

Tim Hedger-Gourlay

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Non-Executive Director & Risk/Governance Transformation Specialist

Tim has 35 years' experience in financial services, technology and HR, most recently leading on risk transformation and developing organisational and customer service resilience in a regulated environment to ensure organisation success through focus on service to customers. He has also acted as Chairman of the Board for a major international banking institution. His work in customer risk transformation, risk assessment, driving risk culture change, and coaching and mentoring has produced impressive results. His unique experience, combined with his thoughtful problem solving and authentic approach to engaging stakeholders, leaders and practitioners, makes him the ideal person to challenge and advise a board. Tim is looking to work with organisations that deliver through technology, where he can apply his experience of driving improved operational performance and customer service through organisational and risk transformation. Tim works as a Non-Executive Director and on a consultancy basis.

Areas of Expertise

- ◇ Operational Risk
- ◇ Risk Management
- ◇ Governance & Compliance
- ◇ Service Resilience & Stability
- ◇ Customer Service Transformation
- ◇ Operational Performance
- ◇ Technology
- ◇ Culture Change
- ◇ Delivery through Influencing

Board Experience & Executive Career

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| Non-Executive Director/Trustee, Education Village Academy Trust | 2020- |
| Non-Executive Director/Trustee, Diamond Hall Infant Academy Trust | 2020- |
| Managing Director/Chairman of the Board, RBS India Development Centre (Private) Ltd | 2010-2011 |
| Education Village Academy Trust / Diamond Hall Infant Academy Trust | 2020- |

NON-EXECUTIVE DIRECTOR

2020-

Member of Board and Finance/Risk Committee. Challenge, coaching, scrutiny and approval of strategy, budgets, risk management and wider operations. Scrutiny and challenge of risk assessments for the stages of reopening schools in the aftermath of Covid-19. Challenge and revision of the wider approach taken to risk management in the trusts, and more widely in the education sector through dialogue with the Regional Schools Commissioner for the North East of England.



1995-2019

SENIOR MANAGER, TECHNOLOGY CONTROLS/TECHNOLOGY SERVICES RISK

2012-2019

In a variety of "Head Of" roles, led risk transformation initiatives with particular focus on customer service, governance, suppliers, IT critical processes, risk assessment implementation & delivery, change risk & control transformation and risk assessment of IT change/strategy.

HEAD OF TECHNOLOGY INDIA & ASIA (for investment bank, then RBS Group)

2006-2012

One of four ex-pats relocated to India to build a Development Centre from scratch. Leading the 1,500 strong IT organisation within 2 years, delivering to all areas of RBS' investment bank including front office. India work migration targets repeatedly exceeded with all businesses increasing resource demands. Then led RBS' group technology captive in India. Stabilised a unit that had grown very rapidly, developed fit for purpose operating model, and restructure of relationship with partners in India.

GLOBAL HEAD OF FINANCIAL RISK TECHNOLOGY – MARKET & CREDIT RISK POSITIONS

1995-2007

Integrated front office-recruited IT team into Group IT organisation. Then integrated teams from 3 merging organisations after major take-over, delivering integrated market risk measurement for merged organisation within 6 months of take-over, when front office businesses were focused on short term enhancement.

Skills & Achievements

DRIVING RISK TRANSFORMATION

- ◇ Led the implementation of risk assessments (and ongoing delivery & governance) of critical services to drive understanding of risks to customer service. This enabled transition to a culture of conscious management of customer risk in all delivery activity.
- ◇ Developed, implemented and operated a framework for managing data privacy risk from use of customer/employee data. Risk-based decisions in this area increased from 69% to 100%.
- ◇ Developed, implemented and operated a framework for managing risk in testing by developing policy, establishing controls and implementing training/accreditation processes to improve the quality of test planning. This approach was approved by external auditors.
- ◇ Led review of delivery processes and controls against industry frameworks (COBIT/ITIL) to identify ways to strengthen, simplify or eliminate control activity. This streamlined and improved control over IT delivery.

CULTURE CHANGE

- ◇ Drove adoption of the bank change delivery methodology through design and implementation of assurance reporting, education, and project manager & leadership coaching. This resulted in compliance with methodology increasing from 1% to 100%.
- ◇ Created a tailored recruitment process for an IT captive, adapting the expected UK experience to an Indian market. Coached recruitment partners and initial senior hires.
- ◇ Developed and implemented a hiring planning and training framework to manage rapid hiring and integration of new staff into Indian IT captive, facilitating rapid growth (0-1,500 staff in 4 years) while maintaining quality of services provided to customers. This also included delivering leadership and cultural training, in India & UK.

CHANGE MANAGEMENT

- ◇ Recovering a failure IT programme: performed a functional review and developed designs for what could be delivered within the available timescales. Identified and secured key resources, which allowed for the release of a large part of (expensive) contract resources. Then, formed a new core team - recruiting and coaching a replacement leadership team. Transforming the programme to one with a deliverable/RAG green status.
- ◇ Established a stable and company-wide financial and delivery governance program after inheriting two merging organisations with weak processes. This remit also included overseeing capability growth in all sections of the businesses as part of migration and integration of work from UK to India.
- ◇ Transformed delivery processes to focus on defined change projects rather than small business enhancements. This involved analysing significant deliveries in market data and analysis, issuer risk analysis and testing according to the Monte Carlo risk simulation (investment banking market risk).

LEADERSHIP & COACHING

- ◇ Starting with a team of 4 in India, learned the markets, created an organisational and brand design, set employee culture expectations, and led rapid expansion to 1,500 staff
- ◇ Coaching delivery and quality assurance of risk & control assessments carried out for technology critical processes and platforms enabling business to improve controls to protect customer service.
- ◇ Introduced performance management and created an assessment and development process for building junior and middle-management capabilities.
- ◇ Designed and implemented a people programme covering management capability building, induction, role & career path design and development processes for Indian IT captive.
- ◇ Implemented systems and processes to capture skills, resource requirements, resource commitments and an understanding of skills gaps and future capability

Education & Professional Development

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| Certified in Risk & Information Systems Control, ISACA | 2019 |
| Certificate of Project Management, Information Systems Examining Board | 1993 |
| BA in Mathematics, University of Cambridge | 1987 |

Recommendations

‘Reasoning ability in the very superior range of senior managers’

Egon Zehnder, Executive Analyst Panel, RBS India