



ANDY PROUDFOOT

Career Summary

Andy Proudfoot is a highly experienced business manager and public sector management consultant who has held senior positions in a number of consulting firms. After training as an accountant in local government, he entered consultancy with KPMG in 1987, progressing to Group Manager of their south-east public sector consulting practice. In 1992 he joined Capita Management Consultancy as Managing Director, leaving in 1994 to join BDO Stoy Hayward as a Director in their public sector consulting group. In 1996 he and a colleague conducted a management buy-out of the public sector business which was renamed **vantagepoint** in 1999. The business was sold to a FTSE-listed public company in July 2000, Andy remaining with the company as Managing Director. Andy resigned from the company in 2003, and then spent 18 months during 2004-2005 as Chief Executive of Axena UK Ltd, a business governance solutions company providing software and consultancy in the areas of risk management, internal control and performance management. In January 2005 he joined Cornwell Management Consultants plc as Director in charge of their Central Government consulting business. He left Cornwell in August 2007 following their acquisition by Serco Consulting, and joined Pcubed, a specialist programme and project management consultancy, as their Public Sector Business Development Manager in December 2007.

Key Competencies

- Business Strategy
- Business Management
- People Management
- Leadership
- Customer Management and Development
- Business Development and Sales
- Presentation Skills

Consulting Specialisms

- Management and Control
- Financial Management
- Strategy
- Procurement
- Business/Service Improvement
- Organisation Reviews
- Efficiency Studies
- Programme Management
- Business Planning

Qualifications

BA (Economic Studies), University of Newcastle-upon-Tyne, 1976
Member of The Chartered Institute of Public Finance and Accountancy, 1980
Member of the Institute of Business Consultants (Certified Management Consultant)

Employment History

December 2007 – Present: Public Sector Business Development Manager, Pcubed
January 2005 – August 2007: Director, Cornwell Management Consultants plc
July 2004 – December 2004: Independent Consultant
April 2003 – June 2004: CEO, Axena UK Ltd
September 1996 – February 2003: Managing Director, BDO PSCS Ltd/**vantagepoint**
March 1994 – August 1996: Director, BDO Stoy Hayward Consulting
October 1993 – February 1994: Independent Consultant
April 1992 – September 1993: Managing Director, Capita Management Consultants
September 1987 – March 1992: KPMG Consulting: latterly Associate Partner
September 1984 – August 1987: Islington LBC, latterly Asst Director of Finance
September 1976 – August 1984: Wandsworth LBC, latterly Group Accountant

Detailed Experience

2007 – Present: Pcubed: Public Sector Business Development Manager

PCUBED

Pcubed are a specialist programme and project management consultancy, with a strong presence in the public sector, which accounts for c.40% of their EMEA turnover. Andy was brought on board to help broaden the focus of their government work through understanding the needs of the public sector customer base and developing/adapting Pcubed's service offerings to meet those needs. He has been responsible for increasing brand awareness of the capabilities and track record of Pcubed through sponsorship of a marketing campaign, developing new service offerings, and building and managing new client accounts in public sector organisations.

His clients include:

- The Home Office
- Ministry of Justice
- Personal Accounts Delivery Authority (DWP)
- N Wales NHS
- Milton Keynes NHS
- UK Borders Agency

2005 – 2007: Cornwell Management Consultants
plc: Director, Central Government Consulting



Andy joined Cornwell in January 2005 to take over responsibility for Cornwell's operations in central government. This sector was by far the largest component of Cornwell's business income, accounting for approximately £9m of the company's c.£19m turnover. Cornwell were an independent management consultancy, registered on AIM, specialising in helping clients harness the benefits of IS/IT for business advantage. Andy had overall responsibility for setting the direction of this part of Cornwell's business. Andy's responsibilities included:

- Business strategy within the company's overarching strategy
- Marketing strategy and delivery
- Account management development and execution
- Business development
- Large bid development
- Sales target allocation
- Personal sales/utilisation achievement
- Management and development of c.30 staff

Key clients include:

- Identity & Passport Service, DeFRA, DfT, Cabinet Office, Home Office
- National Lottery Commission
- Serious Fraud Office, SOCA

2003 - 2004: Axena UK: Chief Executive

Andy was Chief Executive of Axena UK, a business governance solutions provider providing software and consultancy in the areas of risk management, internal control and performance management. Axena were headquartered in the USA, and Andy was appointed in 2003 to develop their operations in the UK and the rest of Europe in an investor/manager capacity. On leaving to return to 'mainstream' consulting in 2004, Andy remained a Director and shareholder in the company, until its sale in 2006. Andy's responsibilities included:

- Business strategy
- Business management
- Financial control and budgeting
- Marketing strategy
- Business development
- Sales management
- Consulting

Key clients included:

- London Borough of Harrow
- Emergency Planning College
- Visteon (USA)
- BDO Stoy Hayward

1996– 2003: BDO Stoy Hayward PSCS / vantagepoint:
Director/Managing Director



BDO Stoy Hayward Public Sector Consulting Services was formed via a management buy-out from the major accounting and business services firm. Andy and a fellow Director conducted the buy-out and established the wholly independent company which traded under the BDO name under licence. Initially Andy and his partner acted as joint Managing Directors, allocating responsibility for specified management duties and business development activity between them. Andy mainly focused on local and central government clients. In July 1999 Andy's partner was seconded full-time to a major development project and Andy assumed full responsibility for the day-to-day running of the company. In the same month the company rebranded as **vantagepoint**. In July 2000 the company was sold to High-Point Rendel plc, a fully-quoted company on the London Stock Exchange, and Andy was confirmed as Managing Director. Andy resigned in early 2003.

Andy's responsibilities included:

- Business strategy
- Business management
- Financial control and budgeting
- Staff management, recruitment and retention
- Marketing strategy
- Business development
- Leading major bids
- Quality control of proposals and reports
- Project direction/management
- Account management

Key achievements include:

- Establishing the new company from scratch
- Overseeing the growth of the business from £1m turnover to £2.2m, 11 staff to 23
- Maintaining profitability, peaking at £400k
- Successful rebranding exercise, building new brand recognition
- Excellent customer satisfaction levels
- Low staff turnover prior to sale
- Successful sale of business for £1.9m

Key clients obtained included:

- Central govt. departments including the FCO, DTLR, DoH, DSS, Home Office, Inland Revenue, DTI
- Government agencies and NDPBs including the Benefits Agency, the Employment Service, The Millennium Commission
- London local authorities including Westminster, Hammersmith & Fulham, Newham, Lambeth, Hackney, Hounslow, Kensington & Chelsea, Camden
- Other local authorities including Bracknell Forest, Canterbury and Medway



1994-96: BDO Stoy Hayward: Director

Andy joined BDO as a Director in their public sector consulting unit. Initially his remit was to build a local government consulting practice, but central government responsibility was added soon afterwards while the head of the unit focused on urban regeneration. Andy built a team of consultants and established BDO in these markets, winning framework contracts with the FCO and the DSS and building a track record in local government. Between them Andy and his colleague built a business with a turnover of £1m within two years, virtually from scratch. In the summer of 1996 they conducted a 'friendly' management buy-out of the public sector consulting business.

Andy's responsibilities during this period included:

- Financial control and budgeting
- Staff management, recruitment and retention
- Marketing strategy
- Business development
- Leading bids, writing proposals
- Quality control of proposals and reports
- Project direction/management and control
- Project delivery
- Account management

Key achievements included:

- Establishing BDO in the local and central government markets
- Helping to build a business with turnover of £1m virtually from scratch
- Excellent customer satisfaction levels
- Recruiting quality staff to start-up business
- Conducting successful MBO with colleague

1992-94: Capita Management Consultancy: Managing Director



Andy was 'head-hunted' to take up the post of Managing Director of Capita's management consulting business. This was a turnaround situation as the business was performing well below expectation. Andy's task was to review the current operation, in terms of business strategy and quality of staff, and devise and implement a recovery plan. This involved the introduction of a redundancy programme, and the recruitment of new Directors to head up central government and health consulting. Andy focused the business on its traditional strengths, and won a major market testing contract with the Scottish Office to commence the company's recovery. The company was restored to profitability before Andy left the company by mutual consent following a disagreement over strategy with the Group Board.

Key achievements included:

- Company turnaround from loss-making to profit-making
- Opened major new market for company i.e. market testing advice
- Handled redundancy programme sensitively

- Restored staff morale

1987-92: KPMG Consulting: Associate Partner



Andy joined the then Peat Marwick Mitchell as a Senior Consultant in the local government team of the public sector group. He was promoted every year through Managing Consultant, Senior Managing Consultant and Associate, one grade below partner. Initially focusing on the delivery of consulting projects, he gradually took on responsibility for winning and managing engagements and developing the local government business, with occasional contributions to projects in the central government and health sectors. His managerial competencies were recognised when, for the last year of his time at KPMG, he was appointed public sector Group Manager. Andy reported to the responsible partner on the financial performance of the group, and was responsible for producing and co-ordination of business plans for the Group. During this time he gained valuable experience of the economics of running a consulting practice and of managing a P&L account. Andy left KPMG when he was 'head-hunted' by Capita.

Key achievements in this period included:

- Delivering high-quality consulting advice
- Winning significant amounts of consulting business in local government
- Fast track progress through the KPMG structure
- Financial responsibility for significant practice

Andy's responsibilities during this period included:

- Business strategy
- Business management
- Financial control and budgeting
- Staff management, recruitment and retention
- Marketing strategy
- Account management and Business development
- Leading major bids
- Quality control of proposals and reports
- Project direction/management/delivery

1984-87: London Borough of Islington: Assistant Director of Finance

Andy was appointed Chief Accountant with the London Borough of Islington in 1984, and was promoted to Assistant Director of Finance (Accountancy) shortly afterwards. In this post he was responsible for the overall control of a gross revenue budget in excess of £300m, including the accounting and budgetary control systems necessary to achieve this. The financial constraints imposed by the rate-capping legislation presented large problems for the authority and Andy was closely involved in the identification of means by which resources could be balanced with spending plans. Andy managed a division of over 100 staff, and carried out organisation reviews of the areas under his control. In particular, the provision of financial support to the Social Services department was re-organised and brought within his control with an improved emphasis on the provision of budgetary control information to line managers. Andy also gained valuable experience of working with politicians, establishing a close relationship with Leader Margaret Hodge, and servicing several Council committees and Working Parties, including the Joint Staff Committee dealing with industrial relations.

1976-84: London Borough of Wandsworth

On graduating from university in 1976 with a degree in Economics, Andy took up a post of trainee accountant with the London Borough of Wandsworth. After an initial period spent in the exchequer functions, he gained two years' experience in audit work, undertaking systems audits and value for money studies in the housing and direct labour areas. Shortly after qualifying as a member of the Chartered Institute of Public Finance and Accountancy in January 1980, he obtained a post of group accountant looking after the maintenance of the council's accounting systems. He also undertook a number of ad-hoc projects, such as a complete review of the council's insurance.