



Personal Profile & Qualifications

Key Experience

- ① Board Level Experience Inc. Chief Executive and Finance Director
- ① Finance
- ① Procurement
- ① Information Management
- ① Estates
- ① Strategic Planning & Business Case production
- ① Impact Assessments

Qualifications

- ① Fellow of the Chartered Association of Certified Accountants
- ① B.A. in Law
- ① M.A. in Social Policy
- ① Fellow of the Royal Society of Arts

Location: South East

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Professional Profile

An experienced interim executive leader and consultant. Board level experience includes Chief Executive, Non-Executive and Finance Director of some highly visible organisations in the NHS and charity sectors, covering broad portfolios including finance, procurement, performance, information management, estates, and risk. Strong analytical and presentational skills. Rob's approach to supporting clients is focused on improving the accessibility, quality, and cost of services.

Assignments Undertaken

Isle of Wight NHS Trust (March 2020-April 2020)

- ① Completion of the Strategic Outline Case for £48m redevelopment of Acute Services

Gibraltar Health Authority (March 2019 – February 2020)

- ① Leading a transformation of the Finance Function through improved reporting, systems and personal development. Zero based construction of the budget (£150m) for 2020/21. Management of the financial aspects of the capital programme for the centralisation of services at St. Bernards' Hospital.

Sussex STP (August 2018 – January 2019)

- ① Managing and undertaking an Impact Assessment for the development of Urgent Care Treatment Centres in the whole of Sussex.

NHS Merton CCG – Financial Consultant (October 2017- July 2018)

- ① Supporting the CCG in reviewing services and processes with a view to closer working across the SW London CCG Alliance. Review of budgets and contracts. Progression of in-year QIPP delivery and identification of future opportunities. Negotiation of inter CCG transfers around GP membership changes.



① **NHS Greenwich CCG – Financial Consultant (February 2017- September 2017)**

- ① Offering additional capacity to the CCG in a period of transition in the initial absence of a CFO and a Deputy CFO. The role concentrated on QIPP delivery, populating a QIPP programme of £19m. In addition, supported the new CFO throughout budget setting and annual accounts. Achieved the outsourcing of Business Intelligence services from an in-house function to the broader CSU, embedded the innovative contract for MSK services with a private sector provider and concluded contract agreements with key NHS providers.

North East London Commissioning Support Unit – Divisional Finance Director June 2016 – February 2017

Leading on the provision of financial and contractual management to three CCGs in Outer East London and the maintenance of effective relationships between the CSU and the CCGs.

Specific responsibilities included:

- ① Advising the CCGs on strategic and operational matters including QIPP setting and monitoring
① Detailed monthly reporting of financial position, forecasts, variances and potential corrective action of a £1 billion portfolio of contracts

North East London Commissioning Support Unit -Financial Transformation Lead February 2016 – May 2016

- ① Working with the Executive Team and Corporate Finance Team to improve systems and processes in financial reporting. The achieved objective was to enable the corporate finance team to act as business partners in support of the emerging business model of the CSU. This concluded with delivery of a report with over 30 recommended actions for improvement, together with design and delivery of an Awayday/Improvement workshop for 100 senior finance delegates.

NHS Norwich CCG – Interim Chief Financial Officer March 2015 -January 2016

- ① Establishing programme management of QIPP portfolio of £7m
① Oversight of annual accounts and liaison with auditors
① Supporting all Norfolk CCGs on developing Better Care Fund
① Contract negotiation with a range of providers
① Development of estates and information strategies

North West London Commissioning Support Unit – Interim Director of CCG Finance October 2013 -June 2014

Leading a team of 70 staff responsible for all aspects of financial reporting to 8 CCGs
Achievements include:

- ① Leading workstreams to automate production of financial reports
① Assessing delivery of QIPP plans on behalf of the 8 CCGs
① Design and production of integrated finance and performance reports
① Timely completion of 8 sets of annual accounts

Surrey Heath CCG – Interim Chief Financial Officer May 2013 – September 2013

Establishing new processes and controls for a newly formed CCG, achievements include:

- ① Concluding contract negotiations
① Leading delivery of QIPP programme (£2m), with emphasis on prescribing savings



- ① Defining approach to risk and business continuity management
- ① Liaison with local support providers to secure best portfolio of services
- ① Lead on the procurement of new Out of Hours services
- ① Establishment of steering groups of GPs to explore new out of hospital services

Guilford & Waverley CCG – Interim Accountable Officer/ Interim Chief Financial Officer Dec 2012 – April 2013

Leading a shadow CCG through to authorisation without conditions, achievements include:

- ① Defining Commissioning strategy and construction of operating plan
- ① Contract negotiation with NHS trusts and private qualified providers
- ① Working with professionals to establish sound services for Safeguarding
- ① Identifying and construction of £3m QIPP programme in association with GP leads
- ① Assessment of capacity of preferred support providers to deliver specification
- ① Establishing a Programme Office to monitor major projects
- ① Supporting authorisation preparation
- ① Monitoring financial performance

Nene CCG – Interim Director of Performance September 2012 -November 2012

- ① Establishing a Programme Office to monitor QIPP delivery (£7 million programme)
- ① Developing reporting framework and metrics for monitoring provider performance
- ① Working with GPs and local providers on improved pathways of care for the elderly
- ① Undertaking audit of compliance with referral protocols for orthopaedic surgery

Hinchingbrooke Healthcare NHS Trust/Circle Partnership – Interim Director of Finance & Information January 2012 - July 2012

Supporting the Circle Partnership in the first franchise of an NHS Trust to a private operator, achievements include:

- ① Negotiation of annual contract with Primary Care Trust
- ① Identification and programme management of cost improvement plan
- ① Restructure of departments to support new clinical divisions

Winchester & Eastleigh Healthcare NHS Trust – Interim Director of Finance & Information January 2011 – January 2012

- ① Preparation for integration with North Hampshire Hospitals Foundation Trust
- ① Negotiated improved contract with the host PCT
- ① Identified and led cost reduction plan of £9 million
- ① Maintained due diligence to support acquisition process
- ① Achieved greatly improved information governance results

Hertfordshire Community NHS Trust – Interim Director of Finance & Commerce May 2010 – December 2010

For an aspirant Community Foundation Trust providing county wide services:

- ① Led the application process to secure NHS Trust status including preparation of an Integrated Business Plan and Long Term Financial Model
- ① Developed a detailed two-year financial recovery plan supported by a robust programme management approach
- ① Restructured the finance department to enable it to operate in separation from the host Primary Care Trust
- ① Established strong relationships with the local Practice Based Commissioning teams



- ① Rewrote the commercial strategy and developed channels to market to escalate delivery

Connect, the UK charity for aphasia February 2010 – April 2010

- ① Provided consultancy support, reviewing business planning, budget and operational capacity. The charity, with a turnover of £1.5million, undertakes campaigning and service delivery. Recommended a new structure, making management savings and developed a strategy to win new business.

South London Healthcare NHS Trust – Interim Director of Finance/ Director of Financial Operations April 2009 – December 2009

For the then newly formed Trust, which was one of the largest and most challenged in the NHS, and worked to:

- ① Define a cost efficiency programme which sought to restore financial balance by continued improvement to patient services. This programme identified £24 million in savings in the first year of the Trust.
- ① Stimulate and facilitate projects which addressed care pathways and patient flows
- ① Identify opportunities for longer term infrastructure projects for functions such as medical records and imaging.
- ① Establish the programme management arrangements to expedite delivery of efficiency schemes.
- ① Integrate and lead three finance teams while delivering all operational responsibilities of the finance department.
- ① Review the Trusts financial position and define a mid-term strategy in preparation for presentation to the London Challenged Trust Board.

The Healthcare Commission – Head of Finance February 2006 - March 2009

As Head of Finance, the senior financial professional advisor to the Board in a role focusing on the transition to the new regulator. Using strict project management disciplines, established a fit for purpose finance function ready for transfer to the Care Quality Commission upon the merger of the statutory bodies. Achievements in this role included:

- ① Developing relationships with external stakeholders to secure maximum annual funding.
- ① Introduction of new costing methods of identify efficiencies in regulation and inspection.
- ① Leadership of a procurement project to generate savings of £7 million across three collaborating government bodies.
- ① Implementation of a balanced scorecard to monitor progress against corporate objectives.

The British Library – Director of Finance and Corporate Services October 2003 – January 2006

The British Library is not only one of the world's leading research libraries, but also undertakes worldwide trading operations with commercial income of £30 million to supplement its Government funding of £90 million. The Board level role covered financial planning and strategy, risk management, corporate governance and legal services and responsibility for the estate, including the running of its flagship property in London and acting as Senior Responsible Officer for the construction of the world's largest book repository, located in Yorkshire.

Achievements in this role included:

- ① Implementation of new financial systems resulting in a reduction of 20 posts within the finance team and annual savings of £750,000.



- ① Oversight of a cost reduction programme to produce corporate savings of £8 million annually, including delivery of the associated workforce strategy.
- ① Management of an investment portfolio of £22 million including selection of fund managers.
- ① Project management of two major capital projects: a substantial storage facility in Yorkshire and a Conservation Centre in London.
- ① Establishment of a Programme Management Office to support modernisation work streams.
- ① Delivery of a strong and successful Comprehensive Spending Review submission.

Barking & Dagenham Primary Care Trust, Hammersmith & Fulham Primary Care Trust, Tendering Primary Care Trust October 2002 – September 2003

- ① Supported three Primary Care Trusts, acting as their Director of Finance. Achieved efficiencies in commissioning; the introduction of practice-based budgets for general practitioners and developed a business case for a new health centre in Harwich, Essex.

Darenth Valley Hospital – Interim Director of Finance & Information Services August 2001 – September 2002

- ① One of the “turnaround” team responsible for improving services and financial management of the hospital, which was the first PFI hospital to operate in England. Renegotiated the hospital's debt structure to produce annual savings of £4 million. With responsibility for the estate, worked extensively with the private sector consortium to ensure that the Trust secured efficient and affordable services. Also held responsibility for information services and procurement and undertook line management of the out-patients department.

Lewisham Hospital NHS Trust – Interim Director of Finance February 2001 – July 2001

- ① Concluded commissioning negotiations with the local Primary Care Trust and completed the outline business case for a new medical wing at the hospital.

Homerton Hospital NHS Trust – Interim Director of Finance October 2000 – January 2001

- ① A brief assignment to cover the absence of the substantive Director, concentrating on improving financial reporting to the Board and commenced the design of a balanced scorecard.

Ridgehill Housing Association – Interim Director of Corporate Services November 1999 – September 2000

- ① Supported the recovery of the organisation which was originally under supervision by the Housing Corporation. This role covered Finance, Information Services and Human Resources.
- ① Improved the Association's financial position through negotiation with its main lender and led a successful bid to acquire more stock from a neighbouring borough.

Great Ormond Street Hospital – Interim Director of Finance May 1999 – October 1999

- ① Identified and collected over £5 million of outstanding debt.
- ① Made significant improvements to performance management, introducing a balanced scorecard and key performance indicators to the Trust.

Richmond, Twickenham & Roehampton NHS Trust – Interim Director of Finance April 1998 – April 1999

- ① Delivered a major transition programme involving the disaggregation of acute services to neighbouring Trusts and the subsequent merger with a Community Trust providing more peripatetic services. In doing so, the cost base of the Trust reduced from £90 million to £40 million, necessitating a major change programme and cultural shift in delivery of information services.



3c's Ltd – Director of Consultancy & Audit 1995 - 1998

- ① Developed an effective business of 25 consultants, plus a base of associates and established a company turnover of £3 million pounds annually after the first year.
- ① Undertook a wide range of assignments including the development of change programmes and recovery plans for a number of NHS Trusts.

Deloitte and Touche – Senior Consultant – 1993 – 1995

- ① Undertook a range of client roles providing general and financial management consultancy. Also led on the development of a number of consulting products, including the introduction of local pay negotiation to the NHS.