

Profile

Enterprise & Solution Architect with a decade long track record of successfully delivering enterprise wide business and IT transformations in the public and private sector. TOGAF and ISEB certified architect, but with a strong focus on delivery and applying architecture where it adds value and drives business change. Experienced across the software life cycle having worked across strategy, project delivery and service management in both client and supplier environments. Deep technical knowledge, particularly in cloud, data, integration and application domains built up over twenty years in a variety of IT roles. Comfortable and skilled crafting clear and appropriate communications for business and IT stakeholders from senior executives to development teams.

Key Skills

Enterprise Architecture	10yrs	Architectural Governance Establishment	8yrs
Solutions Architecture	13yrs	Project and Programme Assurance	15yrs
Agile Project Delivery	8yrs	IT Strategy Development	10yrs
Stakeholder Management	15yrs	Risk Identification / Management	13yrs
Cloud Technologies (AWS/Azure)	8yrs	TOGAF Certified	13yrs
Roadmap Development	8yrs	Process Redesign	10yrs

Career Highlights:

ERS Insurance required migration of 14 core and dozens of supporting systems into two new cloud-based applications. As lead architect for the application and information architecture, designed/delivered the system migration. Won stakeholder buy-in to project; documented legacy systems/processes; evaluated legacy/target system compatibility; developed migration approach options; designed migration documentation/user guides; and disseminated any system 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.

The Crown Estate needed to create and gain agreement on target architecture to establish a separate functioning entity to meet Scottish devolution in a highly politicised climate. As Enterprise Architect, created an appropriate target architecture covering information, applications and infrastructure. Worked with senior managers to understand competing political drivers. Developed series of architectures options segmented by business area. Created a structured scoring mechanism for evaluating solutions. Presented quantifiable results back to senior staff and IT managers. Succeeded in creating a consensus for target architecture and approach to devolution.

Career History

Solution Architect,

Employer: Tokio Marine HCC

Dates: January 2022 to date

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 Technology Lead) (contract extended three times)

Employer: ERM (Environmental Resource Management)

Dates: 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 (PowerBI, PowerAutomate, PowerApps, Dataverse, etc.).
- Lead the technical delivery team, reviewing and approving engineer designs, supporting project management and advising other (non-technical) work-streams.

Enterprise Architect (contract extended twice)

Employer: PRS for Music

Dates: 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 (contract extended twice)

Employer: Liverpool Victoria (LV=) Insurance

Dates: 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 (contract extended once)

Employer: Marston Holdings Group

Dates: 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 supporting the amalgamation 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.
- 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 application rationalisation.
- Designed target integration architecture including conceptual and logical data models, cross organisational data mapping and data process and flow design.
- Created target architecture, 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 Azure hosting and services.
- Technical lead on the procurement of outsourced application development and support contract; authored the development requirements, advised on process and structure, collaborated with procurement and legal.

Senior Enterprise Architect (Senior Consultant)

Employer: Glue Reply UK Ltd

Dates: 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 Projects & Achievements:

September 2016 to February 2017:

- Led **AXA PPP Insurance** through investigation into strategic patient-centric case management tool to integrate customer data from multiple systems for a unified customer view. Worked on tool selection and development of target architectures incorporating existing line of business applications and MS Dynamics CRM environment.

May to August 2016:

- Worked with **NHS Blood and Transplant (NHS BT)** on process improvement ahead of major system refresh.

- Worked with key stakeholders and SMEs to define target processes, led workshops and worked 1-2-1 with a range of leaders and subject matter experts. Delivered high level process maps using BPMN/IBM Blueworks completing all high priority processes ahead of deadline.
- Led NHS BT through redesign of IT governance model. The revised governance enabled agile delivery, met regulatory requirements, increased efficiency while substantially mitigating delivery risk and better supported move from managed data centre to cloud hosted services.
- Established Agile Architecture Governance practices at NHS BT. Integrating enterprise and technical governance with their adoption of the Scaled Agile Framework (SAFe), ensuring a balance between agile principles and the requirement for coordinated delivery across Agile programs, release trains and sprint teams.

September 2015 to June 2016:

- 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.
- Performed architecture assurance reviews on proposed projects and educated permanent staff on effective architecture governance and assurance.

May to July 2015:

- 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.

May to June 2016:

- 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 conceptual solution options, an assessment methodology and engaged senior stakeholders taking them through quantitative and qualitative evaluation of options. Delivered combined recommendation of approach to the divestment.

February to April 2015, sabbatical.

Solution Architect (contract - extended 4 times)

Employer: ERS Insurance

Dates: July 2012 to January 2015

ERS Insurance is a Lloyds of London listed specialist UK motor insurer, with 650+ staff based in London.

- Led enterprise-wide application and information architecture work driving a major IT transformation, retiring fourteen major (and dozens of minor) legacy policy, claims and brokerage applications with hundreds of point-to-point interfaces. Reported directly to Chief Technology Officer.
- Set technology direction and got buy in from CxO to business user level for move to centralised line of business applications, a Service Oriented Architecture (SOA) approach and common services.
- Worked with business colleagues to rationalise and improve process design alongside the implementation of supporting technology. Influenced senior managers to align processes and move to centralised services wherever practical resulting in substantial operational savings and more efficient IT services.
- Set strategy and technical solution for highly complex data migration from legacy 'green on black' systems to target cloud hosted applications. Worked with business and both the incumbent and new suppliers to define requirements, tolerances, security requirements and successfully delivered the migration to the new services.
- Introduced TOGAF, Archimate, BPMN and structured documentation to build reliable consistent documentation of current application architecture and interfaces. Created target application architecture and interfaces. Used both as the basis for gap analysis and development of transition architecture and implementation planning to inform planning and support program and project managers.

- Developed integration strategy & information architecture principles. Used technical & business requirements to assess integration solutions, service design and orchestration options.
- Communicated to senior managers using business focussed assessments of potential risks, issues and benefits to justify IT update to support sale of the company and new management's buy in to IT Strategy.
- Led top down process design/implementation of digital mailroom/intelligent scanning solution (Kofax) for process automation and integration with key applications (XML over web services).
- Led design and implementation of automated document generation service (AIA ITP) and its integration with key applications and external providers (employing a variety of integration methods including web services and SFTP & VPN).

Enterprise Architect (contract - extended once)

Employer: Qwigley

Dates: January 2012 to June 2012

Qwigley was a mobile start up with 3 staff, developing a prototype service to attract further funding.

- Headed design and procurement of new company's IT, taking their business requirements through a full architecture development from concept to technology selection and outsourcing of development and management.
- Developed business strategy documentation into architectural decisions on technology and approach that could be related and articulated back to business stakeholders in their own terms.
- Developed targeted prototypes for internal proof of concept/technology and to aid avoid costly redevelopment work once outsourced developer was involved.
- Modelled unstructured process and requirement descriptions using into functional processes and stories that could be used as a contract specification and built by agile development teams. Continually liaised between stakeholders to ensure the design didn't deviate from business expectations.
- The client was extremely pleased with the prototype's fit to their requirements and procured based on the specification produced.

Change Manager

Employer: Ministry of Justice (MoJ)

Dates: October 2010 to January 2012

MoJ is the UK Ministry responsible for courts, prisons and probation service with 90,000 users based across the UK.

- Managed the Joint Services Change Advisory Board - the ultimate approval gateway for operational change with impact across Ministry of Justice's different IT contracts.
- Quality assured and risk assessed potential impact of operational changes consulting with other functions where necessary.
- Led a process improvement exercise for Joint Services Change Advisory Board. Made several well-received changes to the process, reporting and analytics and the associated tooling and automation. Resulted in a significant reduction in the amount of time spent on administration and vastly improved the quality of reviews.

Enterprise Architect

Employer: Ministry of Justice (MoJ)

Dates: September 2009 to October 2010

- Devised architectural approaches and best practice to strategy development ensuring a newly created strategy function's work would support and dovetail with existing technical architecture across MoJ and wider government's IT.
- Distilled disparate business strategies from across MoJ, into consistent set of requirements, architectural goals, objectives and drivers that could more effectively be governed against.
- Worked with business facing colleagues to create an aggregated view of IT demand across the organisation.
- Designed the approach and worked on creating a common requirements vision for MoJ.
- Supported MoJ ICT's Business Process Redesign work by turning the existing narrative description of processes into structured architecture building blocks and consistent BPMN descriptions of the functions.

- Advised on the best structure for modelling of roles, process and information to ensure that the projects produced output that could be easily analysed, published and that would be maintainable by stakeholders.
- Produced a series training material for process owners resulting in improved repository of structured, connected descriptions of the processes, documents and roles.

IT Architect

Employer: Ministry of Justice (MoJ)

Dates: August 2007 to September 2009

- Acted in a compliance role, quality assuring technical projects and change requests against departmental technical and security standards. Assisted IT suppliers in improving solution designs. Ensured all solutions were a good fit within MoJ's existing IT architecture.
- Operated in an innovation capacity, horizon scanning and assessing new technology for possible use, advising business on potential uses and value.
- Developed detailed feasibility studies and ran proof of concepts involving business stakeholders to assess business value of these technologies.
- Advised on UK Government Green ICT policy, particularly contracting for sustainability. Produced a generic procurement schedule and scoring system used by Home Office, Office for Government Commerce and many other smaller departments to evaluate how sustainable potential IT vendors' operations are.

Relevant Earlier Career

02/2006 to 09/2007: Department for Constitutional Affairs: Technical Assurance Team Co-ordinator

10/2004 to 01/2006: Department for Constitutional Affairs: Technical Assurance Administrator

01/2002 to 09/2004: The Court Service: Payroll and HR System Developer

03/2001 to 12/2001: Xpress Business Services: Developer

09/1999 to 01/2001: Williams Lea: Web Developer

01/1998 to 08/1999: Edgemoor Construction: Visual Basic Developer

Qualifications & Certifications

TOGAF 9 Certified Architect	ITIL Service Transition
TOGAF 8 Certified Architect	ITIL V3 Foundation
ISEB Certified Architect	ITIL Service Operations

Technical Knowledge:

Frameworks / Modelling Languages: TOGAF9; Archimate 2 & 3; BPMN2; UML

Delivery Methodologies: Waterfall; Scaled Agile Framework (SAFe), PRINCE2, Scrum, Kanban;

Architecture Tools: Mega EA; Orbus iServer; Archi;

Personal Details:

Location: London, SE17

EU & UK Citizenship held

Formerly held Basic, CTC and SC Clearance with UK Government

Recommendations:

"Mark is able to identify and deliver on key client concerns around implementing EA based governance systems. Key customisations include details like documentation templates to strategic interventions to match good practice to the client sites. A very professional approach indeed."

Hugo Vaughn, Head of Architecture Practice, Glue Reply

"Mark 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 Mark to be very conscientious, hard-working and an excellent lead in design, documentation, application & business architecture and integration / SOA. I would recommend (and recruit) Mark again."

Keith Bucknall, Chief Technology Officer, ERS Insurance