

PROFILE

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OVERVIEW

Robert is an **independent subject matter expert (SME) in information security**, with specialist expertise in areas such as cyber security, digital risk, data privacy (including GDPR and Brexit), business resilience, governance, and risk management.

His real-world information security and data protection experience spans over eighteen years, based on a successful systems and project management background working with organisations in Europe, Middle East and Africa (EMEA).

This depth of experience means that in conjunction with his passionate desire to get things done, he is able and more importantly is willing to seamlessly move between management and execution roles within an assignment, when appropriate.

Robert believes very strongly in the importance of working in partnership and not in isolation from his clients; listening to their needs and not imposing pre-conceived solutions, taking time to properly understand the context in which they operate and only then, using his experience to provide innovative solutions and support.

Of specific relevance to this Profile is his information security and data protection experience; this starts in 2002 with Johnson & Johnson and business continuity planning activities within their UK operation (and later, included involvement with their pandemic planning preparations), and has continued on a regular basis since then with many other clients.

His current focus is on helping organisations with their cyber security related challenges, with special interests in the healthcare sector, blockchain, and cyber risk quantification (including the FAIR methodology).

Previous clients and employers include: Grant Thornton, Johnson & Johnson, Alparma, Amersham Biosciences, Arjo Wiggins, Christofle/LBDe, WH Smith Business Supplies/Niceday, Sun Life Assurance of Canada, Dun & Bradstreet, Rank Xerox, TSB Trust Company, Hambro Life Assurance... to name but a few.

EXPERIENCE: INFORMATION SECURITY SPECIFIC

Robert's most recent information security related assignments have been in the area of cyber security, digital risk and data privacy (incl GDPR). In these assignments, he has helped clients:

- Review cyber and information security based on NIST Cybersecurity Framework (CSF), ISO 27001, NHS Digital DSPT, NCSC 10 Step and Cyber Essentials Plus guidance
- Prepare for implementation of ISO 27001, as well as assisting with remediation reviews of existing implementations due to data breach and other non-conformance events
- Deliver initial information security (including cyber and data privacy) related gap assessment actions including preparation of associated policies and procedures
- Review third party (including cyber) risk, through active participation in preparing records of processing activities (ROPA) and data protection impact assessments (DPIAs)
- Develop defensible position on GDPR compliance
- Review privacy compliance activities and prepare remediation plan to address areas for improvement
- Setup GDPR compliance programme, based on use of a Nymity Privacy Management Accountability Framework (PMAF) approach
- Select and then initially implement (pilot) privacy management software (with data mapping and inventory capabilities) to support their compliance activities, as well as participation in selection of data discovery tools
- Complete detailed review of existing information security (including cyber) policies and procedures to identify changes needed, including new Privacy by Design (PbD) requirements

In other information security related assignments, Robert has also helped clients:

- Complete all outstanding information security compliance (including data privacy/PIA) activities relating to Business Intelligence projects within EMEA
- Implement new System Development Lifecycle (SDLC) into EMEA Business Intelligence team
- Prepare for forthcoming internal Corporate Audit visit with focus on Sarbanes-Oxley (SOX) compliance activities across Finance and IT functions of UK/EMEA operation

- Implement requirements of Sarbanes-Oxley (SOX) across both UK Finance and IT
- Understand, develop and implement Records and Information Management (RIM) into multiple sites
- Develop and implement Business Continuity and Pandemic Plans

STRENGTHS

- Relishes dealing with **complexity, uncertainty and ambiguity**
- Comfortable within large-scale, global initiatives as well as country/location specific activities
- Effective in decentralised, centralised, matrix as well as virtual organisations using external/outsourced resources (eg offshore, nearshore and onshore based)
- Benefits from strong systems background with extensive business experience
- Critical thinker and delivers pragmatic, value-driven innovative solutions
- Communicates effectively at all levels
- Works independently direct with client staff or as part of third-party consultancy team
- Hands-on and makes things happen!

PROFESSIONAL RECOGNITION

MSc Risk Management (Distinction)

Member of Information Systems Audit and Control Association (ISACA)

Member of International Association of Privacy Professionals (IAPP)

Member of Association for Project Management (MAPM)

Member of Project Management Institute (PMI)

Fellow of Chartered Management Institute (FCMI)

Member of Institute of Consulting (MIC)

EXPERTISE AND INTERESTS

GOVERNANCE including Project Turnaround and Remediation; Project Assurance; Project Management; Portfolio Management; Programme Management; Change Management; Virtual Team Management; Methodologies (ITIL, PRINCE2, COBIT, MSP, P3M3, P30, DevOps, Agile/Extreme etc); Stakeholder and Vendor Management; Governance and Management of Enterprise IT (GEIT); Information Governance; Data Governance; Collibra; Standards (PMI PMBOK, APM BOK, ISO 21500); Brexit Readiness Preparations

RISK including Integrated Risk Management (IRM); Enterprise Risk Management (ERM); Digital Risk Management (DRM); Cyber Risk Quantification including Factor Analysis of Information Risk (FAIR); ISO 31000; M_o_R; Information Risk Management, Control Frameworks (COSO, COBIT, NIST, CIS); IT Risk Assurance, Information Security; ISO 27001; ISO 27005; ISMS; ISO 27701; NIST Privacy Framework; Privacy Engineering; Cyber Security; NIST Cybersecurity Framework (CSF); NCSC 10 Step and Cyber Essentials Guidance; Supply-Chain Risk Management (SCRM); Business Continuity Management (BCM)/Business Continuity Planning (BCP); Pandemic Planning; Risk Intelligence; Research

COMPLIANCE including Compliance Analysis; Sarbanes-Oxley (SOX); Systems Development Lifecycle (SDLC); Records and Information Management (RIM); Information Lifecycle Management (ILM); Data Protection; Data Privacy; Nymity Privacy Management Accountability Framework (PMAF); General Data Protection Regulation (GDPR); UK Data Protection Act 2018; Data Discovery; ePrivacy Regulation (ePR); Information Audit; Data Audit; Data Inventory and Mapping; PrivacyOps; Privacy Impact Assessment (PIA); Privacy by Design (PbD); Information Asset Protection Policy (IAPP); NHS Digital Data Security and Protection Toolkit (DSPT); Network and Information Systems (NIS) Directive; Audit Preparation

CLIENT FEEDBACK

"... able to introduce order into a situation that is full of complexity and ambiguity"

"... attention to detail and tenacity in chasing through issues to find the people who can make an impact on delivering the solution"

"... expert in making complex processes clear"

"... good at uncovering complexity and trying to make sense of it, to help your colleagues understand what's really going on"

"... individual of broad vision who recognises the importance of people to achieving quality results"

"... good at identifying details and following up to nag people to get things done"

"... well organised and good at straddling both high level strategic thinking and more detailed "this is what needs to be done urgently" type actions"

"... he's the ideal right hand man, a bit like Jiminy Cricket sitting on your shoulder reminding you of stuff that needs sorting"

CLIENT ASSIGNMENT SUMMARY

Senior Partner (Subject Matter Expert/Consultant/Non-Executive Manager)
Project Systems Support: February 1992 - Present, UK/EMEA

Date: September 2016 to present
Assignment: **Contractor, Cyber Consulting
(Grant Thornton UK LLP)**

Date: August 2019 to present
Assignment: **Subject Matter Expert, Information Security and Cyber
(Leading Resolutions Limited)**

Date: 2002 to present
Assignment: **Information Security and Cyber Consulting**

Recent assignments have included:

NHS Trusts

Conducted information security and governance audits for various NHS Trusts based on their compliance with NHS Digital's Data Security and Protection Toolkit (DSPT), which includes elements of NCSC Cyber Essentials Plus, GDPR, ISO 27001 and the Network and Information Systems (NIS) Directive.

Venture Capital Firm

Conducted cyber security audit based on the firm's implementation of the NIST Cybersecurity Framework (CSF) in both their pre-investment cyber due diligence checks and more widely within their global organisation.

International Distribution Group

Provided programme management and GDPR SME support to client on first stage of GDPR remediation work (including delivery of initial information security and cyber security related actions), following earlier gap assessment and other activities.

International Law Firm

Provided high-level programme management support on organisation and delivery of remediation activities to ensure client had a defensible position on GDPR compliance by May 2018. These activities leveraged gap assessment recommendations and stakeholder views on previous approach used. Key members of the client team included US based CIO and other senior members of the Firm, as well as London based SME members of the consultancy team.

UK Pub Retailer and Brewer

Provided SME support to help client setup their GDPR compliance programme, based on the use of a Nymity Privacy Management Accountability Framework (PMAF) approach, working directly for the client's Company Secretary and IT Director. Also, helped client select and then initially implement (pilot) privacy management software and assisted with selection of data discovery tools. Finally, completed detailed review of client's information security (including cyber) policies and procedures to identify changes needed, including new Privacy by Design (PbD) requirements.

Date: May 2016 to present
Sector/Client: Internal (Project Systems Support)
Assignment: **GDPR Implementation Methodology Research**
Developing new methodology for implementing requirements of General Data Protection Regulation (GDPR) legislation, based on a more tightly coordinated and cost-efficient approach to associated project governance, risk and compliance activities

Date: October to December 2016, EMEA/Global
Sector/Client: Medical Devices
Assignment: **Quality Records Inventory Systems User Requirements**
Provided business analysis support to document user requirements for new GxP validated Quality Records Inventory System (QRIS) for use globally across all manufacturing sites, and developed an initial proof-of-concept (POC) based on the Collibra Data Governance solution

Date: November 2015 - April 2016
 Sector/Client: Internal (Project Systems Support)
 Assignment: **Workshop Development Project**
 Overview: Completed initial research and preparations for new workshop on "Using Risk Management to Innovate within Projects"

Date: August 2015 - April 2016
 Sector/Client: Internal (Project Systems Support)
 Assignment: **Book Writing Project**
 Overview: Wrote chapter on Governance, Risk and Compliance (GRC) for new book on Multi-Dimensional Risk Management that was published by Kogan Page in June 2016

Date/Scope: July 2014 - July 2015, EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Business Intelligence - Programme/Senior IT Project Management**
 Overview: Provided specialist programme/senior project management support to help client develop way of using JDE/SAP transactional and master data from EMEA with IBM Cognos BI/TM1 to feed new global Financial Planning and Analysis (FP&A) application

Date/Scope: 2013/2014, UK
 Sector/Client: University of Portsmouth
 Assignment: **Doctorate Research - Projects, Systems and Risk**
 Overview: Completed first phase of real-world research investigations into how success and costs of complex project activities such those in the area of digital risk, cyber security and data privacy can be influenced by adopting a more coordinated approach to management of governance, risk and compliance activities. NB Second phase on hold, pending commercial sponsorship

Date/Scope: 2013, UK
 Sector/Client: Specialist Consultancy
 Assignment: **Risk Assessment Review**
 Overview: Conducted risk assessment in response to recent security breach and prepared action plan to help client address weaknesses in ISO 27001 based operating environment

Date/Scope: 2011-2013, EMEA
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Business Intelligence - Programme Compliance Review and Implementation**
 Overview: Provided specialist programme management support (risk/compliance) to help client complete as quickly as possible all outstanding compliance (including data privacy/PIA) activities relating to previous/current IBM Cognos based Business Intelligence projects within EMEA and implementation of new System Development Life-Cycle (SDLC)

Date/Scope: 2010-2011, UK/EMEA
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Portfolio Management Implementation**
 Overview: Provided specialist project management support (portfolio/risk) to help client implement portfolio management approach to oversee and manage project activity within Finance

Date/Scope: 2009-2010, UK
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **HR Reorganisation Financial Consolidation**
 Overview: Provided specialist project management support (risk) to help client facilitate timely consolidation of all HR budget data associated with recent UK reorganisation

Date/Scope: 2010-2011, EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **M&A Acquisition Integration**
 Overview: Provided specialist programme management support (risk/compliance) to help client manage integration of a recently acquired business in all areas outside of US

Date/Scope: 2009, UK
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Data Privacy Research**
 Overview: Provided specialist support (risk) to help client understand Data Privacy implications of corporate and local country legal requirements

Date/Scope: 2009, UK
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Business Continuity and Pandemic Plan Implementation**
 Overview: Provided specialist project management support (risk/compliance) to help client develop and implement Business Continuity and Pandemic Plan for new UK campus facility

Date/Scope: 2008-2009, UK
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **SOX Audit Preparation**
 Overview: Provided specialist project management support (risk/compliance) to help client prepare for forthcoming internal Corporate Audit visit with focus on Sarbanes-Oxley (SOX) compliance activities across Finance functions of UK operation

Date/Scope: 2008-2009, EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **ERP - SOX Interfaces Review**
 Overview: Provided specialist project management support (risk/compliance) to help client prepare for forthcoming internal Corporate Audit visit with focus on Sarbanes-Oxley (SOX) system ERP interfaces on shared-service EMEA-wide JDE World ERP solution

Date/Scope: 2008, UK/EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Records and Information Management (RIM) Implementation Preparation**
 Overview: Provided specialist project management support (risk/compliance) to help client understand, develop and implement records information management into two sites

Date/Scope: 2007-2008, EMEA/Global
 Sector/Client: OTC/FMCG
 Assignment: **M&A Merger Integration**
 Overview: Provided specialist programme management support (risk/compliance) to help client manage integration of a recently acquired business in Europe, Middle East and Africa

Date/Scope: 2007, EMEA
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **ERP - Solution Partner RFP Selection**
 Overview: Provided specialist project management support (risk) to help client select an IT Solution Partner to support implementation of new EMEA-wide JDE/SAP solution

Date/Scope: 2006-2007, EMEA/Global
 Sector/Client: OTC/FMCG
 Assignment: **ERP - Implementation**
 Overview: Provided programme management support to help client manage the setup of a new programme to facilitate the implementation of a new EMEA-wide SAP solution

Date/Scope: 2005-2006, EMEA
 Sector/Client: OTC/FMCG
 Assignment: **Portfolio Management Implementation**
 Overview: Provided specialist project management support (risk/portfolio) to help client oversee and manage project life-cycle activity across Europe, Middle East and Africa (EMEA) in more controlled and orderly way using portfolio management

Date/Scope: 2005, UK/EMEA
 Sector/Client: OTC/FMCG
 Assignment: **Reorganisation Facilitation/Support**
 Overview: Provided specialist programme management support to help client reorganise EMEA IT organisation

Date/Scope: 2004-2005, UK/EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **SOX Implementation**
 Overview: Provided specialist project management support (risk/compliance) to help client implement requirements of Sarbanes-Oxley (SOX) across both UK IT and Finance

Date/Scope: 2002-2003, UK/EMEA/Global
 Sector/Client: Medical Devices & Diagnostics
 Assignment: **Business Continuity Plan Implementation**
 Overview: Provided specialist project management support (risk/compliance) to help client understand, develop and then implement Business Continuity Plan for two separate sites

Date/Scope: 1999 to 2002, EMEA/Global
Sector/Client: Various, Whitehouse Consultants (JDE)
Pharmaceuticals, Medical Devices & Diagnostics; Paper Manufacturer;
Luxury Goods Manufacturer; Supplier of Flavour, Fragrance & Cosmetic Ingredients
Assignment: **ERP - Implementation Project Management Consultancy**

Date/Scope: 2001, EMEA
Sector/Client: Medical Devices & Diagnostics
Assignment: **ERP - European Distribution Centre Integration Support**

Date/Scope: 1999-2000, UK/EMEA/Global
Sector/Client: Medical Devices & Diagnostics
Assignment: **Y2K Preparation**

Date/Scope: 1997-1999, EMEA
Sector/Client: Medical Devices & Diagnostics
Assignment: **ERP - Implementation**

Date/Scope: 1997, EMEA/Global
Sector/Client: Medical Devices & Diagnostics
Assignment: **Manufacturing Plant Relocation**

Date/Scope: 1996-1997, EMEA
Sector/Client: Medical Devices & Diagnostics
Assignment: **ERP - Implementation**

Date/Scope: 1995-1996, UK
Sector/Client: Filtration, Separations and Purification (Pall Europe)
Assignment: **Project Management Review**

Date/Scope: 1994-1995, UK, Retail - Office Supplies and Stationery (Niceday)
Assignment: **ERP - Implementation and Business Consolidation**

Date/Scope: 1992-1993, UK, Financial Services (Sun Life Assurance of Canada)
Assignment: **Custom Systems Development and Implementation**

EMPLOYMENT SUMMARY

Date/Scope: 1988 to 1992, UK, Financial Services (TSB Trust Company)
Roles: **Project Manager to Business Systems Manager** (Financial Systems)

Date/Scope: 1985 to 1988, UK/EMEA, Financial Services (Dun & Bradstreet EBIC BV)
Roles: **Project Leader to Project Manager** (Financial Systems)

Date/Scope: 1984 to 1985, UK, Financial Services (British Credit Trust)
Roles: **Senior Systems Analyst to Project Leader** (Financial Systems)

Date/Scope: 1983 to 1984, UK, Hypermarket Retailing (SavaCentre)
Roles: **Senior Systems Analyst** (Financial Systems)

Date/Scope: 1979 to 1983, UK/EMEA, Office Communications (Rank Xerox)
Roles: **Trainee Systems Analyst to Senior Systems Analyst**