
Emilia Farr

(she/they)



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Key Experience:

Enterprise & Solution
Architecture: 20+ years

London Markets / Insurance:
6+ years & 5 roles

UK Government / Public
Sector: 15+ years

Merger & Acquisition
Architecture:
6+ years & 6 roles

Cloud Platforms
(AWS/Azure): 15+ years

Integration: 20+ years

TOGAF Certified: 20+ years

Roles Sought:

Contract only

Office, remote or hybrid

London, UK or EU based
(holds dual UK & EU
passports/citizenship)

LGBTQIA+ friendly employers

Profile

I have over twenty years of Enterprise and Solution Architecture experience delivering mergers & acquisitions, enterprise-wide transformations and other change programmes. Communication is key and my ability to translate between domains and find common terminology is vital in aligning business and IT. I have a strong focus on delivery; applying architecture practices where they add value and drive business change. I thrive in small teams with aggressive delivery timelines where turning your hand to any task is more important than narrow specialisation. I think and drive decisions at the enterprise level but underpin architectural design and guidance with a breath of technical experience across the full lifecycle of applications, data, integration and cloud.

Highlighted Achievements

ERS Insurance underwent a major transformation migrating 14 legacy 'green on black' policy and claims applications and dozens of ancillary systems into two cloud-based applications. As lead on application and information architecture, designed/delivered the system migration and integration architecture. Won stakeholder buy-in to project; documented legacy systems/processes; evaluated legacy/target system compatibility; developed migration approach options; and worked across teams to resolve issues. Succeeded in smoothly delivering the migration on time/in budget, receiving commendation from senior management and users as a result.

Hillingdon Council were keen to deliver savings by outsourcing the internally managed contact centre. As Enterprise Architect, led the outsourcing evaluation. Analysed service provision; guided outsourcing models assessment; developed cost models/graphical representations; and presented findings to Head of Procurement/key stakeholders. Succeeded in conclusively demonstrating the contact centre should remain in-house, while identifying savings via channel shift/technology consolidation, with the council adopting these recommendations.

Recommendations

"Emilia was the Solution Architect on a major review of the Integration strategic software options at TMHCC. She was able to design and articulate an approach with vendors that cut right into the heart of what we needed to prove and see. Her knowledge of what a good integration function looks like, both today and in the future, was essential in ensuring that we made the right decision for TMHCC. Emilia is also personable, friendly, and engaged - a pleasure to work with. I certainly hope that I have a chance to work with her again."

Dom Wate – Head of Integration, Tokio Marine HCC International

"Emilia worked for me as a Solution Architect for approx. 2 years on a number of large scale IT transformation projects we had been running. I have found her to be very conscientious, hard-working and an excellent lead in design, documentation, application & business architecture and integration / SOA. I would recommend (and recruit) Emilia again."

Keith Bucknall - Head of Technology Architecture & Infrastructure, ERS Insurance

Experience

Senior Consultant, Strataic Consulting

July 2024 to present

Strataic is a boutique AI consultancy, focussed on helping organisations adopt and own sustainable AI solutions in a strategically sound and ethical way. My co-founder is the expert on AI specific issues, and I lead on aspects around the client's broader architectural environment and impacted technology.

- Ran client workshops from introductory education and idea generation to more deep dive solution analysis.
- Supported with technology assurance, solution design and broader risk and impact analysis including rapid project to use post-merger restructure to introduce AI into new operating model, technology and org-structure.
- Designed and delivered technology proof of concepts (Copilot, AWS, Azure, on-device solutions, etc.).

Solution Architect, Lancashire Insurance Group (LIG)

June 2023 to March 2024

LIG is a London Markets insurance group covering several B2B insurance lines globally.

- Solution architect supporting programme to rationalise core underwriting workflow and policy administration systems applications, supporting business applications, and hosting and data platform following corporate merger.
- Delivered technical assurance for project teams, integration and application teams, and supported the migration and development of applications onto Microsoft Azure.
- Led integration strategy and principal work, worked closely with development teams to support design and development of individual integrations and integration standards and patterns.

Solution Architect, Tokio Marine HCC

January 2022 to March 2023

Tokio Marine is a global insurance holding group with 39,000 staff operating several B2B and B2C insurance lines.

- Solution architect supporting Head of Integration in the selection of new integration platform (IPaaS & API Management), target integration architecture and transition strategy to migrate off of legacy. Produced technical requirements, designed vendor selection process and participated in technical analysis of vendors. Produced guidance and recommendation on preferred solutions for senior decision makers.
- Supported adoption of product model and was principal architect driving technical solutions for the first live product covering London Market (Lloyds) business lines. Working with product owner, business leads and technical teams to design, assure and implement solutions in agile delivery environment.
- Produced strategic approach and high level designs for migration away from key corporate services at or near end of life. Worked with projects teams to implement above.

Solution Architect (Merger and Acquisition IT Lead), ERM

September 2020 to November 2021

ERM is a multinational sustainability consultancy 5500+ staff, \$980 million annual revenue.

- Technical lead for acquisitions: produced due diligence assessments of businesses potentially being acquired by ERM and lead the technical design and delivery of the IT merger when acquisition went ahead.
- Produced IT due diligence reports on potential acquisitions, articulated assessment in business terminology of material risks, merger project (CapEx) and ongoing (OpEx) costs, and opportunities to help inform acquisition decision and pricing and budgeting for post-acquisition IT project.
- Produced high level design and target architecture for acquired businesses post acquisition.
- Solution architect working with business and third party developer to successfully deliver bespoke applications built on the Microsoft Power Platform (Power BI, Power Automate, PowerApps, Dataverse, etc.).
- Lead the technical delivery team, reviewing and approving engineer designs, supporting project management and advising other (non-technical) work-streams.

Head of Architecture, PRS for Music

April 2019 to August 2020

PRS for Music is a rights collection society distributing around £800M in royalties per year and employing 600+ staff.

- Headed PRS's architecture branch, managing three other architects and reporting into the CIO.
- Improved architecture governance by implementing consistent processes and responsibilities, moved to standards and patterns rather than point designs, introduced standard templates for projects, adopted an architecture tool for key collateral and established the catalogue of centrally owned architectural assets.
- Advocated for and lead on the adoption of an API strategy and centralised integration solution including procurement of integration platform (MuleSoft) and establishing integration patterns, governance and operational ownership and a plan for phased retirement of existing point to point integration solutions.
- Created architectural patterns for analytics target and interim architectures employing Azure technologies alongside the existing on-premise Oracle architecture and introducing Azure Data Lake Storage (ADLS), SQL DW, Azure Data Factory (ADF) and Power BI amongst other technologies.
- Steered and assured third party supplier in design and delivery of Salesforce CRM including advising business of phasing of delivery, establishing non-functional requirements, assuring integration design, selection of ancillary services (backup, archive, etc.), agile delivery of CRM development and data migration approach.
- Managed architecture team and peer reviewed designs for a variety of other programmes including migration of core applications from on premise Exadata machines to Oracle Cloud Infrastructure, finance system upgrade (Unit4 Coda), development of Digital applications in the Azure Cloud, HMRC MTD compliance, GDPR compliance programme and several improvement projects to digital customer facing services.

Solution Architect, Liverpool Victoria (LV=) Insurance

April 2018 to April 2019

LV Insurance is one of the UK's largest insurance companies with over five million customers and 6,000+ staff.

- Solution architect responsible for supporting expansion of Azure Cloud services, improving operational design of analytics services and developing transition architectures and standards for both the creation of new services and migration of existing applications into the Microsoft Azure cloud.
- Supporting analytics and business intelligence teams in creation of scalable, secure machine learning and analytics platform and processes (Data Factory, Data Lake, SQL DW, Power BI, Azure ML, HDInsight, Azure Databricks, etc.).
- Developed architecture patterns for development of applications in the Azure cloud on PaaS components.
- Designed solution architecture for claims application based on Azure serverless technology stack (Azure Active Directory, App Services, Azure Functions, Web Apps, SQL Server, etc.). Worked with development team and external delivery support supplier on agile delivery of application.
- Advisor for changes to IT and analytics team on target operating model and the people and process change required to leverage the advantages of cloud.

Lead Architect, Marston Holdings Group

February 2017 to January 2018

Marston Holdings Group is the UK's largest Judicial Services company, with 6,000+ staff based nationwide.

- Lead architect for transformation programme architecting the merger of several businesses following extensive merger and acquisition activity.
- Established an architecture function including establishing architecture and technical governance, standardising documentation and agile project and business engagement processes.
- Discovered and documented a much-needed unified view of the existing technology landscape including existing application, information and integration architecture and functional overlap across business areas.
- Created enterprise architecture view of the business with key stakeholders including top level value chain, business capability reference model and conceptual and logical data models. Promoted these as a framework and common language to frame rationalisation and enterprise wide opportunities.
- Led process improvement exercise to document processes, drive greater efficiency and consistency across the enterprise and support the application rationalisation.

- Created target architecture, including enterprise integration, key transformation goals and principles. Evolved these into high level roadmaps and transition architectures to show delivery path, milestones and incremental business value at key junctures.
- Supported GDPR programme ensuring systems and processes were compliant and that personal data controls were embedded in applications, processes and technology governance.
- Technical lead for the procurement of an integration platform, authored the requirements and tender documents (with procurement) and established an auditable scoring mechanism for RFP responses.
- Developed plan and approach to cloud migration (Microsoft Azure), worked with cloud hosting supplier as application SME to migrate from multiple internally managed datacentres to a unified Azure environment.

Senior Enterprise Architect, Glue Reply UK Ltd

May 2015 to February 2017

Glue Reply is an architecture & technology consulting firm, with c. 80 staff.

Key clients worked with include: AXA Insurance, NHS Blood & Transplant, Medicines and Healthcare products Regulatory Agency, and London Borough of Hillingdon Council. Worked both autonomously and as part of a larger team dependent on project, generally reporting to CxO level within the client organisation. Key Achievements:

- Led **AXA PPP Insurance** through selection and design of case management tool to integrate customer data from multiple systems for a unified customer view. Documented selection and developed target architectures incorporating existing line of business applications and MS Dynamics CRM environment.
- Worked with **NHS Blood and Transplant (NHS BT)** on process improvement workstream of major system refresh. Defined target processes, led workshops and worked 1-2-1 with a range of leaders and SMEs. Delivered high level process maps using BPMN completing all high priority processes ahead of deadline.
- Led NHS BT through redesign of IT governance model, enabling agile delivery, met regulatory requirements, increased efficiency while substantially mitigating delivery risk and accelerating cloud migration and supporting the wider adoption of the Scaled Agile Framework (SAFe).
- Established architecture governance practice (including processes, governance bodies, terms of reference, standards, templates, etc.) with the UK's medical and pharmaceutical regulator the **Medicines and Healthcare products Regulatory Agency (MHRA)**. Resulted in improved coordination between programs, a more effective architecture function and de-risked and improved IT delivery through governance.
- Led Hillingdon Council through strategic options exercise for contact centre outsourcing, coordinating collaboration between staff/consultancy agencies. Presented findings to head of procurement who praised the approach and adopted all the recommendations.
- Assisted **The Crown Estate** in developing their strategic IT approach to Scottish devolution alongside supporting their cloud first strategy and migrating to cloud based SaaS and IaaS. Developed solution options, an assessment methodology and engaged senior stakeholders taking them through quantitative and qualitative evaluation of options. Provided roadmap for parallel delivery of both programmes.

Relevant Earlier Career

From	To	Role	Employer
Jul 2012	Jan 2015	Solution Architect	ERS Insurance
Jan 2012	Jun 2012	Technology Lead	Qwigley
Oct 2010	Jan 2012	Change Manager	Ministry of Justice (UK MoJ)
Sep 2009	Oct 2010	Enterprise Architect	Ministry of Justice (UK MoJ)
Aug 2007	Sep 2009	IT Architect	Ministry of Justice (UK MoJ)
Feb 2006	Aug 2007	Technical Assurance Team Co-Ordinator	Department for Constitutional Affairs
Oct 2004	Jan 2006	Technical Assurance Administrator	Department for Constitutional Affairs
Jan 2002	Sep 2004	Payroll & HR Developer (Oracle HR)	The Court Service
Feb 2001	Dec 2001	Senior Full Stack Developer	Xpress Business Services
Sep 1999	Jan 2001	Web Developer	Williams Lea
Jan 1998	Aug 1999	Junior Developer	Edgemoor Construction