

## RICHARD SMITH

### ENTERPRISE ARCHITECT FOR BUSINESS AND CONTINUOUS IMPROVEMENT

I was sponsored through university and became a chartered engineer with a company that designed and built nuclear power stations, following which I took a job at a chemical factory in Manchester. I saw an advert for a role with NTL, the company which provided broadcast services for the independent TV and radio sector, based in the Southeast, and fascinated by the world of radio and television, made the move down south.

When I joined NTL, the first thing I got involved with was the launch of Channel 5 and specifically the distribution of the programme feeds to the transmitter sites via satellite. Typically, this would have been done via BT fibre or microwave radio. Satellite distribution was a first for a terrestrial channel in the UK and it was exciting to be part of a ground-breaking project involving a new broadcast channel and new technology.



The Arqiva business became a separate entity from NTL in 2005. At this point, technology was changing again and Arqiva was involved in the 'digital switchover,' shifting the UK from analogue to digital broadcasting. It was particularly exciting to work on such a large-scale transition as the world of broadcast really evolved during that time, and it meant that consumers could enjoy a wider variety of shows on multiple channels.

During my career at Arqiva since then, I've had various roles, in fact since 2015 I've had five different positions. I've had the chance to develop my skills in managing a team as 'Operational Support Systems Engineering Manager', managing a team of 15 engineers. This included supporting bids for Arqiva's business in the Terrestrial & Satellite Broadcast and Telecoms sectors, as the company continued to expand its markets and grew as a business.

As an Enterprise Architect, it's my job to shape Arqiva's technology strategy and make sure that when we invest in technology it's enabling our business goals. I've had the chance to work on various technology challenges, including our Transformation programme which was a four-year large-scale initiative to transform both our customer facing and internal systems and processes. More recently I've taken a key interest in a technology that I've been tracking all my career, but which has suddenly taken a huge leap forward - Artificial Intelligence. I've been promoting the use of Generative AI tools in Arqiva, explaining how they work and what they can do, working with colleagues to understand their business challenges and finding ways in which these tools can support them to be more productive

I've also had the opportunity to become a representative on the Arqiva Employee Board, the representative body for Arqiva's employees. Having worked at Arqiva for many years, this felt a natural progression for me, as I knew many parts of the business and the people working in the individual teams. When the opportunity arose, I put myself forward and was elected to the role by my colleagues. Later, when the Chair role became vacant, it seemed I was in a good place to apply. The role has given me the opportunity to help engage with the culture and working style of the business and get involved in shaping feedback and direction from colleagues in a creative, and collaborative way. I'm proud of the fact that I can provide an effective voice for Arqiva's employees, working with the company's senior leadership team.

Looking back through my career with Arqiva, I can say I've continually enjoyed turning up for work. I've always felt enthusiastic about my role and working with my colleagues to seek solutions to technical challenges. Each aspect has been interesting, and there's always something new to work on, particularly as the business and technology have changed over the years.

I've relished the range of opportunities I've experienced and feel they've really enhanced my skills and provided me with a lot of variety in my career. I would say that it's a very friendly place to work and I value the contribution we make to people's lives - like bringing broadcast services into homes.