

PROFILE

ROBERT J. TOOGOOD

MSc (Risk) SIRM FCMI MAPM

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OVERVIEW

Robert is an **independent consultant (and subject matter expert) in risk and resilience** with specialist expertise in digital risk, change, project governance and turnaround.

His real-world practitioner, consulting, and interim experience spans over thirty years, based on a successful earlier systems and project management background working on business transformation with organisations across Europe, Middle East and Africa (EMEA).

Of specific relevance to this Profile is his broad risk and resilience experience; this starts in 2002 with Johnson & Johnson and business continuity planning activities within the UK (and later, included involvement with their pandemic planning preparations), and has continued since then with many other clients. Also, Robert's extensive risk and resilience expertise was formally recognised in 2013 when he was awarded an MSc with Distinction in this area.

His depth of experience means that in conjunction with his strong commitment to getting things done, he can seamlessly move between consultant and practitioner roles within an assignment, when needed and appropriate.

He is also excited about now being able to use his expertise to help clients with their ESG, sustainability, climate and net zero programme challenges, particularly from a risk and resilience, change management, project governance, and/or sustainable IT perspective.

Typical risk and resilience roles undertaken (fixed price or day rate based) include advisory, audit and assurance, due diligence, turnaround and remediation support as well as interim project management, coaching and mentoring, business analysis, and real-world research.

Previous clients and employers include: Grant Thornton, NHS England, Greene King, Johnson & Johnson EMEA, Alpharma, Amersham Biosciences, Arjo Wiggins, Christofle/LBDe, Pall Europe, WH Smith Business Supplies/Niceday, Sun Life Assurance of Canada, Dun & Bradstreet, Rank Xerox, TSB Trust Company, Hambro Life Assurance, SavaCentre, Bank of Ireland/British Credit Trust... to name but a few.

EXPERIENCE

In his latest assignment, Robert has been the interim PMO Risk and Sustainability Lead (and Subject Matter Expert) for a major cyber resilience improvement programme; on other recent assignments, he has helped clients:

- Prepare strategy and associated implementation plan to meet ESG, sustainability and net zero ambitions
- Review effectiveness of corporate risk management frameworks, business continuity and resilience plans; lately, this has also included providing advice on ESG, sustainability and net zero climate implementation matters
- Review cyber and information security as well as information governance based on NIST Cybersecurity Framework (CSF), ISO 27001, NHS Digital DSPT, NCSC 10 Step and Cyber Essentials Plus guidance
- Review digital strategy to ensure fit-for-purpose, and being implemented efficiently through effective governance
- 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 cyber and information security 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 data 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
- 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 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 functions
- Understand, develop and implement Records and Information Management (RIM) into multiple sites
- Develop and implement business continuity, pandemic and data resilience 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/outourced resources (eg offshore, nearshore and onshore based)
- Benefits from strong systems background with extensive business experience
- Critical thinker, delivers pragmatic, value-driven innovative solutions
- Communicates effectively at all levels
- Works independently direct with client staff or as part of third-party team, on fixed price or day rate basis
- Hands-on and makes things happen!

PROFESSIONAL ENGAGEMENT AND RECOGNITION

MSc Risk Management (Distinction)

Fellow of Chartered Management Institute (FCMI)

Technical Specialist Member of Institute of Risk Management (SIRM)

Affiliate Member, Global Association of Risk Professionals (GARP)

Member of Information Systems Audit and Control Association (ISACA)

Member of Association for Project Management (MAPM)

Member of Chartered Institute of Internal Auditors (IIA)

EXPERTISE AND INTERESTS

GOVERNANCE including Project Governance; Project Turnaround and Remediation; Project Assurance; Project Management; Portfolio Management; Programme Management; Programme and Project Management Office (PMO); Business Transformation; Change Management; Methodologies (ITIL, PRINCE2, COBIT, MSP, P3M3, P30, DevOps, Agile/Extreme etc); Stakeholder and Vendor Management; Security Governance; Information Governance; Data Governance; PMI PMBOK; APM BOK; ISO 21500; Sustainable IT; Net Zero; Environmental, Social, and Governance (ESG); Task Force on Climate-Related Financial Disclosures (TCFD); Taskforce on Nature-related Financial Disclosures (TNFD); Global Reporting Initiative (GRI); Corporate Sustainability Reporting Directive (CSRD); ISSB/IFRS S1/S2

RISK including Enterprise Risk Management (ERM); Digital Risk Management (DRM); ESG, Climate and Nature Risk; Technology Risk; Cyber Risk Quantification including FAIR; ISO 31000; M_o_R; HMG Orange Book; Information Risk Management, Control Frameworks (COSO, COBIT, NIST, CIS); IT Risk Assurance; Information Security; ISO 27001; ISO 27005; ISMS; ISO 27701; NIST Privacy Framework; Cyber Security; NIST Cybersecurity Framework (CSF); Supply-Chain Risk Management (SCRM) / Third-Party Risk Management (TPRM) / Vendor Risk Management (VRM); Business Resilience (Technology Resilience / Digital Resilience / Cyber Resilience / Data Resilience / Operational Resilience / Organisational Resilience / Strategic Resilience); Digital Operational Resilience Act (DORA); Emergency Preparedness, Resilience and Response (EPRR); BS 65000; Business Continuity Management (BCM) / Business Continuity Planning (BCP); Crisis Management; Disaster Recovery; ISO 22301; ISO 22316; Pandemic Planning; Risk Intelligence

COMPLIANCE including Compliance Analysis; Sarbanes-Oxley (SOX); Systems Development Lifecycle (SDLC); Sustainable IT; Records and Information Management (RIM); Information Lifecycle Management (ILM); Data Protection; Data Privacy; General Data Protection Regulation (GDPR); UK Data Protection Act 2018; Nymity (PMAF); Privacy by Design (PbD); NHS Digital Data Security and Protection Toolkit (DSPT); NCSC Cyber Assessment Framework (CAF)

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"

"... 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 Director

Project Systems Support Limited: February 1992 - Present, UK/EMEA

Date: 2002 to present
Risk and Resilience - Consultant, Practitioner and Subject Matter Expert

Recent assignments have included:

Public Sector - NHS, Local Government, Central Government and Hospices

Conducted corporate risk management framework, business continuity and resilience reviews; lately, this has included providing advice on ESG, sustainability and net zero climate implementation matters. In addition, has undertaken information security and governance audits for 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. Also reviewed digital strategies to ensure they are fit-for-purpose and being implemented efficiently through effective governance.

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: January 2021 to present
Sector/Client: Internal (Project Systems Support)
Assignment: **Research - ESG, Sustainability, Net Zero Climate Initiatives and GRC**

Investigating how the success and implementation costs for ESG, sustainability and net zero climate initiatives can be influenced by adopting a more coordinated approach to the management of governance, risk and compliance (GRC) related activities, such as through the effective use of frameworks and the ever-increasing legislation in this area such as TCFD, TNFD, GRI, EU CSRD/ESRS and more recently, ISSB/IFRS S1/S2.

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 (including data resilience requirements)

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 - present, 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 as those in the area of Environmental, Social, and Governance (ESG) can be influenced by adopting a more coordinated approach to the management of governance, risk and compliance activities. NB Second phase on hold, pending commercial sponsorship. Currently refocused original research objectives to address challenges associated with ESG implementations.
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, pandemic and data resilience plans 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 (including data resilience)
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 including data resilience requirements

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**