

# Robert Burrus

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## Qualifications

## Risk Strengths

PMI Risk Management Professional	Bow Tie Risk Analysis
Advanced Diploma Risk Management	Value At Risk Modelling
(CISM) Certified Information Security Manager	Enterprise Risk Management
Certified Risk Management Auditor	Layer of Protection Analysis
Certified Associate Project manager (CAPM)	Decision Tree Analysis
MBA Business Strategy	ISO 31000 Risk Management Framework
Mech Engineering Degree	Quantitative Analysis
Six Sigma Black belt	KPI Analysis / Reporting

## Career History

April 2025 to Current



Head of Strategic Risk Management

- Led the design and implementation of an enterprise-wide risk management framework, aligning strategic, operational, and project risks with HS2's corporate objectives.
- Provided strategic advice to the Board, Executive Committee, and senior stakeholders on risk appetite, emerging risks, and resilience planning.
- Directed the integration of risk management into corporate governance, ensuring compliance with HM Treasury's Orange Book, ISO 31000, and relevant UK regulatory standards.
- Oversaw the identification, assessment, and mitigation of systemic risks including political, economic, financial, regulatory, and reputational exposures.
- Established and chaired strategic risk committees, driving cross-functional collaboration across engineering, safety, commercial, and programme delivery teams.
- Developed scenario planning, Monte Carlo simulations, and stress testing to inform decision-making on cost, schedule, and supply chain risks.
- Partnered with external regulators (DfT, ORR, NAO) and assurance bodies to ensure transparent reporting and risk oversight.
- Designed and delivered a strategic risk dashboard and reporting suite for the Executive, enabling data-driven monitoring of high-impact risks.
- Guided risk mitigation strategies for megaproject delivery risks including inflation, supply chain fragility, political change, stakeholder opposition, and environmental challenges.
- Built and mentored a high-performing risk management team, embedding a culture of accountability, foresight, and resilience.
- Supported major contract negotiations and procurement strategies by embedding risk-based decision-making in commercial frameworks.
- Delivered executive-level risk workshops and horizon scanning sessions to anticipate and prepare for disruptive events.

December 2022 to March 2025

الهيئة الملكية لمحافظة العتاد  
Royal Commission for AlUla



## Head of Risk Management – Saudi Arabia

- **Risk Assessment and Mitigation Planning:** Identify, assess, and prioritize risks that could affect the cultural heritage project, and develop strategies to minimize or manage those risks.
- **Compliance and Regulatory Oversight:** Ensure adherence to Saudi Arabian laws, regulations, and cultural guidelines, including those specific to archaeological preservation and heritage management.
- **Cultural Sensitivity and Alignment:** Align risk management practices with the unique cultural, religious, and historical values and principles of the Kingdom of Saudi Arabia.
- **Coordination with Key Stakeholders:** Collaborate with government bodies, local communities, and international organizations to ensure alignment with stakeholder interests.
- **Disaster Preparedness and Response Planning:** Develop and implement emergency response strategies to protect cultural sites from natural disasters, vandalism, or other threats.
- **Financial Risk Management:** Monitor and manage financial risks, including budgeting, forecasting, and controlling costs

March 2018 to Dec 2022



## Head of Operational Risk Legal & General Capital Investments

- Performed gap analysis on the effectiveness of internal controls relating to operational risks
- Managed Risk for the entire portfolio within Legal & General Capital with a total value of 3 billion pounds
- Built the processes for Risk Mitigation Methodology
- Made the operation fully compliant to BS 31000 Risk Management Standard
- Responsible for operational risk assessments, reporting KRIs to the board
- Oversaw the constant enhancement & maintenance of the operational risk framework and procedures while ensuring correct implementation of the operational risk programs
- Performed audits against the FSA standards in relation to identified risk and consequence of non-compliance
- Developed operational risk mitigation techniques for newly introduced assets
- Monitored and tracked progress of improvements, provided recommendations and validated closure of issues
- Performed regular Quantitative Cost Risk Assessments on the business portfolios
- Developed and delivered structured presentations for board level
- Implemented the Enterprise Risks model to all areas of the Capital operation and aligned into a centralized database
- Developed the integrated management systems (Pass 99) build into the framework of the organization
- Built the risk management plans for program level on all areas of the business

January 2015 February 2018



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**Chief Risk Officer - 900 million Saudi Arabia Riyal City Infrastructure Project**

- Developed and implemented the organization-wide risk management framework and strategy in line with business objectives and industry standards.
- Oversaw risk analysis, risk identification, risk prevention, and risk mitigation efforts across the organization, ensuring alignment with strategic objectives.
- Led a cross-functional risk management team, fostering a risk-aware culture across the organization.
- Worked closely with executive leadership to identify, evaluate, and mitigate strategic risks.
- Implemented robust risk reporting processes, providing regular updates to the board of directors and stakeholders on risk exposures, risk portfolio composition, and risk mitigation plans.
- Liaised with regulatory bodies and ensured the organization's compliance with risk-related legislation and standards.
- Developed and coordinated the organization's business continuity plans and disaster recovery strategies.
- Enhanced the predictive modelling capabilities to identify potential risks and proactively mitigate them.
- Facilitated risk management training and awareness programs to build a strong risk culture within the organization.
- Provided strategic direction during crisis management situations, minimizing the impact on business operations.
- Worked with the finance team to integrate risk considerations into capital planning and performance management processes.
- Regularly reviewed and updated risk management policies and procedures to align with changing business needs and regulatory landscape

August 2014 to January 2015



Rail Project in Qatar - Risk Consultant  
Green Line with Elevation

- Led the development and implementation of a comprehensive risk management plan tailored to the unique needs of the rail project.
- Conducted regular risk assessments to identify potential safety, operational, and financial risks associated with the project.
- Established and maintained an effective risk reporting process to provide timely updates to project stakeholders.
- Created risk mitigation strategies, minimizing potential hazards and threats to project timelines, safety, and budgets.
- Coordinated with engineering, operations, and project management teams to ensure risk considerations are integrated into project planning and execution.
- Monitored project activities to identify any deviations from the risk management plan and initiated corrective actions when necessary.
- Facilitated risk management training for project team members, fostering a risk-aware culture within the project environment.
- Liaised with regulatory bodies to ensure the project's compliance with all applicable safety and operational risk-related standards.
- Managed and mitigated risks associated with supply chain, subcontractors, and other third parties involved in the project.

July 2013 - August 2014



**Head of Risk Management**

**Joint Venture Rail Electrification Project Uk Wide**

**Project scope being working alongside Network Rail for the Overhead Line implementation project working for Alstom**

**Transportation**

- Oversaw the development and implementation of a comprehensive risk management plan tailored to the unique needs and scale of the JV project.
- Directed the execution of QCRA and QSRA to quantify the potential impact of identified risks on project cost and schedule.
- Implemented an efficient risk reporting process, providing accurate and timely updates to JV partners and stakeholders.
- Developed and deployed risk mitigation strategies, effectively managing potential threats to project timelines, safety, budget, and JV agreements.
- Facilitated communication between JV partners, aligning risk management approaches and promoting a joint understanding of project risks.
- Ensured that risk considerations were integrated into the JV's project planning, engineering, and operational strategies.
- Conducted regular audits to monitor adherence to the risk management plan, implementing corrective actions when necessary.
- Coordinated risk management training for all JV project team members to foster a risk-aware culture.
- Liaised with regulatory bodies to ensure full compliance with all relevant safety and operational risk-related standards.
- Managed supply chain, subcontractor, and other third-party risks, aligning their activities with the JV's risk management strategy.
- Used risk management software and tools to facilitate the QCRA and QSRA processes, improving risk assessment accuracy and efficiency.
- Conducted post-project risk evaluations, identifying lessons learned and refining risk management processes for future JV projects



## Net Phase 2 Tram Rail Implementation Project (Nottingham)

**Head of Assurance / Risk Manager**

**May 2011 to July 2013**

- Led the development and execution of the risk management and assurance strategy for the tram implementation project.
- Conducted regular risk assessments to identify potential operational, financial, and safety risks associated with the project.
- Designed and implemented a robust assurance framework, ensuring all project activities met industry standards and regulations.
- Supervised the execution of Quality Assurance (QA) and Quality Control (QC) activities, ensuring the project deliverables met the required quality standards.
- Established an efficient risk reporting process, providing accurate and timely updates to project stakeholders.
- Collaborated with engineering, operations, and project management teams to integrate risk management and assurance considerations into project planning and execution.
- Organized and delivered risk management and assurance training for project team members, fostering a culture of risk awareness and quality focus.
- Liaised with regulatory bodies, ensuring project compliance with all relevant safety, operational, and risk-related standards.
- Managed supply chain, subcontractor, and other third-party risks, ensuring their alignment with the project's risk management strategy and quality standards.
- Utilized risk management and assurance tools and software to automate and enhance the effectiveness of risk assessment, monitoring, and QA/QC processes.
- Conducted post-project evaluations to identify lessons learned and refine risk management and assurance processes for future projects.
- Led the preparation for, and response to, audits from internal and external auditors, regulatory bodies, and project stakeholders.

**1<sup>st</sup> July 2010 to May 2011**



**Quality Systems / Risk Reduction Manager**

**ITT Systems, Camp Arifjan (US Military Contract) In Kuwait  
Security Clearance Contract**

- Implemented professional auditing management system for each area of the US Military Base
- Identify and implement controls for the Business Risks within the project
- Business process modelling and streamlining workflows
- Streamlining corporate business processes
- Process Mapping the Risks within the contract to perform preventative measures with the implementation of professional risk management system.
- Manage and escalate base operations risk for US Government office
- Reviewed the figures from the P&L to understand loss generating sections of the business
- Introduced PASS 55 Asset Management System for base activities.
- Implemented a strategy for \$75 Million (US Dollars) cost savings across sections of the business
- To undertake a complete review of the QA system and perform gap analysis
- Completed a full review and improved the process flow for lean integration of the vehicle maintenance and repair line before re-deployment back out into Iraq and Afghanistan.
- Implementation of ISO 9001/2008 Management Systems as a contractual requirement with the US Government Office
- Implemented OHSAS 18001 Safety Management System with integration of ISO9001/2008 to gain control of the base operation.

- Training staff on updated Management Systems
  - Performing gap analysis on departmental functions and implementing a program for preventative measures
  - Built a flow process within the required areas on base and used this to refine the operation
  - Process Mapping departmental functions to understand who was actually required for the existing job roles
  - Implemented Internal operating procedures and training staff for compliance
  - Completed a full review of the US Military Contract and audited for compliance, reported finding into the US Government Office so the business could be strengthened for contract renewal.
  - Having to work out corrective action for all incoming (contractual) Concern Notices from the US Government office on base.
  - Audited the Business Continuity plans and brought them in line with the current Operational Management System
  - Identification of Vehicles under quarantine that have come back from Iraq and Afghanistan and track repair progress
  - Report monthly progress into the base Commanders meetings, each week, tracking improvements in line with deadline objectives.
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April 2005 to July 2010



**Head of Quality, Risk and Compliance**

**(Rail Contract)**

**Transaction Systems Ltd, Victoria Place, London:**

Scope of Project being the full implementation of the Electronic Ticketing System throughout London overlapping onto Network Rail sites.

This role, reporting to the CEO, is within the Transport for London PRESTIGE contract. This is a £190m, 12-year, Private Finance Initiative contract to run the Oyster card ticketing service, infrastructure, and supporting systems and processes. It covers London Underground, London Buses, Docklands Light Railway and Croydon Tram Link, and is expanding into the National Rail system.

- Improved the Health & Safety Management System gaining accreditation to OHSAS 18001, 14001, including review of all
- Process mapping and streamlining the work processes
- Built the Insurance Claims Management System from inception to completion, including liaison with sub-contractors, police, and the brokers, with over £8 million of outstanding claims against the business from London travelers claiming injury against the ticketing gate line, I was able to obtain evidence with audit investigations and close the outstanding claims. Saving the business £7 million
- Business Management systems, liaison with the H&S Executive for high-risk projects.
- Integrated two CDM coordinators for all projects within the LUL network notifiable to the HSE
- Implemented PASS 99, integrating all Environmental, Safety, and Quality management systems.
- Improving the Asset monitoring and tracking system for all ticket and gate line systems within the Transport for London estate.
- Keeping updated and compliant on all LUL standards for station and trackside work
- Re focusing safety for all IT equipment monitoring passenger data within each LU station

- Managing safety and Quality for Oyster expansion onto the TOCs Train Operating Companies within London
- Implementation of lean operating systems for all the back office processes running existing contract between Transaction Systems Ltd and Transport for London.
- Implemented Business Continuity, Disaster Recovery system for compliance with existing on-going contracts.
- Developing continuity plans to enable the entire ticketing service contract to work through an extended outage
- Risk reduction for the move of non-standard equipment. Analysis of application and service requirements for the work area recovery sites.
- The role involved reviewing the outdated Disaster Recovery procedures and devising their Business Continuity plans to enable the IT Support team and the response helpdesk to continue running in the event of a disruption
- Transformed the entire Quality Management systems gaining accreditation to the new ISO 9001/2008 certification, as a contractual requirement
- Re-focused the Risk Management system, including the build and maintenance of the database, taking data monthly from existing sub- contractors and reporting into Board level, Mitigating the Risks for the program that controls the Ticketing Service Contract.
- Completed the Risk Flow processes for ticketing gatelines being introduced within the rail network throughout London
- Manage Risk for the large-scale Oyster card implementation project.
- Capacity Management of all service components
- Back-Up Roles, covering holiday, sickness and peak load times for the CEO and the General Manager
- Annual performance presentation to CEO covering compliance against existing Ticketing Service Contract



Directorate Traffic Operations  
 Quality / Safety Manager  
 March 2000 to Feb 2005

- Set the strategic direction of Quality / Safety assurance across the program through establishing relevant policy and governance arrangements.
- Promote the use of governance frameworks and tools that are associated with nationally recognized quality models for continuous improvement.
- Principles associated with ISO 9001 / OHSAS 18001 and ISO 9004 will be used. (Review performance on an annual/quarterly basis against industry recognized maturity models).
- Establish and maintain a regular senior management forum to promote continuous improvement and enhance the program teams' expertise with high quality competent capability in major projects quality assurance and control.
- Lead on the development of appropriate and risk-based levels of surveillance of the supply chain and its suppliers to enable quality performance to be measured and evaluated for its effectiveness to prevent project non conformances. (Periodic performance KPIs to be in place)
- In conjunction with project teams establish a clear understanding of the scope of work (quality), project contractual requirements and associated risks. Establish an Internal Project Review linked to relevant Verification Activity Plans (VAP) in order to check effectiveness. (Link to periodic project performance dashboards)
- Prompt communication and reporting of quality performance to the Director, Line Manager and Program/Project Managers/others as relevant (Periodic and at quarterly reviews)
- Production of quality / Safety metrics, trend analysis and improvement plans. (Periodic and annually)
- Delivery of program Quality / Safety related Continuous Improvement Plans linked to future efficiencies and strategy. (Annually)
- Promote continuous development of Quality Management competences in line with principles associated with Quality Institute Guidelines.
- Undertake annual reviews and competent assessments, as necessary.