



Personal Profile Qualifications & Contact Points

Key Experience

- ① Strategic Financial planning (Revenue and Capital)
- ① Efficiency scheme development, delivery and monitoring
- ① Health system-wide/multi-partner service performance improvement
- ① Chief Finance Officer / Director of Finance
- ① Financial Reporting
- ① Financial Management & Forecasting
- ① Financial Modelling
- ① Financial Governance
- ① Financial Accounting
- ① Final Accounts Closure
- ① Contracting & Performance Management
- ① Cost Accounting
- ① Budget Setting
- ① Internal Audit & Controls Assurance

Computer Skills

- ① Microsoft Office including Word, Excel, & PowerPoint
- ① Various accounting and reporting systems, including Xero, Sage, Oracle
- ① Reporting Systems including Fathom

Qualifications

- ① FCCA
- ① ACCA Practising Certificate Holder
- ① Cert IFR
- ① BSc. (Hons) Biological Sciences, University of Birmingham

Other

- ① Trustee and Chair of Finance Committee - Bordesley Multi-Academy Trust (BMAT)
- ① Trustee and Chair of Finance Committee - Trinity High School, Redditch
- ① Member of Healthcare Financial Management Association (HFMA)

Professional Profile

Michael, a Fellow of the Association of Chartered Certified Accountants, has been providing financial management and accountancy services to organisations within the healthcare sector for over 25 years. As a Partner in a top 20 accounting practice since 2008, he led the growth of a successful public sector consultancy in the Midlands area. Michael has held several senior finance and Board positions in NHS Provider, Commissioner and Primary Care organisations, supporting system development and integration, financial planning and strategy, financial management, capital projects, governance and reporting. He is experienced in the development of collaborative approaches to service change, preparation of complex financial and capacity models, business cases, drafting financial recovery plans, contract negotiation and costing and pricing, and works well with clinical and non-clinical staff.

Michael has been Chair of the Finance and Audit Committee at a local Academy Trust since 2009 and is a non-executive financial advisor to a leading GP super-partnership.



NHS Organisations

Northamptonshire Healthcare NHS Foundation Trust (11/25– Present)

Advanced Foundation Trust Application

- ① Developed a bespoke Long Term Financial Model in support of the AFT application.
- ① Supported the Chief Finance Officer with Board briefings.
- ① Undertook scenario modelling and sensitivity analysis over a five-year modelling period.

Badger Group (08/24– Present)

Financial Consultant / Board Advisor

- ① Provided interim Director of Finance support during periods of leave.
- ① Undertook a review of financial systems and processes, identifying productivity opportunities.
- ① Led the financial elements of tenders, including detailed financial modelling.
- ① Developed a costing and pricing model, including service line analysis.

NHS Herefordshire & Worcestershire System (04/20– Present)

System Financial Leadership

- ① Chair of System Deputy CFO group, providing financial leadership and guidance across the system.
- ① Lead Medium Term Financial Planning for the System, including Financial Strategy Development.
- ① Development and co-ordination of collaborative financial and operational planning.
- ① Liaison with regulators regarding plan development and delivery.
- ① Finance lead for the development of a benefits realisation approach applicable to the current finance and operating regime, to access the benefits of integration and collaboration.
- ① System finance lead for Capital, supporting providers and the ICB with capital planning and delivery.
- ① System finance lead for development of strategic business cases for TIF, CDC and other national initiatives.

Our Health Partnership (05/21– Present)

Chief Finance Officer / Non-Executive Advisor

- ① Financial Advisor to the Board (non-executive capacity).
- ① Lead the finance team in developing a reporting and financial governance approach for >30 GP practices, PCNs and Enhanced Access Hubs.
- ① Transitioned entities onto the Xero Financial Ledger, to improve reporting at the entity and consolidated group level.
- ① Preparation and delivery of Board and Finance Committee reports covering financial performance, planning and risk management.
- ① Contributed to the identification and development of income generation and cost saving opportunities, including liaison with funding bodies and potential delivery partners.
- ① Finance lead for Board development sessions.
- ① Preparation and delivery of financial plans for the OHP Central Team.
- ① Supported the Chief Operating Officer and Board with financial aspects of Business Plan development and delivery.
- ① Presentation at Partners meetings and workshops.
- ① Handover to substantive Head of Finance as the team expanded capacity.

Badger Group (08/22– 08/22)



Financial Reporting Review

- ① Review of financial reporting environment, approach and capability.
- ① Report with options and recommendations for Board consideration.

Herefordshire and Worcestershire Health and Care NHS Trust (08/21– 12/21)

Financial Due Diligence for Mental Health Service Transfer

- ① Review and assessment of sources and applications of Mental Health funding to determine risks associated with transfer of commissioning responsibility to the Trust.
- ① Assessment of impact on the Trust and health system, through financial analysis.
- ① Contribution to the development of a transfer handover document.
- ① Preparation of detailed report, and presentation to Executives.

NHS Black Country & West Birmingham System (03/21– 12/21)

Financial Strategy

- ① Establishment of a consolidated Financial Plan for the system.
- ① Provision of support to financial strategy development.
- ① Presentation of reports and analysis at System CFO meetings and NHSE review meetings.

NHS Counter Fraud Authority (01/20 – 05/20)

Statutory Financial Reporting

- ① Provision of technical financial advice and support to the Authority Financial Reporting processes.
- ① Addressing audit queries regarding presentation and disclosure within financial statements.
- ① Impact assessment of the transition to IFRS.
- ① Ongoing technical support as required.

Worcestershire Ophthalmology Programme (05/18– 03/20)

Demand, Capacity and Efficiency Planning and Delivery

- ① Established a collaboration of Commissioner, NHS provider and Independent Sector organisations in Worcestershire.
- ① Developed a clinically lead approach to demand and capacity planning, at the sub-speciality level.
- ① Reviewed and modified care pathways and aligned capacity to demand to reduce waiting lists whilst reducing premium costs.
- ① Evidenced the benefits of system wide partnership working to optimise operational performance and reduce costs.
- ① Presented at local and regional working groups, as an exemplar for NHS England.
- ① Created a blue-print for other specialty-level operational and financial performance improvement programmes.

George Eliot Hospital NHST (10/18 – 05/19)

Interim Director of Operational Finance

- ① Lead the finance team through a transitional period, focusing on management of contracts and financial plan development.
- ① Developed an enhanced income reporting process, reducing the number of days required to report, understand and explain performance.
- ① Contribution to Foundation Group senior meetings, supporting strategy development.
- ① Handover and induction of substantive Operational DoF.

NHS Midlands & Lancashire CSU (01/18 – 10/22)



- ① Review and refinement of the CSU costing and pricing model, reflecting contract changes and service reconfiguration.
- ① Assurance review of financial reporting approach, and reserves and risk management, culminating in a report to the Board with recommendations.
- ① Review of Staffordshire & Stoke on Trent STP acute service efficiency plans.

NHS Staffordshire & Stoke on Trent STP (01/18– 06/18)

Financial Strategy

- ① Establishment of a consolidated LTFM for the STP.
- ① Review of existing QIPP schemes, and development of a framework for symbiotic financial benefits realisation across the STP.
- ① Development of financial and operational plans, that addressed a material financial deficit.

NHS East Sussex Better Together (STP) (01/18– 06/18)

Financial Strategy

- ① Establishment of a consolidated LTFM for the STP.
- ① Review of existing QIPP schemes, and development of a framework for symbiotic financial benefits realisation across the STP.
- ① Development of financial and operational plans, that addressed a material financial deficit.

NHS Coventry and Warwickshire STP (12/17 – 10/19)

Financial Strategy

- ① Establishment of a consolidated LTFM for the STP.
- ① Lead a refresh of the STP financial model.
- ① Supported the development of symbiotic financial efficiency opportunities.

Dudley Integrated Health and Care NHST (Dudley MCP) (12/17 – 12/21)

Establishment of a new NHS Trust under the Multi-specialty Community Provider framework

- ① Finance lead for the development of the OBC and FBC.
- ① Development of a detailed MCP financial model to show the impact of service transfers from MH, Acute, Community and Commissioning NHS bodies over a 10-year timespan on revenue performance, balance sheet and cashflow.
- ① Liaison and negotiation with donor organisation Executives to resolve issues and manage risks.
- ① Assessment of operational and financial benefits to support the case for change, with a focus on vertical integration of services.
- ① Liaison with NHSE and DHSC Transaction Teams, including to advise on the development of an updated national LTFM tool.
- ① Establishment of the new organisation (DIHC), and support to develop financial systems, processes and reporting capability.
- ① Project management for the implementation of the SBS Financial Ledger system.
- ① Hand-over of financial management and reporting responsibility to the developing finance team.

NHS Midlands & Lancashire CSU (08/17 – 12/17)

Continuing Healthcare Reporting

- ① Financial modelling to assess the potential benefits of a CHC dynamic purchasing system for five groups of CCGs.
- ① Supported the development of a reporting framework to Mersey CCGs.
- ① Undertook an evaluation of the current service offering and delivery against plan.



NHS South Warwickshire CCG (07/17 – 12/17)

Financial Management

- ① Review of the underlying financial position and financial plans.
- ① Development of a Financial Delivery Plan for presentation to NHS England.

Birmingham and Solihull MH NHS Foundation Trust (07/17 – 10/17)

New Care Models – Financial Baseline

- ① Validation of the proposed baseline finance and activity quantum for transfer from NHSE to BSMHT.
- ① Detailed triangulation of NHSE data with provider data.
- ① Analysis and investigation of price and volume variances.
- ① Monitoring of finance and activity performance in 2017/18.
- ① Establishment of performance monitoring reports.

Worcestershire CCGs (07/17 – 03/20)

Financial Strategy

- ① Development of capitated budget models and reports to support the transition to an Accountable Care System.
- ① CCG Finance lead for Alliance development.
- ① Establishment of a consolidated LTFM for the three Worcestershire CCGs.
- ① STP Finance Lead:
 - Lead a refresh of the STP financial model.
 - Development of a dynamic system wide LTFM.
 - Chair of STP Finance and Efficiency Group.
- ① Supported the Turnaround Director to develop cross-organisational working practices, seeking to establish plans to manage CCG growth and identify provider cost reduction opportunities.
- ① CCG finance lead for joint CCG/Provider CIP/QIPP group.

Staffordshire and Stoke on Trent “Together We’re Better” Programme (STP) (06/16 – 11/17)

Financial Support to the Sustainability and Transformation Plan

- ① Developed a QIPP/CIP Assurance framework.
- ① Undertook detailed financial modelling in support of operational plans for:
 - Elective Care (MSK and Ophthalmology pathways).
 - Urgent Care.
 - Enhanced Primary and Community Care.
 - System Architecture.

NHS Redditch & Bromsgrove & NHS Wyre Forest CCGs (12/15 – 06/17)

Interim Deputy Chief Finance Officer / Financial Recovery Plan Lead / STP Support

- ① Supported the delivery of a £3m savings programme, under the NHSE Financial Recovery regime.
- ① Direct management responsibility for the finance and performance service of the two CCGs.
- ① Development and implementation of effective financial strategies and operational policies for promoting innovation throughout the CCG.
- ① Developed five-year financial plans, approved by NHS England.
- ① Liaison with internal and external audit.
- ① Attendance at Finance & Performance Committee, Audit Committee, Clinical Executive Committee.
- ① Deputising for the CFO as required.



Worcestershire Acute Hospitals NHS Trust (08/14 – 12/15)

Interim Assistant Director of Finance

- ① Responsible for Income, Contracting and Costing functions.
- ① Lead the negotiation of £340m healthcare contracts.
- ① Developed a contract risk share agreement to mitigate income losses.
- ① Developed performance trajectories for RTT, Diagnostics, Cancer and Emergency Access Standards.
- ① Supported the Director of Operations with the development and delivery of remedial action plans.
- ① Main Trust contact for commissioners and TDA regarding performance.
- ① Finance lead for county-wide reconfiguration programme (Future of Acute Hospital Services in Worcestershire).
- ① Finance lead for the development of an outline five-year savings plan.

George Eliot Hospital NHS Trust (05/14 – 08/14)

Interim Head of Contracts and Income

- ① Senior finance lead for the management of healthcare contracts covering 85% of total Trust income.
- ① Re-negotiation of contracts to ensure best value to the Trust.
- ① Maximisation of income opportunities and contribution to the Trust turnaround programme.
- ① Development of activity and capacity models for Outpatient activity, that formed the basis of associated CIP schemes.
- ① Development of a theatre capacity model to support the identification of operational efficiencies.
- ① Provision of support to the development of bids against tendered services.
- ① Enhancement of the internal reporting processes and governance in respect of healthcare income.
- ① Oversight of the Trust Reference Cost and Health Education cost returns.
- ① Management of the contracting and income function.

Worcestershire Health and Social Care Economy (08/13 – 08/14)

Well Connected Programme – National Integration Pioneer

- ① Provision of strategic financial management and planning support to develop initiatives that promote integration of services between health and social care organisations in Worcestershire including Worcestershire County Council (WCC), South-Worcestershire CCG (SWCCG), Redditch and Bromsgrove CCG (RBCCG), Wyre Forest CCG (WFCCG), Worcestershire Health and Care Trust (WHCT) and Worcestershire Acute Hospitals NHS Trust (WAHT).
- ① Review of the current short/medium/long financial strategies for the various commissioners and providers within Worcestershire to triangulate the various strategies and identify areas of difference.
- ① Identification of the financial pressures faced by the economy as a whole in conjunction with CFOs, for presentation and discussion at the Strategic Planning Committee.
- ① Development of future contracting strategies which consider appropriate incentives, risk sharing arrangements and the promotion of improved patient outcomes.

Staffordshire Health and Social Care Economy (09/13 – 08/15)

Cancer and End of Life Pathway Development – National Pilot

- ① Provision of financial planning and modelling support to enable the quantification of resources utilised in the provision of cancer and end of life care in Staffordshire.



- ① Collation, analysis and reporting of complex data from programme budgeting, provider contracts, public health and local authorities.
- ① The information will be utilised in the consideration and development of a Prime Provider model of commissioning cancer and end of life services.

NHS England (07/13 – 01/14)

Financial Management and Governance

- ① Financial Management of £450m Operations Directorate budget.
- ① Review of governance arrangements in respect of funding devolved to regional and area teams.
- ① Development of a reporting framework.
- ① Co-ordination of budget setting nationally for Programme and Running Costs.
- ① Lead on funding devolution methodology.
- ① Provide financial management support to budget holders.
- ① Support the Regional Director of Finance (M&E) as responsible finance officer.

Sandwell and West Birmingham CCG (04/13 – 06/14)

Interim Deputy Chief Finance Officer

- ① Direct management responsibility for the finance and performance service of the CCG.
- ① Development and implementation of effective financial strategies and operational policies for promoting innovation throughout the CCG.
- ① Finance lead for commissioning business planning and redesign.
- ① Finance lead for the negotiation of a step-in contract for NHS 111 on behalf of West Midlands CCGs.
- ① Preparation and presentation of financial reports to the Finance and Performance Committee.
- ① Deputising for the CFO as required.

Interim Head of Financial Strategy and Planning

- ① Developed a long-term financial model for the CCG.
- ① Prepared the 2013/14 financial plan.
- ① Finance lead for NHS contract negotiation.
- ① Developed a monitoring and reporting framework for NHS contract performance.
- ① Finance lead for reconfiguration of Stroke Services in Birmingham, the Black Country and Solihull.
- ① Identified and monitored delivery of QIPP schemes.

Staffordshire & Lancashire Commissioning Support Units (01/12 – 09/13)

Costing & Pricing

- ① Developed a detailed costing and pricing model to support the Outline Business Plan and checkpoints 2, 3 and 4 of the CSU authorisation process.
- ① Provided input to the finance sections of the OBP.
- ① Completed DH and SHA Templates.
- ① Refreshed the costing/pricing model for the Full Business Plan.
- ① Provided strategic financial management support to the CSU development process.
- ① Provided finance representation on the CSU leadership team.
- ① Supported the development of commercial pricing strategies.

Birmingham, the Black Country and Solihull Commissioning Support Unit (04/12 – 03/13)

Costing & Pricing

- ① Provided advice and support to the costing and pricing process.
- ① Co-ordinated the provision of baseline financial data for initial pricing models.
- ① Supported the completion of the DH Financial Enterprise Model.



Staffordshire Cluster of PCTs (10/11 – 02/12)

Financial Management

Provided financial advice/support to the implementation of a Community Picture Archiving Solution:

- ① Updating financial models and forecasts.
- ① Identification of accounting treatment.
- ① Member of Programme Board.

Birmingham Community Healthcare NHS Trust (01/08 – 07/12)

Financial Accounting/Project Management

Finance lead for “Accounting to Reporting” work stream of financial ledger upgrade project:

- ① Lead on chart of accounts & coding structure development.
- ① Lead on financial reporting environment development.

Financial Management

Finance lead for the transfer of £90m services into the Trust, including:

- ① Development, co-ordination and management of internal elements of the project to ensure systems readiness.
- ① Leading the internal financial due diligence process.
- ① Representing finance on governance boards.
- ① Preparation of board reports.
- ① Provision of strategic advice to the Finance Director, and involvement in negotiation of the transfer value.

Provided senior financial management support to the organisation on several projects, including:

- ① Closure of 2008/09 accounts.
- ① Budget setting 2009/10.
- ① IFRS implementation.
- ① Zero-based budgeting.
- ① Finance training.
- ① Financial reporting and planning.
- ① Transition to Cost and Volume contracting arrangements.
- ① Implementation of Service Line Reporting.

Sandwell PCT (10/09 – 03/13)

Financial Management

- ① Lead the budget setting process for 2010/11, 2011/12 and 2012/13.
- ① Developed the Long-Term Financial Model for 2013/14, including the impact of transition to the new commissioning architecture (CCGs, PHE, CSU, NHSPS).
- ① Lead the monthly financial reporting cycle, including preparation of monthly Board Reports.
- ① Supported the CIP and Management Cost/Running Cost reduction processes.
- ① Supported the devolution of budgets to Clinical Commissioning Groups, NHS Commissioning Board, the Local Authority and NHS Property Services Ltd.
- ① Supported the development of financial reports to CCGs.
- ① Provision of information for the 2009/10 Use of Resources Audit.
- ① Financial evaluation of tenders, including regional Nursing Home Tender.
- ① Management of Public Health and Mental Health Budgets, including contracts with providers.

North Staffordshire Community HealthCare (01/09 – 08/09)

Service Line Reporting

- ① Undertook a service line costing exercise for the £36m provider services function.
- ① Developed an excel-based costing model.



Hampshire Community HealthCare (10/08 – 11/09)

Service Line Management

- ① Undertook a service line costing exercise for the £125m provider services function.
- ① Developed an excel-based costing model, and updated SAPPs costing system.
- ① Served as a member of the SLM Steering Board, with responsibility for the implementation of SLM across the organisation.

Financial Separation / Community Foundation Trust Application

- ① Assisted with the development of the Long-Term Financial Model.
- ① Established a Cash flow reporting system

Bromley PCT (06/09 – 09/09)

IFRS Implementation

- ① Provided leadership support to the financial accounting function.
- ① Finance lead for IFRS implementation, including the preparation of a detailed impact assessment and restatement of the opening balance sheet.
- ① Undertook a detailed review of the accounting treatment of a £30m LIFT scheme under IFRS.

North Staffordshire Health Economy (05/08 – 02/12)

Finance Lead – Fit for the Future Project Team

- ① Finance lead for the Fit for the Future Project team (£300m PFI scheme for the rationalisation of the University Hospitals of North Staffordshire site).
- ① Development of a financial model to forecast financial implications of activity changes across the health economy.
- ① Development of a financial framework governing treatment of transition costs.

Tower Hamlets PCT (02/08 - 06/08)

Final Accounts

- ① Supported the PCT with the 2007/08 final accounts process.
- ① Undertook a review of 2007/08 Reference Costs activity compliance.

Birmingham East & North PCT (10/07 – 11/07)

Financial Modelling

- ① Investigated the potential financial effects of the implementation of the new NHS Framework for Continuing Healthcare through financial modelling.
- ① Produced a written report for all Birmingham PCT Finance Directors.

Surrey & Borders MH Partnership NHS Foundation Trust (09/07 - 07/10)

Interim Head of Contracting

- ① Led a detailed review of provider to provider contracting arrangements.
- ① Updated and agreed Service Level Agreements for 2009/10.
- ① Identified income generation and cost saving opportunities, contributing to the Trusts' CIP programme.

Foundation Trust Application

- ① Assisted with the development and completion of the Long-Term Financial Model to support the FT application process.



- ① Undertook a critical analysis of the Treasury Management function, and developed the cash flow monitoring systems.
- ① Advised the Trust on Monitor Financial Risk Rating Ratio's.

IFRS Implementation

- ① Provided technical support to the IFRS implementation process, including the preparation of a detailed impact assessment and project plan.

South Birmingham PCT (02/07 – 07/08)

Interim Assistant Director of Finance – Reporting and Governance

- ① Responsible for the provision of financial accounting services to the PCT.
- ① Lead the 2006/07 and 2007/08 Final Accounts processes.
- ① Developed monthly and final accounts reporting systems to streamline the process.
- ① Liaison with internal and external audit.
- ① Preparation of ALE documentation.
- ① Undertook an IFRS Implementation impact assessment.

Project Manager – Financial Separation

- ① Lead the financial separation of commissioning and provider functions in preparation for Community Foundation Trust application.
- ① Represented the PCT on a National (DH) finance group for pilot Community FTs.

Stoke on Trent PCT (12/06 – 06/08)

Interim Head of Finance – Commissioning

- ① Responsible for the financial management of primary and secondary care healthcare budgets of circa £300m.
- ① Provision of financial support to the contracting process.
- ① Management of the commissioning-finance function.
- ① Assistance with LDP.

West Midlands SHA (09/06 - 05/07)

Financial Accounting

Consolidated the 2006/07 financial results of the three former West Midlands SHA's and prepared supporting working papers for audit.

The Ipswich Hospital NHS Trust (07/06 – 10/06)

Zero-Based Budgeting

Assisted the Trust with the development of a robust budgetary monitoring system, and led a full re-costing exercise of all pay, non-pay and income budgets incorporating financial recovery plan savings.

West Midlands South SHA (07/05 - 08/06)

Interim Corporate Finance Manager

- ① Management of the Corporate Finance Function, including implementation of Standing Orders and Standing Financial Instructions.
- ① Preparation of 2005/06 Final Accounts and associated reports.
- ① Preparation of June 2006 accounts.
- ① Liaison with internal and external audit.
- ① Management of SHA and hosted organisation budgets.



- ① Treasury management.
- ① Assistance with SHA merger, under Commissioning a Patient-Led NHS.

Assignments pre-2005:

West Midlands South SHA – Workforce Development Directorate

Interim Business & Commissioning Manager

- ① Financial management of a £85m education & training budget.
- ① Development of a management reporting framework.
- ① Attendance at education contract monitoring meetings with HEI's.
- ① Preparation for and negotiation with a neighbouring SHA and the DH for SIFT funding receivable from 2006/07.
- ① Implemented the National Framework Contract and Benchmark Pricing with two HEI's.
- ① Completion of DH finance and commissioning returns.

Birmingham & the Black Country SHA – Workforce Development Directorate

Interim Head of Finance

- ① Financial management of £198m workforce training budget.
- ① Preparation of monthly management reports for managers and presentation to the Workforce Development Committee.
- ① Year-end closure.
- ① Preparation of financial plans and budgets for 2005/06.
- ① Preparation of detailed forecasts.
- ① Development of a formal budgetary control system.
- ① Completion of DH financial returns.
- ① Attendance at National Finance leads seminars.
- ① Implementation of National Benchmark Pricing policy and a new National Education Contract.
- ① Provision of financial support to other SHA hosted services.

Pan Birmingham & the Black Country Local Specialised Commissioning Groups

Interim Head of Finance

- ① Assisted with the contract negotiation process with major providers.
- ① Provided financial advice to the finance function and heads of commissioning, including the effects of transition to the National Tariff.

East & North Hertfordshire NHS Trust

Provision of financial support for the transfer of Mount Vernon Cancer Centre from West Herts NHST to East & North Herts NHST incorporating:

- ① Projection of income recoverable (including elements under PbR).
- ① Disaggregation of historic SLA income streams, and restatement of the SLA into admitted patient care and outpatient categories to improve activity monitoring, reporting and transition to Payment by Results.
- ① Preparation of SLA monitoring reports for 2005/06 and 2006/07.
- ① Preparation of expenditure budgets for 2005/06.
- ① Liaison with budget managers.
- ① Assistance with SLA negotiations for 2005/06 and 2006/07.

North West Surrey Mental Health Partnership Trust

Interim Head of Finance

- ① Preparation of monthly reports to the board.
- ① Cash flow management.



- ① Development of a Controls Assurance Framework.
- ① Preparation of the Local Delivery Plan.
- ① Completion of DH Financial Returns.
- ① Liaison with internal and external auditors.
- ① Management of finance staff.

Birmingham Primary Care Shared Services Agency

Preparation of Outline Business Cases in support of:

- ① Additional staff resources for the Procurement Department.
- ① An electronic document management and invoice approval system.
- ① A Zetafax solution.

Mansfield District PCT

Financial Modelling

Provision of financial modelling support to the PCT for a £200m PFI scheme for the redevelopment of Kingsmill Hospital and the associated effects on the Nottinghamshire Health Economy:

- ① Preparation of income and expenditure projections to model the effects of Payment by Results and changing models of care on Mansfield Community Hospital.
- ① Preparation of balance sheet forecasts to demonstrate the effects of PFI financing.
- ① Preparation of cashflow projections to inform the Generic Economic Model.
- ① Review of capacity, activity, income and expenditure models of Kingsmill Hospital.
- ① Assessment of provider and commissioner affordability.

East Kent Coastal Primary Care Trust

Interim Commissioning Finance Manager

- ① Reconciliation of 2004/05 budgeted SLA position within a £180m envelope.
- ① Establishment of an Allocation Control to monitor budgetary changes.
- ① Production of monthly management reports.

Liverpool Women's' Hospital NHS Trust

Provided support to the Trust's 2003/04 Reference Costs submission.

Newcastle-Under-Lyme Primary Care Trust

Prepared the final accounts for 2003/04, 2005/06 and 2006/07 (interim) including:

- ① Completion of PCT final accounts and published accounts forms for submission to external audit and the Department of Health.
- ① Liaison with external auditors.
- ① Preparation of audit working papers.
- ① Agreement of NHS debtor and creditor balances.

Recalculated the entire 2004/05 budgets for the provider arm, using zero basing, and modelled the financial effects of local inter-PCT commissioning of provider services upon the PCTs resources.

Developed the internal management reporting framework, including the design and completion of reports for the board.

Completed Reference Cost returns for 2003/04 and 2005/06 for a c£10m Provider Arm.

North Hampshire Primary Care Trust



Assisted with the preparation of an analysis of the effects of transition to Payment By Results on the PCTs commissioning portfolio.

West Midlands Specialised Services Agency

Cashflow Modelling

Designed and implemented an integrated cash flow model to provide timely management information to WMSSA and its host PCT.

Interim Senior Finance Manager

- ① Financial management of a £172m healthcare budget.
- ① Preparation of financial outturn forecasts and reports to the board.
- ① Liaison with commissioning managers to ensure the delivery of a balanced budget.
- ① Year-end closedown.
- ① Supervision of the finance function.

Good Hope Hospital NHS Trust

Assisted with the design and implementation of a procedure to control and monitor agency, bank and locum staff expenditure.

Provided interim management accounting support to Clinical Group Accountants.

NHS Purchasing & Supply Agency

Prepared detailed analyses of Agency Nurse costs across several categories, forming the basis for a competitive tender.

West Yorkshire Metropolitan Ambulance Service NHS Trust

Completed Reference Costs submission for the Ambulance service.

Eastern Birmingham Primary Care Trust

Prepared of Service Level Agreements for the provision of Acute & Community, and Pan Birmingham Specialised Services Consortia with a combined value of circa £200m including:

- ① Financial reconciliations.
- ① Preparation of formal documents.
- ① Formulation of price-activity matrices.
- ① Post SaFF administration.

Completed 2002/03 and 2003/04 Reference Costs for the Trust, for submission to a national database.

Investigated budgetary variances to assist with management reporting.

Assisted the Head of Commissioning Finance with OAT's monitoring.

Provided financial accounting support:

- ① Management of £500m cash flow incorporating PCT core business and hosted services in accordance with DH regulations.
- ① Establishment of PCT opening balances and monitoring of all balance sheet control accounts.
- ① Assisted with the completion of monitoring returns.
- ① Maintenance of Losses and Compensation register.
- ① Represented the PCT at Birmingham Primary Care Shared Services Agency User Group meetings.

Assisted with Final Accounts completion for the 2002/03 Financial Year including:



- ① Implementation of a final accounts reporting timetable.
- ① Preparation of letters to budget holders detailing year-end procedures for expenditure, income, sales and purchase ledgers, accruals and prepayments.
- ① Completion of PCT final accounts and published accounts forms for submission to external audit and the Department of Health.
- ① Preparation of audit working papers.
- ① Assistance with management of a £500m cash flow for core business and hosted services.

Heart of Birmingham Primary Care Trust

Appraised three alternative mechanisms of Tissue Viability Service delivery to the Birmingham Health Economy by providing an analysis of tangible, intangible and opportunity costs associated with each, and presented potential improvements for service monitoring and management. The baseline service level was also established and used to estimate future costs.

The report formed the basis of an Invitation to Tender.

North Birmingham Primary Care Trust

Assisted with the preparation of Service Level Agreements for the provision of Acute & Community, and Pan Birmingham Specialised Services Consortium services including:

- ① Financial reconciliations.
- ① Preparation of formal documents.
- ① Formulation of price-activity matrices.

Birmingham Specialist Community Healthcare NHS Trust

Prepared monthly management Information for a £30M Directorate:

- ① Presented findings at senior managers meetings.
- ① Investigated significant budget variances.

Realigned pay and non-pay budgets to enable meaningful final outturn forecasting.

Buckinghamshire Health Authority

- ① Assisted with capital charge estimates for financial year 2002/3.
- ① Reconciled control accounts.
- ① Produced a report on weaknesses identified with control accounts.

States of Jersey Health & Social Services

Specific review of Elderly Services incorporating:

- ① Costing of the current service.
- ① Benchmarking to UK services.
- ① Reviewing potential service developments.

Produced a report with recommendations for management.

Non-NHS Public Sector Organisations

Jersey Audit & Risk Management Division

Completed an internal audit of Jersey Airports' Charges and Dues and made recommendations on further internal controls.

Audit Commission



Assisted with the development and implementation of an audit programme for use with Local Council Audit Clients under the new “Lighter Touch” audit regime. The programme was adopted and utilised by the UHY Hacker Young Group on all such clients.

Designed an Annual Return Monitoring spreadsheet package, capable of identifying material variances by way of analytical review, indicating variance causal factors, and tracking the work status of over 300 clients. The control spreadsheet formed an integral part of the Quality Review Process.

Lord Chancellors Office

Established and mapped the ‘processes’ involved in the provision of magistrate’s courts services and fully costed these processes for four pilot scheme magistrate courts.

The pilot work was used to create Magistrates Court Committees Costing Guidance, together with a standard set of spreadsheet costing models that were completed by the remaining 38 magistrate’s courts throughout the country. Telephone helpdesk and on-site support was provided to ensure the required standards were met.

The data was analysed and a grant allocation model developed, forming the basis of a new funding mechanism.

States of Jersey Airport

Established a practical and manageable system for the ‘intra company’ reconciliation of the Airport records to the States of Jersey Funding records to enable:

- ① Monthly reconciliation and correction of profit and loss.
- ① Cumulative reconciliation of the balance sheet.

Commercial and General Accountancy Support

Johnson Security Ltd.

Prepared a detailed analysis of the financial reporting systems and processes for a complex £20m manufacturing company, for presentation to the Board. Provided advice for the enhancement of the reporting environment and highlighted key areas to be addressed to promote improved financial performance.

i2i Services Ltd.

Management of the finance and payroll functions to ensure monthly reporting responsibilities were met, including a review and “clean-up” of financial ledgers.

RDS International Projects Ltd.

Management of the finance and payroll functions to ensure monthly reporting responsibilities were met, including a review and “clean-up” of financial ledgers.

RDS Automotive Interiors Ltd.

Interim Financial Controller:

- ① Development of Management and Financial accounting functions for a newly acquired business.
- ① Development and implementation of a monthly management accounting framework, including design and preparation of financial reports.
- ① Preparation of year end statutory accounts.
- ① Calculation of corporation tax liability.
- ① Advised on taxation implications of transactions.



- ① Supervision of the finance department.

Britax International plc.

Interim Assistant Group Accountant:

- ① Development and implementation of a system of Monthly Controls including the reconciliation of group inter-company balances.
- ① Maintenance of general ledgers, cash book and fixed assets of two Group Holding Companies.
- ① Audit of Treasury Department transactions, including FX Swaps, Hedges and Money Market Loans.
- ① Assistance with Year End Accounts closure, and future period forecasting.
- ① General ad-hoc tasks to aid the Group Accountant.

EHS Partners

Produced monthly management information for a \$20 m US located Financial Services Company, from a remote location in the UK.