

PRACTITIONER PROFILE

Chris Chester

CEng BSc (Hons) MIET

FORTY TWO FOLD

Structure that supports.

Empathy that empowers.

Expertise that enables.



Professional Profile

A master solutions architect and technical expert with over 25 years' experience delivering large-scale, mission critical systems across national infrastructure, government, and high assurance operational environments. Brings deep expertise in systems engineering, architecture, technical strategy, and complex systems/service integration, with a proven record of taking real-time, safety critical platforms from concept through to operational service. Operates as a trusted technical leader to senior stakeholders, translating business needs into coherent and robust enterprise technical strategy, governing engineering, and guiding major transformation programmes across air traffic management, biometrics, census operations, and cloud enabled digital services. Combines rigorous engineering discipline and outstanding collaboration, aligning diverse technical communities behind a coherent strategic vision and delivery model.

Core Skills

Delivers high-assurance, real-time, mission-critical systems by combining deep architectural and engineering expertise with compassionate leadership and cross-programme technical governance.

- **Technical Strategy, Architecture & Engineering Leadership:** Defines long-term technical direction for complex, high assurance systems, uniting architecture, systems engineering and cloud transformation. Ensures coherent roadmaps, requirements, and strong governance that reduce risk and strengthen resilience across major programmes.
- **Large-Scale Mission-Critical System & Service Integration:** Delivers real time, safety critical and nationally significant platforms through advanced systems-of-systems design and large-scale service-orientated integration. Brings deep experience across air traffic management, biometrics, census operations and critical national infrastructure.
- **People, Governance & Organisational Influence:** Nurtures high-performing engineering communities and shapes governance and delivery frameworks that raise quality and improve critical decision-making. Influences senior stakeholders and drives organisation-wide change through Centres of Excellence and best-practice adoption.

Career Highlights

Over a distinguished 26 year career with Lockheed Martin IT & Global Services, later forming Leidos after demerger, major programmes, roles and accomplishments have included:

Director of Technical Strategy

Led the definition and execution of Leidos UK's technical strategy, shaping long-term technology direction, engineering governance and investment in internal Research and Development (IRAD) across all business areas. Provided senior technical assurance through leading solution and programme reviews, across all major bids and deliveries.

Key aspects included:

- Established enterprise-wide technical strategy and roadmap, aligning programmes and divisions behind common principles, standards and investment priorities.
- Directed the R&D portfolio, surfacing, assessing, and prioritising innovation investment.

Chief Solution Architect – Biometrics Transformation

Accountable for the complete technical solution for a critical national biometrics programme, spanning system transition, service management, sustainment and cloud migration.

Key aspects included:

- Oversaw a successful service transition, ensuring stability, compliance and operational continuity.
- Established robust technical governance, including an Architecture Review Board and structured reviews.
- End-to-end solution architecture for cloud transformation, enhancing security and resilience.

Platform Chief Architect – NATS

Lead architect responsible for overarching system and service integration the c£750M NATS Air Traffic Control transformation, defining the service-oriented architecture replacing multiple legacy systems with a unified platform.

Key aspects included:

- Led the holistic Platform Architecture team, defining structure and architecture direction for >50 projects.
- Developed the high-level service architecture, securing acceptance from critical NATS stakeholders.
- Delivered the meta-model and service specifications underpinning the programme, achieving Preliminary Design Review for the first critical deployment.

Architect & Performance Manager – UK Census

Accountable for system architecture and technical performance for the highly successful c£170M UK Census, spanning both printed and online returns.

Key aspects included:

- System level architecture design of the total Census system, incorporating appropriate re-use of technology for paper processes and workflow management.
- Definition of new areas of the system including the internet gateways and system integration.
- Performance, capability and availability assurance including modelling of the rehearsal and live systems.
- Collaborative internal and external security engagement to ensure appropriate protection, controls and assurance for massive volumes of sensitive personal data.