

**Personal Details**

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**Résumé**

From 1987 to early 1999 he was a senior consultant and then manager with Deloitte Consulting practice in London and, since then, has established himself as an independent management consultant.

He developed a broad capability during his twelve-year period at Deloitte, including business process design and project management, specialising for the most recent five years in change management. His work was predominantly in the public sector and often in situations that had significant technical complexity and/or political sensitivity.

He is also qualified as a civil and commercial mediator and as a workplace mediator specialising in the resolution of project disputes.

His areas of particular skill and experience are:

- Organisational change
- Project dispute mediation
- Project definition and start-up
- Benefits management

**Key Achievements**

He provided the change management input to a number of major projects for Deloitte and has also led three successful transformational change programmes, one of which involved over a hundred independent organisations:	
Assignment	Outcome
<a href="#">Dover Harbour Board landside operations</a>	Savings of more than £1m per year with improved availability of resources where they are required in the operation.
<a href="#">Columbia Shipmanagement Administration and Reporting</a>	Removal of a ceiling to growth by allowing automated reporting to individual client requirements. Streamlined processes for improved quality and customer service.
<a href="#">Dover Import Freight System</a>	25% reduction in import freight vehicle dwell time (main objective) and improved communication of vehicle status.
He also has substantial experience of setting up major programmes of work.	
Assignment	Outcome
<a href="#">Personal Lines Insurance Broker</a>	Pricing changes, successfully introduced, that exceeded projected financial yield and an approved, detailed project plan to complete the implementation.
<a href="#">TSol Litigation Change Programme</a>	An agreed organisation-wide strategy map. A management information strategy for Litigation Group and an approved business case for the Change Programme, including a case management system.
<a href="#">UK Passport Service MI</a>	Articulating the overall goals to bring fragmented management information developments together, identifying the gaps and setting up the programme structure to deliver them.

**Career Summary**

1999 – Present Independent Management Consultant  
1987 - 1999 Deloitte Consulting: Senior Consultant and Manager  
1975 - 1987 Dover Harbour Board: Management Services Officer, Head of Planning Services, Special Projects Advisor

**Education and Qualifications**

1971 – 1974	BA (Hons): Mathematics (2i) – University of Warwick
1974 – 1975	MASt Mathematics – University of Cambridge
1983 – 1986	MSc Statistics - University of Kent at Canterbury (part-time)
1997 - 1998	International Program in a Gestalt Approach to Organization and System Development - Gestalt Institute of Cleveland
1999	Chartered Management Accountant (ACMA)
2007 & 2013	Accredited as a Civil and Commercial Mediator by ADR Group Ltd.
2007 & 2012	Qualified as a PRINCE2 Practitioner
2007 & 2013	Qualified as a Managing Successful Programmes (MSP) Practitioner
2013	Accredited as a Workplace Mediator by ADR Group Ltd.

**Career History with Selected Assignments**

Independent Consultant February 1999 to date

## Assignments:

<b>Organisation</b>	Personal Lines Insurance Broker	<b>Assignment</b>	Policy Pricing Project – Implementation
<b>Role</b>	Project Manager	<b>Date</b>	January - August 2012

He returned to the insurance broker to implement the pricing proposals developed over the summer along with several other changes to the company's fee structure. He set up the project, governance structure and reporting arrangements then developed and negotiated sign-off for the detailed project plans and products. These had to address:

- Customer communication, support and contractual obligations
- Staff communication, training and buy-in
- Current IT capability and expected developments
- FSA regulatory requirements
- Commercial and customer experience impact of pricing changes on the complete product life-cycle

With the first pricing changes smoothly and successfully delivered to live operation, and substantial income benefits confirmed, he handed the project over to an internal project manager with a comprehensive, updated plan for the remaining implementation.

<b>Organisation</b>	Personal Lines Insurance Broker	<b>Assignment</b>	Policy Pricing Project – Project Initiation Document
<b>Role</b>	Project Manager	<b>Date</b>	July 2011 - September 2011

He was tasked with producing a project initiation document for a radical change to the pricing structure of the company's motor business, reporting to the Finance Director. In order to find an optimal solution, produce a plan and a business case, he:

- developed a model of premium, commission, fee income and IPT at new business and renewal - also showing the impact on mid-term adjustments and cancellations
- identified the capabilities and limitations of the broking IT system
- worked with the company's main underwriter to identify options that would work both for the insurer and with agreements already in place with reinsurers

He then developed a plan, risk register, budget and the other PID components for the optimal solution. These were approved by the company's Executive Committee.

<b>Organisation</b>	Treasury Solicitor's Department (TSol)	<b>Assignment</b>	Litigation Change Programme
<b>Role</b>	Business Change Manager	<b>Date</b>	June 2008 - March 2010

The Litigation Change Programme (LCP) included the implementation of a case management system (CMS) throughout the Group but also related work streams to complement the CMS and allow the Group to move to a more commercial way of working. He:

- developed the benefits and cost models for LCP and CMS
- worked with an internal team to develop a strategy map for TSol as a whole
- developed a management information strategy for Litigation Group, making use the Strategy Map and produced a catalogue of the MI reports required by the Group
- Developed and successfully implemented a new coding system for time recording within the Group that shows the management team how professional time is being used to progress cases
- developed a change management strategy and plan that were adopted by the Programme Board.

<b>Organisation</b>	General Social Care Council	<b>Assignment</b>	Systems and Services for Registration of domiciliary care workers
<b>Role</b>	Project Manager	<b>Date</b>	August 2007 – March 2008

He completed a project to design the new cross-functional business processes for the General Social Care Council (GSCC) to take approximately 200,000 domiciliary care workers onto its statutory register. The relevant managers and specialists were closely involved in their development at all stages.

<b>Organisation</b>	Metropolitan Police - Traffic Criminal Justice Unit	<b>Assignment</b>	Efficiency Review
<b>Role</b>	Process and performance analyst	<b>Date</b>	May 2007 - July 2007

He produced a capacity and resource model of the back office processes for Greater London safety camera operations based on analysis of their business processes. This model enabled the management team to understand the performance and resource implications of varying the level of camera activations accepted and to communicate these implications to their stakeholders. He also provided two complementary assessments of the unit's efficiency, top-down versus its peers and bottom-up using the process model.

<b>Organisation</b>	Department of Constitutional Affairs/ Liberata	<b>Assignment</b>	Private Office Correspondence System
<b>Role</b>	IT Project Manager	<b>Date</b>	December 2005 – December 2006

For Liberata, the outsourcing company, he led the pre-sale work for a new Central Government private office correspondence system. Post-sale, he managed the successful development of the solution in this sensitive environment.

<b>Organisation</b>	UK Passport Service	<b>Assignment</b>	Management Information Programme
<b>Role</b>	Management Information Analyst/ Programme Manager	<b>Date</b>	August 2002 – April 2005

The UK Passport Service (UKPS) required a common framework and strategy to align a number of management information (MI) initiatives. He gained agreement to a vision and blueprint describing the MI the organisation needed and designed a management information programme to implement the blueprint.

<b>Organisation</b>	General Social Care Council	<b>Assignment</b>	Business Processes for Conduct Complaints
<b>Role</b>	Business Process Designer	<b>Date</b>	May 2002 to January 2003

The General Social Care Council is a public sector body that was set up to run a statutory regime for the registration and regulation of social care workers in England. He designed and documented business processes for dealing with complaints against social workers.

<b>Organisation</b>	Dover Harbour Board	<b>Assignment</b>	Organisation-wide Change Programme
<b>Role</b>	Business Change Consultant	<b>Date</b>	July 2000 – March 2002

Between January 2000 and March 2002, he helped the Dover Harbour Board to implement a major transformation programme aimed at reducing its cost base and improving its level of service. A number of “quick wins” were achieved during 2001. A major initiative, involving multi-skilling and more flexible working across all land-based operations, was successfully implemented during 2002.

### Deloitte Consulting

November 1987 to February 1999

#### Assignments:

<b>Organisation</b>	Nycomed-Amersham	<b>Assignment</b>	Merger Programme Reporting
<b>Role</b>	Programme Management Consultant	<b>Date</b>	September 1997 to November 1997

Working with internal managers, he successfully established programme and project goals and put a global reporting structure in place within four weeks. He was told by the senior sponsor that this was the first fully global management information system in place and working within the merged group.

<b>Organisation</b>	Norsk Hydro Exploration and Production	<b>Assignment</b>	SAP System Implementation
<b>Role</b>	Business Change Manager	<b>Date</b>	February 1996 to May 1996

He was the change management specialist for this SAP implementation. He worked with the client's managers responsible for change management, HR and training to:

- plan and assign roles for internal communications
- prepare training material and make the arrangements for user training
- set up the arrangements for re-deployment of staff no longer needed in E&P Division to other parts of the Group.

<b>Organisation</b>	Columbia Shipmanagement	<b>Assignment</b>	Design and Implementation of New Processes and Systems
<b>Role</b>	Business Process and Project Management Consultant	<b>Date</b>	July 1995 to November 1996

He guided a business process re-engineering and systems implementation programme in one of the world's leading ship management companies as leader of the consultant team. This team:

- mobilised the affected staff to participate in all stages of the change process
- set up and worked the plan and project management arrangements
- producing new, streamlined designs for all the core ship management processes
- designed a new multi-organisation general ledger system and chart of accounts to allow client reporting to be automated
- transferred skills for tasks such as process mapping and preparation of user requirements
- supported the in-house design and implementation of an Oracle client-server solution.

**Consultant Training**

He was a regular member of the Deloitte Consulting training team for the facilitation and assignment interviewing courses delivered to consultants based in Europe.

Dover Harbour Board

October 1975 to November 1987

**Planning Services**

In his first job on leaving university he established systems to produce regular short and medium term traffic forecasts, provided the economic justification for several major capital projects and implemented new governance arrangements, processes and information systems to handle a series of urgent capital developments that followed the cancellation of previous channel tunnel proposals. After two years he was appointed to the newly created post of Head of Planning Services, managing a small number of professional staff.

**Fixed Link Campaign**

Although still responsible for the work of Planning Services, from 1979 onwards he became increasingly involved in the Board's response to new fixed cross-channel link proposals. Between 1979 and 1983, he worked with ferry operators, continental ports and trade associations to produce co-ordinated scenarios for future ferry services in competition with fixed links. The group's report was published and the data within it used extensively in Government economic and financial reviews of fixed link proposals - as well as forming the basis of the ferry industry campaign.

**Customs Clearance and Freight Inventory System**

From 1983 onwards, he became full time project manager of a major customs clearance and inventory project for import freight at Dover, which involved over 100 participating organisations. This highly successful system involved a radical change in the import freight processes involving shipping operators, freight agents, HM Customs and other statutory bodies as well as Dover Harbour Board.