

Tom Coleman

ICT Interim and Programme Manager

Tom Coleman has developed and implemented IT strategies in both public and private sectors. As an experienced Operations and Programme Manager he is skilled in identifying business requirements and cross-functional issues, obtaining commitment from key individuals, and implementing change leading to significant business benefits.

Many assignments have involved 'turning around' troubled IT programmes and Divisions, often with IT strategy definition followed by supplier selection and package delivery. He is used to working with customers and suppliers at senior levels and has been responsible for multi-national IT budgets in excess of \$30m and ICT programmes exceeding £100m.

His sector experience includes local government, manufacturing, retail, supply chain, legal, and financial services.

He is also a recognised expert on IT investment appraisal and risk management.

Recent assignments

Sep 2006 – present

Luton Borough Council **e-Procurement Change Manager**

Rolled out the Council's procurement package to 600 users, persuading the business units to abandon existing ad hoc purchasing processes and transform buying behaviours of staff across the council. The council has e-Procurement as a cornerstone of its efficiency savings programme with planned savings of £2.2m for 2008/9. However, LBC has a history of change initiatives that have failed to deliver promised benefits and acceptance was extremely hard to gain within the organisation.

The procurement package first went live in 2005 but stalled in 2006 with only 8 users. The system is now being used in every part of the Council to order >£5m goods and services per month. All benefit targets are on track.

Dec 2004 – Aug 2006

London Borough of Hammersmith & Fulham **Programme Manager**

Deliver Council wide e-procurement with responsibility for delivering >£1m p.a. benefits from a £2.9m Programme. In 2004/5 this was the largest change programme in the Council with an ambitious aim of transforming the Council's Order to Pay processes by moving to a 'self-service' purchasing within 18 months.

Phase 1 of the programme implemented Authorities Purchasing from Civica to 600 users (delivered on time and to budget) and achieved £498k savings in the first 6 months. Phase 2, an agency/temporary workforce system and an external managed services contract went live on schedule in April 2006 and led to £4m direct savings.

June 2004 - Dec 2004

London Borough of Hounslow
Consultant

Develop an ICT strategy for the Borough to achieve the Government's IEG and ODPM targets by 2005 and to provide the ICT functionality needed to allow Hounslow Council to move from a 'fair' to a 'good' CPA rating.

Objectives included enabling the e-government strategy, and developing a corporate goal aligned, ICT strategic roadmap with the Financial, HR, Solicitors, Members, Planning and Corporate Property Departments.

July 2003 - March 2004

Preparation & delivery of a Higher National ICT course at Spelthorne College and initial PhD research on the introduction of complex 3rd party packages into the public sector (involving Warwick University).

April 2002 - April 2003

Cambridgeshire County Council
ICT Manager

Responsible for the delivery of the Council's core ICT applications and projects including the emerging outsourced Oracle e-business suite (HR and financials including key, lead e-procurement projects). Other projects included the roll-out of 3500 standard PCs, GIS partnership initiatives, library systems and the Council's Web site and E-gov plans.

Another key goal was to re-structure the ICT Division; primarily focusing the Council's IT teams on the working practice and culture changes required for managing third party supplied services but also to align costs and income via staff moves and reductions.

Also owned the IT Best Value initiative with the task of moving a set of externally scrutinised Key Performance Indicators up by 20%.

Jan 2001 - Dec 2001

ANC (logistics supplier)
IT Manager

In late 2000 ANC terminated a 3 year project to re-write their core systems. Tom Coleman was brought in as a turnaround IT and Programme Manager to take over day to day management of the existing applications staff and then plan and implement a new IT strategy (within the context of a major business recovery exercise driven by the new board).

Re-directed ANC into a package-based approach leading to the procurement of USA developed software for their core applications.

Oct 2000 - Nov 2000

7c (call centre and e-CRM service supplier)
IT Consultancy

Assisting 7c with multi-channel e-CRM architecture definition; specifically, directing a technical consultancy tender plus a second assignment providing an independent review of the resulting channel strategy options.

Sep 1999 - Oct 2000

Celestica (electronics manufacturer)
VP IT (Europe)

The initial role was VP (European IT) responsible for all IT systems in the UK, Ireland, Czech Republic and Italy. This position was a new one for Celestica who were developing global and regional IT strategies to support their explosive organic and acquisitive growth (Celestica acquired IBM Italy's manufacturing during this time).

Accountabilities included the implementation of corporate strategic applications across the region, the initiation of global IT sourcing and SAP, responsibility for the repair division's worldwide systems, and general implementation of 'best of breed' supply chain and manufacturing solutions. Specifically accountable for the European delivery of consistent and common IT services, the support of installed applications and ensuring that worldwide strategies and architectures were adhered to within Europe.

After recruiting his replacement the assignment was extended with the role changing to Programme Director with specific responsibility for two world-wide programmes including setting up a \$200m IT outsourcing initiative.

Mar 1999 - Sep 1999

Fisher Rosemount (process control equipment)
IT Director

Interim Manager with responsibility for 4 sites and their personnel, as well as developing a new role of board level UK IT Director. Prime duties were a) to create and develop an entirely new role of cross-divisional UK IT Director, and b) to introduce a key front office Customer Relationship Management (CRM) system.

Dec 1997 - Feb 1999

Hales Waste Control (waste disposal & skip supplier)
IT & Programme Manager

IT Department / Programme Manager for a Y2K triggered initiative which involved direct accountability for delivering 5 projects. These included:
replacing old legacy systems with JD Edwards One-World ERP software and replacing the complete IT infrastructure.

Clients include:

7C
ANC Ltd.
BNB Resources Plc
Cambridgeshire County Council
Celestica Inc.
Chambers of Donald Keating
Churchill Insurance
Clerical and Medical Insurance
Digital Equipment
Fisher-Rosemount
Hales Waste Control
London & Edinburgh Insurance
London Borough of Hounslow

London Borough of Hammersmith & Fulham
Luton Borough Council
Mercantile & General Reinsurance
Prudential Assurance
Ready Mixed Concrete
Salford City Council
Sandersons
Sears Group Properties Ltd
Somerville Stores
Tallyman
TSB Bank
Woolwich Building Society

Permanent employment

April 1993 – present	Ochre Management Services Ltd.	Director and principal consultant
1991 – 1993	Prudential Corporation Plc.	Strategy Consultant
1987 – 1991	Prudential Corporation Plc.	Manager, Advanced Tech Group
1982 – 1987	British Telecom Plc.	Project Manager Senior Systems Programmer.
1979 – 1982	Kienzle Data Systems	Senior Programmer/Analyst

Qualifications

2002	Certified Prince II Practitioner
1989 - 1991	MBA CASS Business School (Part-time evening course) 2nd Year Thesis “Evaluating the Intangible Benefits of IT Investments”
1972 - 1977	UWIST (University of Wales Institute of Science and Technology) B.Tech (Hons) Occupational Psychology Member of the British Computer Society Chartered IT Professional

Publications

“IT Value for Money - Going Beyond Financial Analysis”

Published in *Hard Money - Soft Outcomes*, ed. B. Farbey; Alfred Waller (1994).

“Return on Investment - Evaluating all of the benefits of information technology”

In: *Information Management. The Evaluation of Information Systems Investments*, ed L. Willcocks; Chapman & Hall (1993).

“Expert Systems for the Data Processing Professional”

Tom Coleman, NCC / Blackwell (1989).

Numerous papers, articles and reviews.

Personal

D.O.B	18th June 1953	Tel	01784 245586
Address	25 Elmsway Ashford Middlesex TW15 2SH	Mob	079 733 23456
		Email	tom.coleman@ochre-services.co.uk
		Web	www.ochre-services.co.uk

References

Contact details will be provided for any of Tom Coleman’s clients on request.