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## Martin Harris, Senior IT Project Manager

IT Project Manager with 20+ years of City of London experience. Proven track record delivering more than 100 cloud, application and infrastructure projects, managing in-house, near shore and offshore teams, stakeholders, budget management, scheduling, steering committees and management reporting.

### Skills

**CLOUD DEPLOYMENT AND MIGRATIONS**  
**INFRASTRUCTURE UPGRADE / DECOMM**  
**TEAM MANAGEMENT AND LEADERSHIP**

**DATA CENTRE BUILDS & MIGRATIONS**  
**EXCELLENT COMMUNICATION SKILLS**  
**PROJECT GOVERNANCE**

### Employment History

(c) contractor (p) permanent (s) self-employed

#### IT PROJECT MANAGEMENT

Jul 24 - Dec 24	Lloyd's of London (c)	Deploying an improved submission service for Lloyd's syndicates and managing agents.
Jul 23 - Jul 24	MKK Lion Ltd	One year setting up and running my own business
Jul 20 - Jul 23	London Stock Exchange (c)	App deployment and migrations to the cloud.
Jan 20 - Jun 20	TP ICAP (c)	Migration of apps to new data-centres.
Feb 19 - Dec 19	Lloyds of London (c)	Migration of 1,000 servers & db's to Azure.
Jun 15 - Dec 18	MS Amlin Insurance (c)	Application upgrades, migrations, DC relocations
Nov 13 - Jan 15	CMC Markets (c)	DC migration and server estate refresh.
Sep 11 - Sep 13	Ladbroke's (c)	Software development and upgrade projects. Preparation for Grand Nationals 2012 & 2013.
Jun 03 - Aug 11	CMC Markets (c)	Delivery of software, infrastructure, business change and office build / relocation projects for 8 years.
Dec 01 - May 03	CMC Markets (p)	24x7 client support, internal staff and infra.
Oct 00 - Sep 01	Merrill Lynch HSBC (c)	Software deployment for Wealth Mgt business.

#### IT SUPPORT

Jan 98 - Sep 00	Merchants Group (IRE) (p)	24x7 support of 150 call centre staff & infra.
July 95 - Jan 98	Merchants Group (UK) (p)	Internal desktop support in a call centre.
Jun 93 - Jul 95	Webbs Country Foods (p)	Internal desktop support.

## **IT PROJECT MANAGER AT LLOYD'S OF LONDON**

July 2024 – December 2024

- As part of their digitisation programme, Lloyd's wanted to reduce the overhead on Managing Agents and Syndicates submitting data and reports.
- Improvements were designed and implemented to existing submission services, going live in early November 2024.
- I worked with a Scrum Master to manage software development and testing, liaised with the Programme Manager on status and progress and produced weekly status reports and SteerCo reports.
- I managed the creation of deployment runbooks and service transition to ensure the new service would be efficiently supported after the go-live date and warranty period.
- Typical duties included adherence to PMO governance, updating RAID logs, delivering status updates and SteerCo decks, working with the Scrum Master for internal development and testing, creation of deployment runbooks, compilation of service transition documentation

## **IT PROJECT MANAGER AT THE LONDON STOCK EXCHANGE GROUP**

June 2020 – August 2023

I worked on a number of projects during the three years at the London Stock Exchange Group.

### **Cloud Risk, Financial Optimisation and Service Effectiveness (2022 & 2023)**

- I supported four IT teams, Risk & Control, Financial Optimisation, Automation and Service Effectiveness, to analyse and report 'how well cloud services' were operating.
- The objectives were to reduce risk, maximise cost savings, increase the effectiveness of the cloud on applications and improve the Net Promoter Score (NPS) to demonstrate improved customer satisfaction.
- Operational risks were reduced by eradicating repeated failures, applying more automation and improving standards.
- The Service Effectiveness NPS increased, demonstrating higher customer satisfaction.
- The Financial Optimisation team saved £3m using CloudHealth to reduce hosting costs.

### **New Snowflake Platform on AWS (2021)**

- LSEG wanted to deploy Snowflake, ultimately to replace OnPrem Oracle databases.
- I worked with in-house database teams and consultants and engineers from Snowflake Inc, to build LSEG's first Snowflake Landing Zone, enabling new Snowflake instances to be deployed quickly, adhering to LSEG standards and guardrails.

### **Strategic Containerisation Strategy (2020)**

- LSEG wanted a corporate-wide strategic solution for containerised applications
- I worked with a 3rd party consultancy and Google (UK), to build a standardised container platform, using Google Anthos on AWS.
- LSEG was the first financial organisation to adopt Google Anthos.
- The platform was built in less than six months with live applications migrated.
- Typical duties included day-to-day involvement in the delivery of Anthos on AWS using Agile management, removing blockers in the path of development teams to maintain progress, creation and acceptance of support and service documentation. standard project management tasks like RAID logs, reporting, steer co and working groups, budgeting tracking.

## **IT PROJECT MANAGER AT TP ICAP**

January 2020 – June 2020

- Part of a programme to close down three OnPrem data centres.
- My objectives were to lift and shift of 20 applications (mix of physical and vMotioning), upgrade and monitor Oracle databases from v11 and v12 to v19c, migrate 80 SQL server databases to a new permanent SQL farm and decommission 43 applications, all within six months.
- Typical duties included liaising with the Engineering Teams and Change Team to deliver the project, adherence to PMO governance, updating RAID logs, updating reports to the Steering Committee.

## **IT PROJECT MANAGER AT LLOYD'S OF LONDON**

February 2019 – December 2019

- I managed the migration of 180 applications from Windows 2008 and SQL 2008 after Microsoft stopped selling support extensions, moving them onto supported versions of Windows and SQL 2012, and where possible, migrating them from OnPrem onto Azure.
- I managed the migration of 400 Windows 2008 servers, 600 SQL 2008 databases and decommissioning c. 1,200 servers and databases. I managed a team of 12 on-site staff (architects, cloud engineers, network engineers, DBAs) and 2 external consultants. I worked with the Communications Team to inform internal and external users of planned changes. I managed the post-migration testing to ensure every new service worked, then finally, I managed the service transition to ensure each application was supported with sufficient documentation.
- The budget was £3.1m and timescale 9 months. We used Agile with Azure DevOps to manage resources, assign work and track progress. Applications were grouped into batches of 10 and migrations were planned and executed in parallel to achieve the timeframe target.
- By the end of the project, 100% of the migrations were completed and the project remained within budget and timeframe.
- Typical duties included:
  - Verification of the original discovery work to improve the data integrity of the servers and databases in scope.
  - Decommission unrequired servers and databases, c. 1,200.
  - Produce design documentation and runbooks for every migration.
  - Build servers and databases in Azure and OnPrem. The preference was to build new servers to meet new standards and deploy the application, rather than clone existing servers to Azure (with their legacy config and issues).
  - Communication planning.
  - Create test scripts and implement user acceptance testing and dual running.
  - Migration of users to the new cloud-based version on agreed dates.
  - Transition to Support.
  - Decommissioning the original estate.

## **IT PROJECT MANAGER AT MS AMLIN**

June 2015 – December 2018

I worked on a number of projects during the three years at MS Amlin.

### **Migration of IT Services between the incumbent IT Support providers - £3m/yr saving**

- MS Amlin wanted to consolidate the hosting and support of all IT services, from two IT Support Partners to one. This involved analysis, planning and liaising with technical and business stakeholders to transfer servers, applications, and support processes.
- My duties included managing the migration and service transition for the applications in scope, adherence to PMO governance, updating RAID logs, delivering status updates and SteerCo decks.
- The project was delivered on time and to budget.

### **Migration of 100 Non-Prod Servers to Azure**

- I worked on MS Amlin's first use of Azure, migrating DEV and UAT servers.
- The project involved analysis of the first 100 servers chosen, planning and liaising with technical and business stakeholders, developing the methodology to utilise Azure Site Recovery (ASR) to replicate OnPrem servers to the cloud, improve existing test procedures, improve the relationship with the Change Control Dept, improve service transition procedures and documentation to improve future support of the new servers in Azure.
- The project was delivered on time and on budget. Change Control, testing and service transition processes were all improved.

### **Deployment of DR systems for business-critical applications that were missing DR**

- MS Amlin had 25 business critical applications without a proven DR process.
- I managed the project to create, test and prove new DR processes, liaising closely with a new DR Manager, analyse the applications, build new infrastructure, update documentation and carry out successful DR migration sand rollbacks, to prove the new DR solutions work.

### **Application Upgrades**

- MS Amlin wanted a number of applications upgraded to bring them back into support and improve functionality.
- Microsoft Dynamics 2016 was used by over 400 users in 9 countries and was heavily customised.
- We began with a vanilla version of Microsoft Dynamics 365 and step-by-step, introduce the customisations, carrying out regression testing at each stage.
- Typical duties included liaising with IT DevOps and business stakeholders to manage the development of customisation, organise new environment and application upgrades, manage System Testing, Regression Testing and UAT, prior to user migration to the newly upgraded production environments. We completed over 1,500 tests, across different business user groups, locations and devices, to ensure a smooth user migration to Dynamics 365.
- The project was delivered on time, on budget and most importantly with no outages or system or functionality issues.

## Education

### **PRINCE 2 WITH LEARNING TREE, UK**

February 2007

- Award: Foundation & Practitioner

### **MSC INFORMATION TECHNOLOGY AT WARWICK UNIVERSITY, UK**

October 1992 – September 1993

- Award: Pass

### **BSC COMBINED STUDIES AT DE MONTFORT UNIVERSITY, UK**

September 1989 – June 1992

- Major: Accounting
- Minor: Computing
- Award: 2:1 with Distinction

### **3X 'A' LEVELS AT TRESHAM COLLEGE, KETTERING, UK**

September 1987 – June 1989

### **8X 'O' LEVELS AT MONTAGU SCHOOL, KETTERING, UK**

September 1982 – June 1987

## Publications

### **"HOW TO MANAGE A PROJECT"**

2023

- Detailed guide to setup and manage a project using the principles of PRINCE2
- Available on Amazon, <https://amzn.eu/d/jkqPLne>

### **"IT PLANNING FOR LARGE SPORTING EVENTS"**

2015

- In 2012 and 2013, I worked on projects to size Ladbroke's IT infrastructure for the Grand National horse race, where betting volumes tripled compared to a typical Saturday. Every year their IT had crashed under the volume of online bets on Grand National Day. We devised changes to the infrastructure and processes like the customer journey.
- In 2013, Ladbroke's IT systems survived, whilst every single competitor's IT crashed.
- Based on this experience, I wrote books describing how to 'size' IT infrastructure and apply new procedures to survive the Grand National, the Melbourne Cup, the Kentucky Derby and the Super Bowl.

## Interests

### **MKKLION.COM**

- I co-founded a company in 2022 to explore 'side-hustles' that I could run without affecting my full-time project management. In 2024, **mkklion.com** went live, selling over 1,800 clothes online. This business utilises print-on-demand services that process, print, package and distribute every order, without any involvement from me.

## References

### **DEAN PEACOCK, LLOYD'S OF LONDON**

Portfolio Manager, [dean.peacock@lloyds.com](mailto:dean.peacock@lloyds.com)

### **ASHLEY FORD, MS AMLIN**

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### **IAN PRATLEY, LONDON STOCK EXCHANGE**

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