

JERRY MARSHALL F.B.C.I.

PERSONAL INFORMATION

- Home Address: 126 Swanston Muir, Fairmilehead, Edinburgh, EH10 7HY
- Home Telephone: 0131 441 5140
- Work Telephone: 0131 626 0820 / 07909 873282
- Marital Status: Married to Linda
- Children: Nil
- Nationality: British
- Date of Birth: 13 March 1960
- Place of Birth: Leeds, England

SUMMARY OF QUALIFICATIONS

- Fellow of the Business Continuity Institute.
- Co-founder and former Chairman of the Scottish Continuity Group (2000 – 2003).
- Frequent Chair/Speaker at BFI, BCI, IIR and FT Conferences on Operational Risk Management and Business Continuity Planning.
- Author of Standard Life Assurance Companies Policies, Standards & Guidelines on Security, Fraud, Kidnap & Ransom and Business Continuity
- Author and designer of Standard Life's group-wide Incident Management and Co-ordination structure, standardising incident response across all areas of Standard Life Group including its international dimension.

WORK EXPERIENCE

Senior Operational Risk Manager

October 2006 –

Royal Bank of Scotland Group, Retail Enterprise Risk, Edinburgh

Primary responsibility to lead all aspect of physical risk across UK Retail, to ensure RBS and NatWest branches are the safest place for customers and staff to do business.

Maintain active intelligence on UK-wide criminal activity and, where required, design, develop and implement counter measures to defend against specific intelligence as and when received.

Define UK Retail strategic objectives to manage physical risk exposure, influencing all Retail areas involved in carrying out physical change to ensure all future changes do not impact on the secure operational ability of the bank.

Ownership of the Divisional Security Policy, ensuring it is maintained fit-for-purpose at all times taking into consideration such influences as changes in threat exposure, changes brought about through technology upgrades and staff ability to adhere to process.

Drive need for continuous improvement in all aspects of physical risk processes and procedures and measure and assess staff adherence to them.

Successes to date: Year on year reduction in attacks against RBS/Natwest networks. All changes to property undertaken through risk based approach. Implementation of a Physical Risk governance framework ensuring business buy-in in all aspects of physical risk.

Managing Consultant

March 2006 – October 2006

Royal Bank of Scotland, Group Security Management, Edinburgh

Managed changes to Security Response and Control Centre to meet Group requirement for a 'World Class, Centre of Excellence' in Alarm and Systems monitoring.

Project Managed design and build of a new fit-for-purpose, fully functional, resilient Alarm Receiving Centre to NACOSS approved standards. Managed recruitment process raising centre complement Project managed the roll-out of both physical and technical upgrades to 15 high-risk sites across the UK feeding back to the Security Centre.

Designed and implemented new centre operating model, changes to existing shift pattern and shift allowances and worked with Union to agree.

Above achieved within timescale and budget.

Head of Business Availability

July 2004 – March 2006

Royal Bank of Scotland, Retail Enterprise Risk, Edinburgh

Key responsibilities for the development, maintenance, testing and governance of Business Continuity Plans across Retail Banking, governance of Group Information Security Policy and working with Group Security Management in addressing Retail's Physical Risk exposure. Management of a team of 6 Managers responsible for the day to day management of these disciplines.

Represented Retail on Group Business Continuity Steering Group (BCSG)

Developed and implemented the Retail Major Incident Management structure, successfully invoked on a number of occasions in response to a number of events which have impacted on the business, including the London Bombings of July 2005.

Developed and implemented enhanced branch security procedures which have led to a year on year reduction in cash losses from criminal attack and a reduction in the number of attacks against Retail premises.

Worked on the G8 Group Project Team and represented Retail Banking on the Groups Threat Management Team responsible for monitoring risks to the bank during the G8 summit.

Business Continuity Manager

April 2003 – July 2004

Royal Bank of Scotland, Retail Investment Services, Edinburgh

My responsibilities were to bring RIS Business Continuity Plans in line with Group requirements following a negative review by FSA. Plans were brought up to standard, acceptable to FSA and Group, within 6 months of my appointment. In addition I developed an incident management structure, in line with Group requirements, which met the unique needs of a diverse organisation with Joint Venture partners. The model I developed I subsequently implemented across Retail.

During my time with RIS I also took on responsibility for the reporting/monitoring of IT Service Delivery, Information and Physical Security and Health & Safety.

Group Continuity Services Senior Relationship Manager

February 1994 – April 2003

Standard Life Assurance Company, Edinburgh

Between times stated I was involved in a number of roles within the Risk Management environment. Although the roles have been exclusively confined to Physical Risk Management, Business Continuity and Incident Management I have been exposed to other areas of Risk Management.

My roles during this time involved the development of Business Continuity across the Standard Life Group. This has involved developing, maintaining and testing plans within the United Kingdom, Germany and Ireland.

Introduced range of initiatives including the development of a group-wide incident management structure, the provision of centralised workarea recovery and the general raising of awareness to business continuity through a quarterly newsletter.

Provided full co-ordinating support to Standard Life Investments in responding to two major incidents (one major power outage involving an explosion within the sites electricity sub-station, the other a major loss of

IT systems repeating over a period of 5 days). My actions in supporting initial response and long-term recovery were recognised by the CEO of SLI now CEO of the Standard Life Group as being a key factor in their ability to continue operations with minimal impact on customer service.

Deputy Team Leader

1992 – 1994

Standard Life Assurance Company
Edinburgh

Provided administrative support within a Pensions Customer Service department.

Area Sales Manager

1991 – 1992

Combined Insurance Company of America (now Windsor Life)

Provided sales advice to clients on Life and Pension products. After three months I was promoted to Area Manager responsible for developing my own sales team.

Investigator

1989 – 1991

Marshall Investigations, Edinburgh

Shortly after leaving the police in June 1989 I formed my own Investigation Agency. The work focused primarily on precognition work sub-contracted through other agencies and law firms. During this time I also studied Journalism at Napier University and worked briefly within the Radio Forth Newsroom.

Police Officer

1978 – 1989

Lothian and Borders Police, Fettes Avenue, Edinburgh

During my time with Lothian and Borders Police I was exposed to a wide variety of police roles. Whilst in uniform roles I attended a number of serious incidents impacting both on local communities and businesses.

Towards the end of my service I was involved in responding to the Lockerbie Air Disaster. My initial responsibilities were to provide site containment and thereafter I undertook a recovery role.

Recipient of three commendations whilst on duty.

Recipient of a Chief Constables commendation and a civic award from the people of Ipswich for bravery and tenacity.

INTERESTS AND ACTIVITIES

I am a keen golfer. I will walk and use this hobby as a means for raising monies for charities. I am a Trustee of the Children's charity CCLASP.