Dan Sandford

Operations, security and place consultant

DS Consulting Services
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Profile

Thirty years in operations, 25 of them in security, facilities and place management, on every side of the table: buying services as a client, delivering them as a contractor, and working between organisations through acquisitions and restructures.

From running a stores team to board-level restructuring of a regional security business, then leading place management for a central London Business Improvement District. Today I combine that operational record with open data and disciplined use of AI, through FitzrovAI and Member Business.

Environments

A royal residence and high-profile private estates · A Premier League football club · A global media group's London headquarters · Central government and public-sector estates · Banking, financial services and landmark London buildings · A central London Business Improvement District

Experience

2026 – present

Founder · Place Intelligence & Systems Architect

FitzrovAI (OxCAM Arc Limited)

- Builds open data, analysis and AI tools with guardrails for the people who run places.
- Built the UK Business Crime Map and its AI assistant, Member B.

2024 – present

Founder · independent research and publishing

Member Business

- Long-form research on place governance, public safety and business crime.
- Publisher of the UK Business Crime Map, open data under CC BY 4.0.

2012 – present

Consultant

DS Consulting Services

- Consulting and project work, mainly in security and facilities management.
- Facilities management and security review for a Premier League football club.
- Multi-million-pound contract reviews, guidance on growth through acquisition, and building integrity tests at some of London's most prestigious venues.

2021 – 2024

Founder and Director

InteraXial Limited

- Founded and ran a logistics business serving people, workplaces and places.

2019 – 2021

Head of Place Management

The Fitzrovia Partnership (Business Improvement District)

- Represented 250+ office, retail and hospitality businesses alongside the GLA, London Borough of Camden, Metropolitan Police, British Transport Police and TfL.
- Chair, South Camden Community Security Zone Group, and the inaugural Fitzrovia Sustainability Forum; Strategic Operational Lead, Fitzrovia Business Against Crime.
- Board Member, Camden Place Board; Fitzrovia's representative on the Cross River Partnership Partner Board.
- Author of Reactivate, Recover, Revive, guidance for doing business during COVID-19.
- Contributor to Future of London's report People, Place and Community: belonging in unprecedented times (March 2021).

2015 – 2019

Entrepreneur: online e-commerce and private hire

Independent ventures

- Ran an online e-commerce business reselling designer clothing, a trade first started in 1995.
- Operated a licensed private hire service.
- Continued consulting and project work through DS Consulting Services, and retrained in intelligence analysis, intelligence operations and close protection.

2014 – 2015

Security Manager, mobilisation

Axis Security, at Omnicom's London headquarters

- Mobilised the security contract for Bankside 2&3, a 370,000 sq ft office campus on the South Bank.
- New systems and a newly recruited team at stable state within ten days; then a phased build-up with occupancy.

2012 – 2014

Director and Principal Consultant

DanSan Associates Limited

- Independent consultancy for buyers and suppliers of security services.
- Projects included the retender of a £3m security contract for a leading London property owner.

2012 – 2013

Associate Director

TC Facilities Management

- Headhunted to lead the business's entry into the security market.
- Secured SIA Approved Contractor status and led due diligence through the acquisition of an established security company in 2013.

2007 – 2012

Operations Manager, then Regional General Manager

First Security (Guards) Limited, part of Interserve

- As Operations Manager, ran a portfolio of around £4.5m a year: 30 or more contracts and 150+ security officers across the City, West End and Docklands, with a record of no contract losses through poor service.
- Built the original Ambassador and place-management service for the Fitzrovia Partnership from a blank-canvas brief, and represented Interserve's commercial and civil government divisions on public-sector contracts.
- Promoted to Regional General Manager in 2011: took on about £28m of a £56m security business during its restructure, with seven operations managers and the business development team reporting to me.
- Led the right-sizing at board level, exiting single-digit-margin contracts, to a leaner and more profitable £22m business; part of the leadership that returned it to profit after a reported loss of about £4m in 2010, with all business functions reporting to me for nine months of the change.

2006 – 2007

Operations Manager, South Region

Pegasus Security / ISS Facility Services

- £3.75m portfolio, 96 staff, 18 sites, from the south coast to south Wales; integrated the region into ISS after acquisition.
- Security for a royal residence, working alongside police protection teams, and for high-profile private estates, as well as corporate, public-sector and academic clients.

2002 – 2006

Security Officer to Site Manager

Initial Security and First Security, at Sony UK, Basingstoke

- Promoted to Site Manager in 2003, responsible for manned guarding and electronic security across the Sony UK estate.

1995 – 2002

Distribution, warehousing and sales

Early career

- Stores Manager at an engineering distributor; Team Organiser at a Sony and Warner Bros distribution joint venture; furniture sales.

Qualifications

- Level 4 Diploma in Intelligence Operations (2018)
- Level 3 Diploma in Intelligence Analysis (2018)
- Level 3 Certificate in Close Protection (2018); SIA licence held 2019
- Level 2 Cyber Security (2018)
- Counter Terrorism Awareness, Security Industry (2012)
- CMI Diploma in Management and Leadership: completed to final stage, not certificated (funding withdrawn)
- NVQ L3 Advanced Award, Training and Presentation (2006)
- NVQ Level 3 Distribution Operations (2000)
- Private Hire and Hackney Carriage licensing (2016); First Aid at Work; Physical Intervention; Conflict Management

Publications and contributions

- UK Business Crime Map (2026)
- Member Business (2024 to present)
- Future of London, People, Place and Community: contributor
- Reactivate, Recover, Revive (2020–21)

Memberships

- Institute of Place Management (2020)
- The BID Foundation (2020)
- Chartered Management Institute (associate)
- City of London Crime Prevention Association

References available on request.