

# Kevin Miller

## Non-Executive Director

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A highly skilled and experienced Senior Business Leader with a reputation for driving success across industry and sector. An expert at bringing structure to complex situations, with significant strategic ability across planning and delivery of the required changes. Leverages a background in management consultancy, adept at identifying business issues and opportunities, and developing and delivering the required implementation programmes.

A seasoned Member of the Board, both Executive and Non-Executive, with a breadth of perspectives from skills and experience as main board Director and COO, NED, management consultant, qualified accountant, and qualified executive coach. Considerable experience of working as an external independent business advisor, management consultant, and an experienced financial controller, with a strong track record of structuring and delivering strategic change and operational efficiency. Passionate about optimising business processes, driving a continuous improvement mindset, identifying strategic business opportunities, and executing projects and programmes of any size to within challenging constraints. Executes effective leadership and team development and a readiness to challenge the status quo, placing continuous improvement and operational excellence, at the heart of business transformation.

A Senior Business Leader who guides seamless delivery that revitalises functions, and people, and delivers growth and development. Strengthens processes and procedures while accustomed to working across vertical business units, cutting through complexities and silos, providing clear direction, and coordinating multi-disciplinary specialists, partners, and suppliers to deliver measured business outcomes that create a positive impact on the environment and business community.

Willing to pose difficult questions and provide strategic oversight to ensure accountability to unite executives under a shared vision. Provides an unbiased, objective, and impartial member of the Board delivering with interest, personality, and integrity. Ensures that all decisions taken are in the best organisational long-term interests.

### SUBJECT MATTER EXPERTISE

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|---|---|--|
| <input checked="" type="checkbox"/> Strategic Planning          | <input checked="" type="checkbox"/> Accounting & Finance    | <input checked="" type="checkbox"/> Management Consultancy             |
| <input checked="" type="checkbox"/> Organisational Optimisation | <input checked="" type="checkbox"/> Governance & Regulation | <input checked="" type="checkbox"/> Growth, Development, Profitability |
| <input checked="" type="checkbox"/> Executive Coaching          | <input checked="" type="checkbox"/> Stakeholder Engagement  | <input checked="" type="checkbox"/> Leadership & Management            |

### BOARD COMPETENCIES

**Business & Commercial Acumen:** Deep understanding and experience of leading wide range of business functions. Operates with an entrepreneurial mindset with proactive and innovative project delivery. Strengths across growing and developing organisations across industry and size. Ability to devise and execute enterprise change management plans to ensure seamless delivery of transformation initiatives aligning competing objectives to business needs.

**Leadership & Management:** Passionate about developing individuals and teams to perform and exceed their own and customer's expectations, including creating and developing high-performing multi-disciplined and global business teams.

**Organisational Improvement:** Advanced knowledge of organisational development across multiple locations, products, and services. Proven analytical, planning, and troubleshooting skills that ensure the best possible outcomes. Skilled in defining operational goals, providing training, and enhancing the efficiency of underperforming areas.

**High Performance:** Reputed as an over-achiever and expert in the field of expertise. Adapts to new, complex working environments seamlessly with agility and comfort in a fast-paced environment. Has an excellent capacity for strategy, with a meticulous eye for detail. Highly competent at working methodically, able to prioritise flexibly to meet fast-changing needs. Expert in diverse team formation in operational and change settings, optimising workflow, resolving complex issues, mitigating potential risks, and maintaining service delivery while ensuring compliance with set standards.

**Interpersonal Skills:** Fantastic interpersonal skills that facilitate strong working relationships with colleagues and stakeholders at all levels. Uses influence and negotiation techniques to affect a positive result that will impact positively on the business. Highly credible and always operates with integrity and diplomacy. Culturally aware with a deep understanding of Diversity, Equality, and Inclusion.

### CAREER OVERVIEW

- Chief Operating Officer of the Medical Defence Union (MDU) and Executive Director on three boards, including the main group board (Medical Defence Union Ltd), and the two largest subsidiary boards (MDU Services Ltd and MDU Investments Ltd). Other board experience

includes CEO and Chairman of Aspen subsidiaries, founding Director a company set up to (successfully) automate the London insurance market (Placing Platform Limited), and over 20 years as trustee of various charities.

- COO experience started in 2005 and includes AEGIS (Insurance), Aspen (Insurance and Reinsurance), and Beazley (Insurance)
- A qualified accountant, a qualified executive coach, and an FCA/ PRA Approved Person.
- Leverages a breadth of departmental leadership experience having led Strategy, Change, IT, Corporate Governance, Legal, Company Secretary, Compliance, Procurement & Supplier Management, HR, Insurance Operations, Call/ contact centres, Insurance & Reinsurance Claims, Facilities, and MI/Analytics.
- Began career in management consultancy, initially with EY for 6 years, moving into a leadership role at NatWest's internal consultancy, and later heading up an insurance practice specialising in strategy, distribution, TOM, efficiency, and data analytics. Additionally worked in senior Finance, Operations, and IT roles within investment banking. Has developed and delivered modern business strategies, including leading major technology and business transformation programmes.
- Brings structure and clarity to complex issues, both in the day-to-day running of operations and in the scoping, planning, and delivery of change. He is a consensus builder, someone who makes things happen, and with an inquisitive nature and a strong desire to learn.

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## CAREER OVERVIEW

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### **Board & Contributions:**

Board Member Medical Defence Union Ltd, MDU Services Ltd, & MDU Investments Ltd	2021- Present
Non-Executive Director Placing Platform Limited	2002-2003
Chair Aspen UK Syndicate Services Ltd, & APJ Continuation Ltd	2014-2016
Trustee Ideas Hub Chelmsford	2019- Present
Deputy Chairman Chelmsford Civic Society	2022- Present
Trustee YMCA Chelmsford	2004 - 2016
Chair, Projects Committee ING Wholesale Banking	2002-2003

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### **Executive roles:**

Chief Operating Officer Medical Defense Union	2018-Present
Chief Operating Officer Aegis	2016-2017
Chief Operating Officer, UK Chief Executive Office, UK Syndicate Services Aspen	2011-2016
Head of Insurance Consultancy Distinct Consultancy (Acquired by FTI)	2009-2011
Underwriting & Claims Improvement Programme Manager Liberty Syndicate	2008-2009
Global Chief Operating Officer Beazley Specialty Lines	2005-2008
Financial Controller, Global Operations & IT Investment Programme Programme Director, Global Finance Systems & Reengineering Programme ING Group, Holland	2003-2005

*Previous roles available upon request*

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## EDUCATION & PROFESSIONAL STANDARDS

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BSc Business Administration | University of Bath  
Role of the Director and the Board | Institute of Directors  
Executive Leadership Programme | London Business School

