

THE RISK AGENDA

CV - Andy Garlick

Key Skills

- Experienced manager, consultant and risk professional.
- As a manager, provides motivation and direction - both strategic and technical - with a style aimed at promoting self managing teams and individual ownership of issues.
- Good understanding of the business and strategic risk issues involved in multi-million and multi-billion pound projects and commercial deals, especially in the transportation and construction industries, including alliances and PPP/PFI deals.
- Knowledge and experience of design and implementation of the complete cycle of risk management processes and tools, including risk identification, workshops, risk planning, embedding risk management, emergency preparedness and business continuity, and safety management.
- Highly numerate and IT literate, with detailed knowledge of all aspects of risk software and quantitative analysis, including particular specialist expertise in Monte Carlo methods.
- Author, speaker and trainer on risk including the book *Estimating Risk: A Management Approach*, Gower, 2007, the article *Painting Risk by Numbers*, IIA journal *Internal Auditing and Business Risk*, September 2007, presentation at the SMi conference on *Financial Modelling for PPP/PFI*, March 2008, and workshop at SMi conference on *Understanding Risk Management in PPP Projects*, April 2009.



Employment History

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| 2004- | Director, Risk Agenda Limited, independent risk consulting practice. |
| 1999-2004 | Director, Manex (UK) Limited, the specialist risk consulting company. Acted as Finance and IT Director and mainly engaged with Metronet, see below. |
| 1997-99 | AEA Technology plc, founding partner of Risk Solutions, the management consulting practice, which grew to be a profitable, high quality consulting business. Set new directions and pioneered new management methods for the parent company including new types of business, bringing on talented people, and managing a distributed network of consultants. |
| 1991-97 | AEA Technology plc, Manager of the Risk Management and Software Department, a team of risk and software professionals which successfully grew from a 25 person to a 50 strong organisation over the period. This involved new services, new business sectors, and pushing through culture change. |
| 1989-91 | UK Atomic Energy Authority, Technical Development Manager of the Safety and Reliability Directorate, developing tools, techniques and data for a growing commercial consulting organisation. |
| 1982-1989 | UK Atomic Energy Authority, Safety and Reliability Directorate, risk and safety research. |
| 1976-1982 | Research fellow and lecturer at Max Planck Institute of Astrophysics, Munich, University of Manchester and University of Leeds. |

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Project Experience

The following is a selection of the many consulting assignments, worked on, managed and directed in recent years.

- Risk advice to engineering firms, including Amec, Atkins, Balfour Beatty, EDF Energy, Expro Global, National Grid and Pipeline Consultants bidding for, pricing, structuring and managing infrastructure development and renewal work.
- Risk advice on multi-billion pound bids and procurement, identifying and pricing risk, including the successful Metronet bids for the maintenance and renewal of the London Underground infrastructure, and several other PFIs in highways, FM and property.
- Risk and management support for Metronet Rail BCV including corporate risk management, facilitation of change, improvement of commercial management, compilation of claims, and major programme risk and opportunity analysis.
- Risk and management support Scarce Resource Alliance - providing advice on risk issues and facilitating management change in a new organisation assembled from a number of technical support service teams.
- Risk Manager TIMIS - strategic risk analyses and implementation of risk management processes within the customer team for this large railway information system.
- Risk assessment, option evaluation and risk data analysis projects for London Underground, including the Kings Cross redevelopment. Assignments on management of project benefits, risks to quality of service and the design of the London Underground Public Private Partnership including the asset management regime.
- Review of the railway performance management regimes set up at privatisation on behalf of OPRAF.
- Audit of Railtrack's Safety and Standards Directorate compliance with procedures. Analysis of the Train Protection and Warning System for Railtrack and numerous other railway projects, including risk assessments and safety decision making.
- Responsible for the development of a risk management strategy and subsequent implementation for the Heathrow Express infrastructure project, including a major programme of training. Director of numerous risk assessments for BAA plc and its subsidiaries of new business ventures in the international arena and in railways.
- Development of risk based safety assessment methods suitable for use in Central and Eastern Europe with application to a chlorine plant in Hungary. Numerous other safety risk assessments for major hazard plant including offshore facilities.

Personal Details

Qualifications PhD in Applied Mathematics, MA in Mathematics, University of Cambridge

Membership Member, Society for Risk Analysis

Fellow, Institute of Risk Management (and secretary of North West regional group and special interest group on PPP/PFI)

Nationality British

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