

CHRISTOPHER I. V. FARMER

STRATEGIC OPERATOR | LEGAL, RISK & TECHNOLOGY TRANSFORMATION

1205 Geneva, Switzerland | +33 6 82 91 37 80 | civfarmer@gmail.com

linkedin.com/in/civfarmer | civfarmer.github.io/CV/

Swiss B permit - no sponsorship required | English (native) | French (B1+, approaching B2)

PROFILE

Strategic operator and legally trained consultant who takes ownership of ambiguous, high-stakes problems spanning law, enterprise risk, finance, people, operations and technology. Nearly a decade leading an eight-site organisation, ultimately with full executive authority. Applies an enterprise-wide perspective to identify decisive constraints, align executives and specialists, and convert analysis into decisions, control architecture, working systems and measurable delivery. Advanced practical fluency in agentic AI and deterministic decision systems, with particular strength in legal operations, business continuity, organisational resilience and cross-functional transformation.

CORE STRENGTHS Enterprise transformation & complex problem-solving | Executive advisory | Legal operations & regulatory change | Enterprise risk, internal controls & resilience | Operating-model design | AI governance & agentic systems

SELECTED WORK & RESEARCH Case studies, papers, working demonstrations and interactive models: civfarmer.github.io/CV/

PROFESSIONAL EXPERIENCE

INDEPENDENT CONSULTANT - LEGAL, RISK, OPERATIONS & SYSTEMS

2022 - PRESENT

Selected portfolio: Keystone Analytics and UK owner-managed businesses | Project-based | Geneva / Remote

- **Resolve problems that cross organisational boundaries.** Advise founders and directors where legal or regulatory exposure, commercial objectives, financial constraints, people, process and technology must be reconciled into one implementable answer.
- **Provide ongoing consultancy to Keystone Analytics.** Act as legal, financial and commercial counterpart to a developer-led business: define metrics and risk logic for algorithmic products, translate law into application design and operating controls, and advise on funding and cross-border activity in the US and Philippines. Contributed original concepts, system logic and reusable IP, including DipRadar.
- **Guide recovery and social-impact delivery.** Designed a split operating model that materially reduced capital burn, and help shape emergency-directory and ambulance-dispatch systems for Philippine island communities.
- **Advise across a broader SME portfolio.** Have supported businesses in construction, landscaping, consumer apparel and cleaning services on contracts, commercial decisions, process and control design, and digital systems. Engagements include Morris Anderson Construction, which delivers multi-million-pound building projects.

DIRECTOR & HEAD OF LEGAL AND COMPLIANCE | ACTING MANAGING DIRECTOR

JAN 2018 - AUG 2024

Red Spark Learning C.I.C. | Business-development support, Jan 2015-Jan 2018 | Eight-site delivery network

- **Held full executive authority.** Personally controlled recruitment, dismissal, performance management, spending, procurement, supplier selection and contract execution; operated without a reporting line as sole Acting Managing Director in the final year.
- **Grew and coordinated a complex delivery network.** Helped build the largest independent adult-learning provider across its three-county footprint outside colleges and universities, coordinating staff, tutors, contractors and volunteers across eight sites.
- **Designed governance that worked in practice.** Converted government, statutory and funder obligations into approval gates, risk registers, escalation routes, evidence logs and accountable workflows, sustaining an unblemished audit and inspection record.
- **Reconciled competing stakeholder requirements.** Designed delivery processes that simultaneously satisfied legal duties, public-funder contracts, operational realities and the needs of hard-to-reach learners without paralysing frontline work.
- **Delivered organisation-wide transformation under crisis conditions.** Moved educational and administrative services from paper to cloud in under three months during COVID, preserved continuity across all sites and permanently reduced operating costs by approximately 30%.
- **Owned the legal, commercial and people-risk backbone.** Negotiated supplier, partner and funding agreements; led GDPR, safeguarding and policy architecture; and handled disputes, grievances, capability processes and restructuring with defensible records.
- **Secured and protected institutional funding.** Won a £200,000 ESF and National Lottery partnership, contributed to more than £500,000 in successful public and lottery bids, and governed restricted funding against demanding evidence and reporting conditions.

BOARD & GOVERNANCE EXPERIENCE

TRUSTEE / NON-EXECUTIVE BOARD MEMBER

OCT 2022 - JUL 2024

HVOSS | Herefordshire Voluntary Organisations Support Service

- **Provided independent challenge and assurance.** Oversaw governance, financial resilience, restricted-fund stewardship and organisational risk within a charitable company whose annual income approached £1m.
- **Applied evidence-led judgement under pressure.** Supported the board through consecutive deficit years, prioritising liquidity, defensible decisions and continuity of services while challenging assumptions on cost allocation and sustainability.
- **Resolved sensitive employment exposure.** Steered a complex dispute to early, documented resolution, helping avert more than £70,000 in potential tribunal exposure.

SELECTED SYSTEMS & IMPLEMENTATION WORK

Working demonstrations and supporting papers are available through the portfolio link above. Except where stated otherwise, these are tested proof-of-concept systems using synthetic or frozen historical data rather than deployments for live regulated clients.

FRIS - FORENSIC & REGULATORY INTELLIGENCE SUITE Engineered approximately 20,000 lines of dependency-free JavaScript across 23 deterministic modules for sanctions/KYC, ownership graphs, transaction monitoring, crypto peel chains, asset tracing, insolvency waterfalls and regulatory comparison. Uses exact BigInt money, seeded reproducibility and reason-carrying alerts; runs fully offline.

MERIDIAN - REGULATORY-IMPACT MARKET TRACKER Built a Python/SQLite platform covering 1,316 issuers and 1,874 instruments. Every value carries its source, timestamps, content hash, parser version and evidence class; the 6,657-page snapshot discloses rather than imputes gaps.

SENTINEL & FRONTIER - LEGAL-RISK DECISION SUPPORT Built offline assessors for AI governance and export controls, and for EU, Swiss and UK cross-border data transfers and TIAs. Outputs are dated, evidence-tagged and exportable for review; neither system purports to replace legal advice.

VANTAGE, HELM & MORRIS ANDERSON Built a forecasting engine that selects methods through walk-forward backtesting and exposes error and uncertainty; and a dependency, capacity and critical-path scheduler that replans from blockers. Applied the scheduling engine within Morris Anderson's operational client/admin portals and cost estimator.

PROPRIETARY FINANCIAL ANALYSIS & RISK PLATFORM Built and operated with real capital since 2021, combining company fundamentals, policy and macro events, technical signals, position sizing and auditable decision records. Returns have averaged approximately 24% per year since 2021; transaction history is available for verification.

RESEARCH & EDUCATION

LEGAL ENGINEERING & INSTITUTIONAL DESIGN A connected programme of papers, preprints and interactive tools applies determinism, provenance and honest uncertainty to economic warfare, AI governance, compliance systems and defensible decision-making.

INTERNATIONAL SECURITY & TECHNICAL GOVERNANCE Research spans economic and cyber warfare, treaty limits, autonomous-systems procurement and a five-paper feasibility series on very large orbital infrastructure, supported by interactive 3D models. Invited to commence doctoral research from January 2027, subject to funding and professional commitments.

MASTER OF LAWS (LL.M.), LEGAL PRACTICE | UNIVERSITY OF WORCESTER

2022 - 2024

International law and finance | Dissertation: Economic Warfare - awarded 100%

BACHELOR OF ARTS (HONS), POLITICS, PHILOSOPHY & ECONOMICS | GOLDSMITHS

2016 - 2020

Economics major | Upper Second-Class Honours (2:1)

PROFESSIONAL STANDING Member, International Law Association. More than five years of confirmed SRA qualifying work experience; formal submission pending. SQE planned.

CAPABILITIES & TOOLS

LEGAL, RISK & GOVERNANCE UK/EU/Swiss regulatory analysis; AI governance, data transfers, sanctions/export controls and FINMA/DORA developments; legal operations; contracts and contract lifecycle management; GDPR/FADP; enterprise risk and internal controls; investigations/disputes; procurement; board/audit reporting; LexisNexis, Westlaw, DocuSign CLM and iManage/NetDocuments.

COMMERCIAL & PEOPLE Funding strategy; bid and investor materials; supplier negotiation; recruitment and dismissal; performance, capability and grievance processes; restructuring and sensitive stakeholder management.

TRANSFORMATION & DELIVERY Enterprise transformation; operating-model design; business continuity and organisational resilience; crisis intervention; project and change management; cross-functional programme leadership; requirements translation; business-process redesign; implementation and adoption.

ANALYSIS & COMMUNICATION Doctrinal legal research; horizon scanning; scenario and dependency analysis; board papers; policies; white papers; executive briefings; technical requirements and explanations for mixed specialist audiences.

AI, SYSTEMS & DATA Agentic workflow architecture; retrieval and decision logic; tool constraints; source provenance; evaluation, audit trails and human review; legal and compliance decision support; working Python, SQL and REST/JSON; advanced Excel, Power BI, Jira and Confluence.