:50-15:20	<p>Refreshment Break</p>	

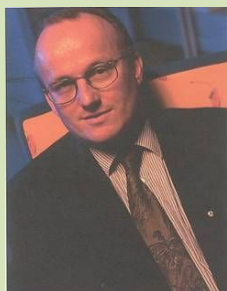
15:20-15:40	<p>From Value to Capability: Using MoDAF to increase the effectiveness of disaster management</p> <p><i>Rory Cleland, Precision Contracts</i></p>
15:40-16:15	<p>The (Tom) Graves yard slot: How to think like an anarchist (and why you need to do so, as an enterprise-architect)</p> <ul style="list-style-type: none"> • The 'anarchist' is a disciplined way of working with uncertainty and change – 'thinking sideways' whilst keeping on-track to purpose • "There are no rules" – when the existing rules don't work, we must rewrite them in line with the actual need • "There are no rights" – focus instead on the mutual interlocking responsibilities from which 'rights' arise • "Money doesn't matter" – keep the focus always on value, for which money is often a very poor proxy • "Always enhance adaptability" – our architectures need the anarchist's ever-changing balance between backbone and edge <p><i>Tom Graves, Principal, Tetradian Consulting</i></p>
16:15-16:25	Closing Remarks

Speaker Profiles



Adrian Apthorp, Global Business Architect at DHL Express

Adrian is currently Head of Enterprise Architecture for DHL Express Europe and Global Business Architect. In his 23 years with DHL, Adrian has played a number of Architecture roles in different parts of the world, including London, Singapore, Brussels, Prague and currently Bonn. His experience has been mainly in supporting business change and operations by designing enterprise-wide application architectures enabled through message based systems and service oriented techniques. He has also worked with leaders in the field of business process management, contributing to books such as Business Process Management - The Third Wave. Adrian is a Chartered Engineer and Member of the Institute of Engineering and Technology (previously IEE).



Peder Blomqvist, *NORACON / SESAR*

Peder joined the SESAR JU 2010, responsible for running the AMAN Pilot -1 in order to support the Introduction of Architecture in the program, and since October 2011 the WP8 Leader for Information Management and SOA for the SWIM development for the whole SESAR Program. SOA Expert and CIO Strategist advisor in agencies and governments, national and international. Former CIO Strategist - CIO department - Swedish Armed Forces Supreme Commanders Staff, responsible for the CIO Strategy and directive program since 2007. Peder has a Civil background – educated within Computer Science (Technical High school) and University school of Management with over 25 years experiences in Information Technology. Peder have expert knowledge within areas like Networking and Information Infrastructure, IT standardization, Information Management, NEC centric and SOA and Architecture Framework development and practicing (FM AR, NAF, MODAF). Peder has long experience of developing, managing and running IT and CIO departments in a governmental (I.e. Swedish Defense Material Administration, Medical Product Agency) as well as in private sectors (I.e. Bank and Finance -SEB and as an IT infrastructure specialist consult). Peder has during the last 10 years been heavily involved in the Swedish Network Based Defense NEC program – responsible for the Architecture development, since 2005 Swedish rep in NATO OPEN SYSTEM WORKING GROUP developing the NISP (NATO Interoperability Standards and Profile) and NATO NEC (NNEC) related products, EDA (European Defense Agency) and the development of the EURONEC concept.



Stephen Challinor,

Director Enterprise Architecture, Department of National Defence, Canada

Steve has worked as a civilian within the Headquarters of the Canadian Department of National Defence (DND) in Ottawa for the past 24 years. He has a broad background in project management, weapon system and equipment management, business and financial management, IM/IT systems and Alternate Service Delivery (ASD) initiatives. In 2009, Steve was appointed as the Director of Enterprise Architecture (EA) within the Information Management (IM) Group. In this role he has led a team dedicated to the establishment of a robust EA practice for the Department and the Canadian Forces. With the foundational elements of the EA capability now in place, starting in April 2013 he will lead a new team under the Chief of Force Development within the Vice Chief of Defence Staff's office to elevate the use of EA to a strategic level.



Rory Cleland, Precision Contracts



Dr Jonathan Cook, Head of Engineering Group, DE&S, UK MOD

Jonathan was appointed in 2012 to the SCS and to his current post as head of the Engineering Group within the Technical Directorate, merging the previous Systems Engineering and Integration Group (SEIG) with the engineering skills and engineering strategy teams. In this role, he leads the MoD's Systems of Systems Approach (SOSA) and a range of engineering functions including human factors integration, software supportability, tactical data links, spectrum management and electromagnetic integration.

He has a first degree in physics, an MSc in maths, a PhD in mechanical engineering and a Defence MBA. He is just embarking on an MSc in Systems Engineering. His business cards are now size A3



Andy Ellis, Chief Architect, ATLAS

Andy Ellis has been the ATLAS Consortium's Chief Architect for DII since September 2010. He has been responsible for DII solution integrity through a period which has seen the DII partnering approach optimized into a combined MOD/ATLAS operating model, organizational restructuring in preparation for DCNS, cost structure and solution changes as a result of SDSR and Defence Transformation, ongoing delivery of capability tranches, the first stages of an estate-wide technology refresh, and changes in the technical solution to meet new business and operational requirements, whilst continuing to deliver against the DII Main Gate benefits case.

He has over 20 year's industry experience as an enterprise architecture practitioner working with information intensive organisations, has published research into the transformation and governance of complex IS-enabled organisations, and is a Fellow of the BCS.



Mark Foden, Foden Grealy

Mark Foden is a management consultant focusing on transformational change, typically in sophisticated IT environments. He is an ex-soldier and, since leaving the Royal Engineers in 1990, has had a diverse career working with entrepreneurial start-up companies, a range of plcs and latterly with UK central government departments. He works mainly on enabling Government organisations to move from design-led, programmatic approaches to change – to more incremental, collaborative ones. He was recently involved in the development of the change strategy for the Government's G-Cloud Programme. He is one of the owners of the consulting firm [Foden Grealy Ltd](#).



Michael Fuller, MBE, MBA SCC Global

After holding a series of senior leadership and managerial roles during his successful 21-year career as a Commissioned Officer in the British Army, Michael Fuller, MBE, MBA, has been involved with project and programme planning and implementation within the defence, resilience and national security environments. Currently Director with SCC Global Ltd, Michael recently helped to set up the multi-agency National Olympic Co-ordination Centre in London's New Scotland Yard during the London 2012 Olympic and Paralympic Games, and is currently working on high-level command, control and communication infrastructures around the globe.



Tom Graves has been an independent consultant for more than three decades, in business transformation, enterprise architecture and knowledge management. His clients in Europe, Australasia and the Americas cover a broad range of industries including banking, utilities, manufacturing, logistics, engineering, media, telecoms, research, defence and government. He has a broad academic background in arts, sciences and architectures; he initially trained as a typographer and graphic-designer, and was one of the pioneers of desktop-publishing, with extensive experience in the practical and human challenges in business innovation and change. He has a special interest in architecture for non-IT-centric enterprises and the human side of systems.



Niklas Häggström Lead Service Architect and Enterprise Architect in SESAR

Niklas is an independent Enterprise and IT-Architect specialised in information management and collaboration within and between organisations. Niklas has more than 15 year experience from working with organisations to develop their people, processes, technology and information to align with their strategies and goals. Lately he has been mostly engaged in the Air Traffic Management (ATM) sector and the Single European ATM Research (SESAR) programme working with the transversal Enterprise Architecture and acting as the lead Service Architect. Through his commitment as a business area manager for Transport in Knowledge Agency Europe AB, he represents a wide range of world class specialists in the area of Information Management.



Gp Capt Stu Jack MBA BEng (Hons) CEng MIET RAF, Deputy CTO, UK MOD

Gp Capt Stu Jack joined the Royal Air Force in 1984 as an apprentice technician at RAF Cosford. Following a degree at the Royal Military College of Science at Shrivenham he was posted as OC Ground Radio at RAF Cottesmore.

In Jan 2011 he was posted to the Chief Information Officers Organisation where he is responsible for Information Policy and Standards. The Policy and Standards organisation sets Information Management policy and co-ordinates all other Information policies across the Department. The team ensure data coherence and standards across all of MOD's process owners and set Departmental Enterprise Architecture guidance and policy.



Professor Sharm Manwani Executive Professor of IT Leadership, Henley Business School

Professor Sharm Manwani specialises in business and IT integration encompassing strategy, architecture and business change. He leads the development of Business & Enterprise Architecture programmes at Henley which have been successfully delivered to large multinationals and the partners of a management consultancy. Previously, he held European CIO roles at Diageo and Electrolux, where he led international change programmes including mergers, restructuring, BPR and key account management, enabled by architectural transformation. Dr Manwani is the author of IT Enabled Business Change, a book that supports a BCS qualification and he is a regular judge at the UK IT Industry Awards.



Larry Sears, DHL Express

Larry is currently Head of Portfolio Office for DHL Express Europe and has a background in finance and data management. Larry began his 26 year career with DHL in the US Finance office, where he moved in to IT as a programmer, before progressing through the ranks of project management. He successfully managed the IT integration of Pricing as a result of the acquisition of Airborne Express. In 2005, he transferred to Europe and took responsibility for building up a portfolio office for the newly create "Business IT demand" organization. The Portfolio Office is now responsible for managing transparency and governance processes on projects and applications for 50 countries. He is currently based in Bonn, Germany.



Dr Edwin Swidenbank, Chief Engineer, Atkins Defence

Dr. Swidenbank is currently Chief Engineer ISTAR within Atkins Defence where he is working with the SE and PM functions to develop the capability that meets the strategic goals of the Atkins Defence Board. He is also Chief Engineer of "Team Ensure" (Atkins, Jacobs Sula, Quintec and SCS) who are supporting MOD in the development of System of Systems Approach and systems engineering maturity to address the fundamental issues of coherence, interoperability and reuse in military capability.

After completing his primary degree in Electrical and Electronic Engineering, Edwin Swidenbank undertook and completed a doctorate in modelling and control research at the Queen's University of Belfast.



Conrad Thompson, PA Consulting

Conrad specialises in bridging the gap between strategic business needs and delivery solutions with over 20 years' experience in successfully architecting and delivering complex change for major organisations in the government and regulatory sectors. Conrad's recent clients include the Civil Aviation Authority, European Patent Office, United Nations and Sussex Police helping them design and implement new operating models by focusing on integrating the business and IT components of the organisation. Conrad leads PA's global business design service comprising over 300 architects.



Steve Winter *Engineering Fellow*, Raytheon Company

Steve specializes in advanced Air Traffic Management (ATM) concepts, architectures and applications for future aviation initiatives, including NextGen and SESAR. He has more than 25 years of experience in ATM technology development.

From 2006 to 2011, he was the Chief Technologist and Strategic Advisor for NATS, the UK's main Air Traffic Control provider. Steve was responsible for developing the overall technology strategy for the company, as well as providing advice to executive and senior management on technology-related issues.

Before joining NATS, Steve was the ATM Technology Director for Raytheon. He focused on advanced system architectures and enterprise architecture (EA), including the future U.S. air transportation system, NextGen. He was also the principal architect of Raytheon's global Air Traffic Management systems product line.

Steve has an MA in Mathematics from Cambridge University and is a member of ISACA, INCOSE, and the Air Traffic Control Association for which he has written a number of articles on NextGen and SESAR.

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Enterprise Architecture allowing clients to make relevant decisions with confidence. The company brings clarity through; strategic guidance in the establishment and management of programmes; optimisation of existing programmes; intelligent resourcing and knowledge transfer, all of which ultimately leads to building of complete confidence in the clients’ programme and decision-making.

Within the defence sector the company has been or is involved with various Enterprise Architecture initiatives including the Successor Programme, Future Carrier, Artillery Systems, the Log NEC and the former DG INFO. On the transport front BMT Hi-Q Sigma is engaged with a number of port projects and associated maritime studies across Europe, the Middle East and the Far East. Recently BMT Hi-Q Sigma started to bring some of its defence and transport experience into the commercial sector where they are currently assisting one of the world’s leading brewers, SABMiller, to roll out a global Enterprise Architecture.



Lockheed Martin UK (LMUK), part of Lockheed Martin Corporation, is a leader in systems integration, working on major programmes spanning the aerospace,

defence and civil sectors. Lockheed Martin is a global security company and for more than 30 years, has been a trusted provider of innovative technology solutions. LMUK works with more than 100 business partners and employs more than 2,000 people at sites across the UK.

We bring together the right talent, the right processes, and the right technology to address our customers’ missions and requirements. We apply systems architecture through rigorous and thorough processes for analysing, developing, implementing and integrating solutions. These solutions have been developed and applied in many areas, including cyber and national security, defence, aerospace and NATO



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Clients include Airbus, BAE Systems, EADS, Eurocopter, GeoEye, NASA, Nissan, the Ministry of Justice, Renault, Thales and the US Departments of Agriculture, Homeland Security, and Transportation.



SyntheSys are sharing a stand with IBM Rational this year.

SyntheSys provides a range of complex systems engineering services to help government and commercial clients plan and implement successful projects. As an authorised IBM Rational Business Partner, SyntheSys can provide licensing, installation, and configuration for all Rational products as well as complementary modelling and optimising, interoperability assurance, and knowledge exchange capabilities.

IBM Rational helps you transform how you design, develop and deliver both software and software embedded hardware to create more innovative products and services, faster than your competition, with lower costs and reduced risk. IBM's solutions help you integrate your software development processes, for improved collaboration and optimised business outcomes. Through our Jazz platform, you can take advantage of the industry's most comprehensive, open source software delivery platform. Through our Application Lifecycle Management (ALM) solutions, you can accelerate your time to market, improve quality, and beat your competition.



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The team also has recognised expertise in the development of Enterprise Architectures (EAs) and the provision of technical advice and training on all aspects of EAs.

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