 Andy Foster

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**Summary**

A lateral thinker with proven business analysis, negotiation and excellent networking skills. I am an energetic, achievement orientated leader bringing my natural ‘restless curiosity’ and breadth of experience to problem solving both as an individual and as a keystone of high performing teams. I’m most comfortable as an ‘*agent of change’*.

I communicate clearly and concisely with impact, self-confidence and tenacity – developing deep longstanding relationships across a broad spectrum of clients and professionals.

A dynamic, focused finance and business professional I bring a wealth of experience of supporting mid/large businesses to survive and thrive.

**Experience**

I enjoy the challenge involved in change. Since the mid-nineties I’ve been involved in transforming, reinvigorating and building new businesses whilst influencing both internally and externally at board level.

Involved principally in the UK large/mid corporate sector, I have gained experience across a broad range of areas having established and led business development, customer relationship and risk management teams.

Recent leadership roles have called for me to effect change across Lloyds Banking Group’s (LBG) relationship management, structured finance and turnaround / restructuring teams, whilst transforming our processes and improving financial / operational performance.

During a broad career in corporate banking I have developed an expertise in recognising and backing high potential often entrepreneurial or knowledge based clients, balancing the needs of our customers with the risk appetite and views of external stakeholders.

**Involving**

* **Leading a team of more than twenty turnaround bankers across the North and Scotland since 2009, during unprecedented economic instability**. I helped build a more forward facing culture, speedily addressing short term issues on behalf of our customers with a view to their long-term prospects, treating customers fairly and wherever possible protecting viable businesses. Responsible at times for around 50% of such Lloyd’s UK mid-market lending. I helped clients to develop recovery plans wherever possible and, backing sound, committed management teams, saved many thousands of jobs whilst playing a modest part in helping the Bank itself to fully repay our liability to taxpayers.
* **Building and repositioning the Group’s underperforming Leveraged Management Buy-Out business in the North**. I developed a balanced, growth led strategy focusing on high quality opportunities whilst achieving class leading returns. I achieved this by understanding the commercial dynamics of clients, accurately assessing management capability and devising appropriate competitive, equitable funding structures which proved robust – including the subsequent unprecedented challenges of 2007-11.
* **The launch of a unique strategic consultancy on behalf of the Bank for its mid- market & SME customer base.** Effectively acting as a sounding board and mentor, typically to owner managers across a variety of sectors and scenarios, I built the UK’s largest such portfolio. Spending at least one day per month with each client and providing objective challenge and support – I gained a unique first-hand insight into the challenges and opportunities facing business owners and management teams. Regarded as a trusted advisor I was able to objectively communicate and translate the occasionally conflicting perspectives of client and Bank to mutual advantage.

**Principal Courses**

Executive Development Programme - Manchester Business School

Six weeks of external strategic training throughout 1999

Understanding Private Equity – Fulcrum partners

The Vital Business update – Cranfield Business School micro MBA

Leadership Transition Programme – Lloyds Banking Group Executive development

Institute for Turnaround, Academy – eighteen-month modular programme

**Institute for Turnaround** – Accredited Member since 2011.

**British Mensa** – Member since 1984

**Career**

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| **Date** | **Role** | **Objectives - and what we accomplished** |
| **July 2017 -** | Subject Matter Expert – Banking Independent Third Party | *Appointed in support of a senior independent reviewer in their assessment of a large UK bank's remediation programme. Role focuses on providing business banking and restructuring expertise to help inform Customer outcomes.*  |
| **2013 – June 2017** | Area Director, Business Support, Scotland & North of England | *Chosen to drive integration of Lloyds and Bank of Scotland teams, right-sizing and delivering strategic solutions in response to changing economic, stakeholder and environmental drivers.** Merged legacy HBoS and Lloyds teams, introducing consistent direction, competencies and team-ship across remote locations
* High level internal and external stakeholder interaction
* Some client and community insecurity called for emotional intelligence, strong leadership and communication in effecting best practice across my four remote teams.
* Ultimately responsible for every LBG mid corporate client in turnaround from Sheffield to the Shetlands – aided by my energy, effective self-organisation and clarity of purpose
* Cultivated an experienced, highly proficient and empowered group, with enhanced, transferable skill-sets
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| **2009 - 2013**  | Area Director, Business Support, Leeds | *At the height of the financial crisis appointed to lead the Yorkshire team, personally responsible for our largest most complex troubled corporate clients** Re-positioned our legacy business, focusing on our customers’ commercial prospects and cash driven dynamics
* Seeking out forward looking diligence rather than traditional Independent Bank Reviews
* Led 20+ specialists, encouraging a renewed focus on learning
* Significant deals included public to private of Dyson Plc and helping to restructure UK Coal, both incorporating PPF solutions
* Developed and drove national LBG strategy in CRM, change management and commercial business appraisal
* Regional Turnaround Banker of the year in 2010
* Led the design and nationwide implementation of a consistent, transparent and ‘felt fair’ client pricing structure, in addition to a unique, risk based but affordability driven ‘support fee’ for our most distressed cases – enabling us to continue funding through the cycle
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| **2001 - 2008** | Head of Acquisition Finance, Leeds | *Recruited to turnaround and grow our failing leveraged debt business in Leeds** Structured debt solutions enabling several dozen successful MBO’s across Yorkshire, often alongside private equity
* Specialised in leisure, technology and people businesses
* £½ billion lent, negligible losses through the cycle
* Voted regional corporate bank of year by our peers
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| **1999 - 2001** | Senior Relationship Director - Business Strategy, Leeds  | *Headed the regional team whilst providing strategic advice across a broad portfolio of my own clients in return for a contracted daily fee.** Introduced a culture of learning and self-development across a newly formed team - devised and authored a library of generic presentations focussing on external and internal issues facing mid-sized businesses typically turning over £15-50m
* Delivered various strategic initiatives to SME’s and mid-corporates including; change management, business development for several diverse professional service firms, cash management and recognising the impact of the digital revolution
* Grew this into LBG’s largest such portfolio, embedding deep relationships and regarded as a trusted advisor / sounding board
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| **1982 - 1999** | Various Roles within Lloyds’ corporate and retail bank | Experience gained in the Midlands and the City through LBG’s branch network leading to managerial roles in our Global / PLC business and with traditional SME’s on my return to Birmingham. I became and remain passionate about delivery of training and development. |

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