

## Curriculum Vitae of Malcolm Winston

**Position:** Director  
FourSight

**Qualifications:** Fellow of the Chartered Association of  
Certified Accountants  
BSc Management Sciences 2(i) Hons

**Location:** Midlands



### Areas of Expertise:

- Final accounts;
- Registered Auditor and Tax Adviser;
- IM&T Strategy;
- Financial reporting;
- Cash flow forecasting;
- Contracting;
- Commissioning;
- Budgeting;
- Business Case preparation and evaluation;
- Private Patients;
- Management Accounting;
- Project management;
- Business planning; and
- Computer audit.

### Computer Skills:

- Microsoft Office including Word, Excel, PowerPoint
- Lotus SmartSuite including 123, Freelance.
- WordPerfect.
- GL Millennium.
- FIS.
- CFACS.
- SAGE.
- Britannia Asset Management System

### ASSIGNMENTS UNDERTAKEN

#### Heart of Birmingham PCT

Performed a capital planning review which identified:

- All capital developments to be undertaken by the PCT in the next 4 to 5 years;
- The capital and revenue consequences of each development;
- The capital projects suitable for Private Finance Initiative (PFI) or Local Improvement Finance Trust (LIFT) funding;
- The financial consequences of the identified funding on the PCT's Business plan;
- The Madel and SIFT funding available to GP's;
- Providing definitions on the "Red Book" funding, GP's are entitled to claim through General Medical Services.

## Curriculum Vitae of Malcolm Winston

### **Sherwood Forest Hospitals NHS Trust**

#### *Private Patients*

Set up a private patients unit for Newark Hospital. This involved:

- determining the financial feasibility of a private patients unit;
- reviewing private patients charges to verify they are in line with market rates;
- developing administrative processes to ensure private patients controls are adequate;
- supporting the process to gain private insurance accreditation;
- develop and implement a marketing strategy.

#### *Final Accounts*

- Provided technical accounting advice to Finance Director and senior finance staff in the preparation of the year end statutory Trust accounts for 31 March 1999
- Assisted in the finalisation of the Trust's year end accounts

#### *Business Case*

Review of internal and external business cases to determine the best case to put forward to the Trust board for private finance initiative approval. This included review of;

- Discounted cash flows
- Sensitivity analysis
- Revenue funding requirement
- Financial stability of external bidders
- Examination of internal and external costings for uniformity and robustness.

### **Birmingham and Black Country Workforce Development Confederation**

Identified the cost of implementing NHS Professionals in Birmingham and the Black Country HSC 2001 (02). This involved:

- determining the current level of expenditure for Nurse Bank and Agency staff across 26 Trusts in Birmingham and the Black Country;
- interviewing the Chief Executives of WYMAS and the Oxford Consortium to determine bank to agency ratios, fill rates, set up and running costs;
- developing a financial model to determine the proposed costs of Birmingham and the Black Country adopting either the WYMAS or Oxford Consortium models;
- performing sensitivity analysis on the options identified;
- reported and presented results to the Trusts for consideration by the Chief Executives.

### **Eastern Birmingham PCT**

Performed a capital planning review which involved:

- calculating the capital and revenue funding requirements of various projects undertaken; and
- identifying the suitability of capital projects for LIFT or PFI funding.

Assisted with Commissioning process for the respective Service Agreements & SaFF.

### **States of Jersey Health & Social Services**

#### *Budget Setting*

- Reviewed management accounts budgets as part of the budget setting process.
- Adopted zero based budgeting techniques to identify composition of significant costs.
- Agreed budgets with departmental managers.
- Presented budget to Director of Finance
- Undertook a Theatre Drapes Review in order to identify unallocated stock & made

## Curriculum Vitae of Malcolm Winston

recommendations for new procedures.

### **East Sussex Hospital NHS Trust**

Performed high level efficiency review of Eastbourne Hospital NHS Trust (EHT) and Hastings and Rother NHS Trust (HaRT) which merged on 1 April 2002 to become East Sussex Hospitals NHS Trust. This involved:

- performing a high level comparative review of a number of key areas, for example:
  - HRG/procedure costs;
  - clinical performance;
  - management costs;
  - ward nurse staffing levels;
  - support service costs;
  - drug costs.
- producing a report for presentation to the Trust board, which identified cost savings of over £2m.
- developing and implementing an action plan so that the cost savings identified could be achieved.

### **Craven, Harrogate and Rural District PCG**

Assisted the acting Finance Director at PCG in successfully implementing the government's strategy on shifting the balance of power so that the PCG could convert to a fourth wave PCT from 1 April 2002. This involved:

- documenting and introducing new financial systems for the PCT
- tailoring the DOH model standing financial instructions and standing orders for PCT's, for presenting to the board
- documenting a losses and special payments policy for PCT, for presentation to the board
- reviewed compliance of the PCT with the governments contral assurance standard on financial management
- developed service level agreements for key services to be provided by the PCT
- agreed Service and Financial Framework (SaFF) for the PCT for 2002/03
- finalised chart of accounts
- defined reporting structure
- Set PCT budgets for 2002/03 and agreed budgets with budget holders

### **Buckinghamshire Health Authority**

#### **Head of Financial Accounts**

Duties included:

- Supervision of 6 staff
- Responsible for cash and non cash monitoring including PCT coordination to ensure cash limits maintained at the correct level
- Preparation of FHS returns
- Non cash limited debt management
- Maintenance of capital records on a quarterly basis
- Maintenance of back to back records for clinical negligence and injury benefit claims under FRS12
- Maintenance of fixed assets impairment records under FRS11
- Preparation of annual accounts for 31 March 2001

## Curriculum Vitae of Malcolm Winston

- Preparation of Charitable Fund Accounts

### **Northern Birmingham Community Health Service NHS Trust**

Responsible for all financial and non financial information on business case, which includes preparation of:

- Financial information for:
  - Discounted cash flows
  - Sensitivity analysis
  - Revenue funding requirement
  - Unit cost comparison
  - Capital Forecasts
  - Revenue Forecasts
- Non Financial information for:
  - Executive summary
  - Strategic context

### **Ashworth Hospital Authority - Liverpool**

Undertaking a Financial Capital Asset Review

### **Maidstone NHS Trust**

Responsible for all financial and non financial information on business case, which includes preparation of:

- Financial information for:
  - Discounted cash flows
  - Sensitivity analysis
  - Revenue funding requirement
  - Unit cost comparison
  - Capital Forecasts
  - Revenue Forecasts
- Non Financial information for:
  - Executive summary
  - Strategic context

### **Ravensbourne NHS Trust**

Preparation of all financial and non-financial information for various options, relating to the provision of new Mental Health facilities, which include:

- Financial information for:
  - Discounted cash flows
  - Sensitivity analysis
  - Revenue funding requirement
  - Unit cost comparison
  - Capital Forecasts
  - Revenue Forecasts
  - Affordability Assessments
- Non Financial information for:
  - Executive summary
  - Strategic context

## Curriculum Vitae of Malcolm Winston

### **Hillingdon Hospital NHS Trust**

Responsible for all financial and non financial information re configuration of acute services for various options which include:

- Financial information for:
  - Discounted cash flows
  - Sensitivity analysis
  - Revenue funding requirement
  - Unit cost comparison
  - Capital Forecasts
  - Revenue Forecasts
  - Affordability Assessments
- Non Financial information for:
  - Executive summary
  - Strategic context

### **Barnet Healthcare NHS Trust**

Responsible for the financial analysis of mental health strategy on a business case with a capital expenditure of approximately 41m. This analysis included the preparation of:

- Discounted cash flows
- Revenue funding requirement
- Unit cost comparison
- Capital forecasts
- Revenue forecasts

### **Royal National Orthopaedic Hospital Trust - Stanmore**

Responsible for preparation of all financial information on business case for the provision of a MRI scanner including housing of the equipment and patient facilities.

### **Chelsea and Westminster Healthcare NHS Trust**

Assisted in the preparation of financial information for a business case on the proposed acquisition of a magnetic resonance imaging scanner. The work included the preparation of:

- Financial information summary
  - Discounted cash flows
  - Sensitivity analysis
  - Revenue funding requirement
  - Forecast trust pro formas

### **Wessex Regional Health Authority**

Preparation of RP, HA and FR Forms which included:

- Full completion of final accounts and discussions with auditors.
- Preparation of full working papers.

## Curriculum Vitae of Malcolm Winston

### **Winchester and Eastleigh Healthcare NHS Trust**

- Integration of stock accounting system into management accounts system to provide meaningful costing information.
- Reconciliation of stock accounting system to nominal ledger.
- Development of revised stores systems after consultation with Senior Management and user departments.
- Capital Asset Review of the Trusts Financial Records
- Documentation of revised systems using flowcharts and procedure notes.
- Review of computer hardware and software where appropriate to streamline the stores systems.
- Identification of revised systems and training of staff.
- Identification of possible areas for income generation with private hospitals.
- Reconciliation of stores information to the nominal ledger including;
  - streamlining reconciliation processes;
  - training staff;
  - preparation of procedure notes.
- Preparation of reports on stores systems with recommendations and improvements.

### **Shetland Health Board**

Preparation of year end forms for health board which includes;

- Full completion of final accounts including discussions with Auditors;
- Preparation of full working papers;
- Recommendations for and implementation of improvements to systems for future years.

### **Basingstoke and North Hampshire Health Authority**

Preparation of RP, HA and FR forms for health authorities to include:

- Full completion of final accounts including discussions with Auditors;
- Preparation of full working papers; and
- Recommendations for and implementation of improvements to systems for future years.

### **Worcestershire Health Authority**

Preparation of GPFH Accounts 1996/97 with a fund value of £95 million.

### **JJ Fox International limited**

#### **Acted as Group Finance Director for 2.5 years**

- Responsible for the financial matters of all companies within the group
- Responsible for identifying target companies for acquisition, and providing advice on the purchase price and all aspects of due diligence
- Reviewed tax planning opportunities for group companies in Jersey, Guernsey, London and Dublin
- Prepared year end group accounts in accordance with UK and Jersey Company law
- Responsible for the disposal and acquisition of various subsidiaries within the group
- Prepared due diligence plan for potential companies targeted for acquisition
- Designed and introduced a group recharge system to determine the true profitability of each company in the group
- Attended all Board meetings and provided advice to the Board on all group financial matters

## Curriculum Vitae of Malcolm Winston

### **States of Jersey – Harbours**

#### **Acted as Director of Finance**

- Responsible for all financial matters arising at Jersey Harbours
- Leading Officer on the Year 2000 project
- Introduced new financial management system for reporting to Chief Executive and senior government officials
- Introduced a new budgeting system for reporting of budgets to the Harbours and Airport committee
- Liaised with Chief Executive of the States of Jersey Harbours and Jersey politicians in agreeing budgets
- Provided financial advice to Chief Executive and politicians on all privatisation issues facing the Harbours, prior to incorporation in 2002
- Responsible for training and managing all Finance staff within the department

#### **Marina System Review**

- Reviewed adequacy of newly introduced Boat Management Property Computer system in relation to the following;
  - standing data controls
  - interface controls
  - audit trails
  - documentation
  - back up
  - training

Prepared report with recommendations for presentation to the Director of Finance and Information and Senior Management members within the Harbours department.

### **States of Jersey – Treasury**

#### **Alternative Funding Review**

- Provided advice to the States of Jersey Treasury Department on alternative methods of raising finance for public sector projects, from the private finance initiative to ways of maximising revenue through better use of existing public sector assets
- Prepared detailed report on alternative methods of raising finance for presentation to the Treasury and senior government officials
- Provided advice to Treasury officials on the implementation of key report recommendations

### **States of Jersey – Airport**

- Provided a report to the Chief Executive and Human Resources Director on the attributes required for a Finance Director prior to incorporation of the Airport.
- Undertook a review of the Communications Department which identified a new:
  - costing system;
  - procedures for recording time & resources;
  - management accounts;
  - profitability reporting.
- Created the budgets for 2002-03 including the establishment of the Chart of Accounts.

## Curriculum Vitae of Malcolm Winston

### States of Jersey – Jersey Telecoms

#### *Cerillion 1.1 System Development Review*

- Reviewed testing process for new telecommunications computer billing system to determine whether:
  - the project IT management was adequate;
  - Prince methodology was being properly applied;
  - functionality of all areas of the billing systems were being tested;
  - integrity of all data interfaces maintained;
  - data Migration controls were adequate
- Prepared report for presentation to the Board and Chief Executive

#### *TETRA CS3 Review*

- Reviewed adequacy of recently introduced financial and management reporting system in relation to the following main areas;
  - masterfile controls
  - interface controls
  - access controls
  - documentation
  - back up
  - financial and management information
- Prepared report for presentation to the Board and Chief Executive, making recommendations where appropriate.

### States of Jersey – Public Services Department

#### **Delegated Authority Review**

- Reviewed and adequacy and legality of the delegated authority laws operated by the Directors of Jersey Public Services Department
- Consulted with States of Jersey government officials over public services law requiring amendment for example, Water Pollution law
- Prepared a report on the changes required to States of Jersey legislation

### **Britax Plc**

Appointed as Chief Management Accountant to a subsidiary company with a turnover of £27m.

This included;

- Production of monthly management accounts
- Reporting to group Board of directors results
- Reporting to local Board of Directors
- Improving existing systems arising from previous reporting failures

## Curriculum Vitae of Malcolm Winston

### **Norton Canes Builders Merchants Ltd**

Acting finance director for a builders merchants company with responsibility for processing and preparing management information and full statutory information key tasks included;

- Identifying key business indicator
- Performing key control account reconciliation
- Production of monthly management information
- Supervision of junior staff
- Reporting results to Board of Directors
- Performing due diligence on companies 'for acquisitions'

### **Waites Architecture Ltd**

Advised on a new financial accounting system, incorporating procedure notes and variance analysis. Key tasks included;

- Review of the companies' activities and financial structure
- Identifying the company's development trends
- Reviewed suitability of available software packages
- Implementation of the selected packages
- Involved in the production of year end accounts and liaison with External Auditors
- Supervision of purchase and sales ledger staff

### **Hazard Safety Products**

Appointed management accountant for Road Safety Consultants, tasks included;

- Key reconciliations
- Review of financial systems
- Preparation of management and financial accounts
- Strategic financial advice
- Implementation of new management reporting system

### **Solihull Metropolitan Borough Council**

Computer audit review of project design methodology used by computer systems division, and recommended improvements where appropriate for future shadow trading.

### **Other Experience**

**Computer audit consultant on an ongoing basis to:  
Hong Kong & Shanghai Bank plc (Forward Trust Group Ltd) Financial Services**

**Building Society Commission**

**A number of Large Chartered Accountancy Firms**

### **National Grid - Energy Settlements and Information Services Limited**

- Designed and implemented computerised management information system for new pricing structure within Energy industry;
- Prepared procedure notes for new system and trained staff in the use of the system.

## Curriculum Vitae of Malcolm Winston

### Previous Experience:

#### **Hong Kong & Shanghai Bank plc (Forward Trust Group Ltd) Financial Services August 1988 to June 1990 Financial Systems Manager**

Performed the following projects:

- Advised on the development of major computer related projects;
- Implemented full computer controls to ensure the possibility of fraud was significantly reduced;
- Carried out in depth, investigation into a fraud involving 'sales' processed through the computerised record systems which resulted in fraudulent commissions being paid; and
- Provided hardware and software solutions for group companies.
- Selected hardware and software for companies.
- Implemented hardware and software into various divisions within the group.
- Provided advice and assistance in the production of functional and systems specifications for subsequent analysis and programming by structured system analysis and design methodology (SSADMs).
- Co-ordinated and performed systems testing of development systems.
- Restructured computerised Nominal Ledger for subsequent reorganisation of group companies.
- Performed efficiency and systems reviews of possible companies for acquisition.

#### **January 1987 - July 1988 - Senior Computer Auditor**

- Performed computer audits of a complex nature in the holding and subsidiary companies on IBM, Tandem, McDonnell Douglas and SYFA mainframe and mini systems, where experience was obtained in the following operating system environments, IBM VM and VME, Guardian, Pick, Unix, Dos and Windows.
- Managed computer audits to ensure auditors performed assignments in accordance with group standards.
- Provided advice and assistance to the Group's external computer auditors to enable the computer systems to be reviewed for external audit purposes.

### **Clement Keys & Co**

#### **Chartered Accountants Birmingham**

#### **March 1985 - December 1986 - Senior Computer Audit Manager**

- Reviewed computer systems of large and small organisations and recommended improvements to these systems.
- Performed computer audits and reported findings to senior management.
- Designed computerised accounts formats for in-house use by staff.
- Designed and installed a computerised fixed asset system.
- Advised clients on the best computer hardware and software to introduce into their businesses.
- Solved any problems a client may have in the installation of computerised financial systems.
- Gave advice to clients on the technicalities of the Data Protection Act.

### **British Gas Corporation (Eastern Region)**

#### **[Purchaser and seller of gas, turnover £6,421 million]**

#### **September 1984 - February 1985 - Senior Management Auditor**

- Audit of payment and income areas of British Gas systems.
- Performing value for money investigations for senior management.
- Wrote reports to senior management on the above two areas.
- Control of three staff to facilitate performance of audit function.
- Staff counsellor for students' professional examinations.

#### **September 1983 - August 1984 - Computer Auditor**

## **Curriculum Vitae of Malcolm Winston**

- Audit of British Gas (Eastern Region) 2900 ICL computer systems.
- Interrogation of the Mainframe computer (via file tab).
- Wrote programs in basic.
- Promoted to position of Senior Management Auditor.

### **February 1982 - August 1983 - Assistant Financial Accountant**

- Preparation of financial accounts to ensure compliance with the Companies Acts.
- Preparation of financial and management information of an ad hoc nature.
- Control of two staff.

### **Touche Ross and Co**

#### **International Chartered Accountants, Liverpool**

#### **October 1976 - January 1982 - Audit Senior**

- Supervised audits of major public and private companies to ensure compliance with the Companies Acts. Many of these companies had computerised accounting systems.
- Main activities audited: banking, retailing, manufacturing, chemical and sugar industries.
- Installed new accounting systems for clients and advised on improvements to existing systems.
- Prepared companies corporation tax computations.