



Qualities

- Effective leader
- Exceptional communicator
- Takes the initiative
- Resilient in negotiations
- Influences and resolves conflict
- Reliable under pressure

Skills

- Business Transformation
- Business Case Specialist
- Management Consultant
- Customer service orientated
- Procurement expert
- Business Analyst
- Portfolio, Programme and Project management
- Operations and finance management
- RAIDO
- Agile (SAFe)
- Expert Whole Life Cost forecaster and modeller
- Proficient user of MS Project, Visio, Excel, Word and PowerPoint, Active Risk Manager, Primavera 6, PREDICT and FUSE, AWARD

Education

Open University: Professional Business Management (BBA)
QA: PRINCE 2 Practitioner
BTEC: Business Diploma
AAT: NVQ level 2, 3 and 4

Stephen James Collom, Cert Mgt (Open), MAAT, Prince 2

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Professional Summary

Relevant successful experience and outcomes:

- Outline Business Case Ministerial approval for ~£500M Security and Service Management
- Full Business Case approval for ~£45M Nuclear IT project
- Full Business Case approval for ~£25M CBRN project
- Full Business Case ~£1Bn Ministerial approval for new Submarine Training Facility project
- Outline Business Case approval for ~£30M Submarine Training relocation project
- Full Business Case approval for ~£20M IT Support contract
- Outline Business Case Ministerial approval for ~£1Bn Submarine Training Capability Programme
- Full Business Case Ministerial approval for ~£10Bn Cyber Security Programme
- Managed ~£15Bn Portfolio Risk Management improvements
- Delivered ~£500M Benefits for UK Defence Change Programme
- Project management of ~300 UK Defence projects

Business Case expert leading senior stakeholder engagements and workshops resulting in approval of high value projects.

C-Suite executive, consistently delivering operational and strategic outputs at pace, in a timely manner, using strong organisational, communication and leadership skills.

Responsible Finance and Commercial Executive with extensive experience across Portfolios of Programmes and Projects, including strategic sourcing.

Solid experience of managing multiple projects and teams, including business cases, bid management, budgeting and human resource. Working collaboratively with Clients, Senior Executives, Directors and business stakeholders.

Willingness to take on added responsibility to deliver to tight deadlines. Enthusiastic team player with a resilient work ethic and advanced complex problem-solving skills and thrives well under pressure.

Detailed familiarity in Service Delivery, Cyber Security, Nuclear, Property Management, Defence Equipment, Food, Manufacturing, Procurement, Finance, Commercial and Legal.

Work History - May 2016 to present

Director, Gemini Services (GS) Limited, Calne

(March 2011 – present)

- Delivery of independent client assignments focused on Business Cases and P3M delivery
- Business Marketing, Commercial, Legal and Financial Management

Commercial Officer, MOD UK

(Nov 20 – present)

Providing Defence Commercial and Procurement expertise for £100M ITSM Service, including:

- Leading the competitive tender
- Writing the Contract T&Cs
- Managing competitive dialogue between MOD and bidding companies
- Supporting the drafting of the FBC Business Case through to approval at Cabinet Office

SME Consultancy, UK MOD IT Service Management Tooling, CGI IT UK

(19 Nov 2019 – May 2020)

Providing specialist consultancy to Design and Deliver ITSM and Operational Service Management (OSM) Tooling and Processes, including:

- Produced project plans & service management regimes, including ITIL, Service and Operational Level Agreements and key process indicators and service credits
- Defined Service Processes, through design workshops and leading generation of future SIAM ITIL process documentation and workflows
- Produced Service Desk operation & management, Support Scripts.

Business Case and Procurement SME, UK MOD Operational Security & Service Management, Corsham

(9 May 2016 – 31 Oct 2019)

Led the Business Case, Design, Development and Delivery of future Cyber Security & Service Operations Management, including ~£500M Business Case and resulting procurement:

- Managed the Ministerial approval of the £500M Outline Business Case (OBC). Managed the Business Case and supporting evidence from senior stakeholders at Two Star Director level and ~15 project team specialists through bi-weekly evidence working group meetings. The OBC followed the MOD and Green Book. Managed senior external Assurance and Scrutiny experts including HM Treasury. Saved time and cost by utilising the same evidence and artefacts for different purposes, covering Strategic, Economical, Commercial, Financial and Management dimensions
- Negotiated Service & Security Management with bidders on behalf of the UK Defence
- Completed Tender evaluations for the Procurement of improved Service Desk and Security functions
- Completed Moderation sessions to reach consensus of Evaluations, contributing to the down selection of the preferred bidder
- Influenced contract, financial model and dependencies with other parts of UK Defence
- Led relationship management, consultations, workshops and reports with Directors
- Influenced future ITSM Tooling strategy and Target Operating Model with Directors
- Developed implementation plans for delivery phase and live operations
- Influenced design & development of customer journeys for business outcomes and business change
- Business Analysis and re-engineering of ITIL processes and ITSM tooling for IT Operations across MOD
- Produced incumbent OSM Exit, Transition and Transformation plans
- Monitored and manages risks, assumptions, dependencies, issues and opportunities
- Provided input to Schedule Risk Analysis for all Business Cases and Cost Assurance Reports to Scrutiny
- Managed other team members to achieve milestones for the Concept Phase, blending AGILE and P3M methods, such as Sprints, Backlogs and Product Trackers with MS Project plans and risk management.

Hobbies & Interests

I play chess, badminton and golf to socialise with friends and family. I like watching many sports and enjoy cooking using skills that I acquired in professional Michelin Star kitchens. I have a separate business that provides freshly baked bread, pastries and can provide private catering.

Other employment (1989 to 2018)

Dates	Role, Outputs and Outcomes
May 2017 – Feb 2018	Business Case Manager, UK MOD Nuclear Emergency Information Management System, Corsham Wrote and managed the approval of the Full Business Case valued at ~£45M, including supporting outputs: <ul style="list-style-type: none"> Managed collaborative working with Department for Business, Energy and Industrial Strategy through evidence workshops and external scrutiny stakeholders AGILE development of new application, hosting and service management Managed requirements backlog through weekly SCRUM meetings and Sprints Agreed requirements for procurement of Service Management and helpdesk Led production of Cost Models and managed risks and assumptions Facilitated inter-Government Department commercial and technical workshops
May 2016 – Jun 2016	Project Closure Manager, UK MOD High Grade Messaging, Corsham Produced High Grade Messaging Post Project Experience Report, including: <ul style="list-style-type: none"> Produced resourced project closure schedule in MS Project and Learning From Experience report and transferred residual risks and funding to Sponsor
Dec 2015 – Jan 2016	Project leader, Independent Risk Review, MODNet, Corsham Initiated and produced standard Enterprise Risk Management templates, process and weekly workshops to analyse and complete a urgent Risk Maturity Assessment, including the shape and composition of risks, schedules and costs for ~30 projects, including: <ul style="list-style-type: none"> Interviewed risk and project managers of MOD and supplier teams, collated and analysed risk and schedule data, producing weekly updates to Directors in consolidated narrative and pictorial formats Completed Schedule Risk Analysis using PREDICT and FUSE producing earned value outputs Recommended improvements to risk and scheduling processes and simplifying the MS Project Plans and risk data from the suppliers to enable effective management interventions from senior management up to the Chief Defence Information Officer (Three Star) Provided criteria and definitions for when to escalate risk Identified MS Project structural improvements and provided coaching to help transform project and risk management behaviours and enable skills transfer
Sep 2015 – May 2016	Business Case Manager, UK MOD Chemical, Biological, Radiological and Nuclear, Bristol Led the approval of Full Business Case and supporting evidence valued at ~£25M. Managed Benefits Management Plan, Through Life Management Plan and Stakeholder & Communications for replacement equipment project, Business Case supporting outputs included: <ul style="list-style-type: none"> Produced and managed MS Project Plan using MS Project and PREDICT Delivered Cost Model reflecting the project plan and project risks Developed Procurement Strategy and Director briefing material Produced requirements, testing and implementation documents
Jun 2015 – Sep 2015	Business Case Manager, UK MOD Submarine Training Facility, Her Majesty's Naval Base Clyde Ministerial approval of Outline Business Case and requirements for new Submarine Training Facility valued at ~£1Bn. Activities supporting the Business Case included: <ul style="list-style-type: none"> Facilitated agreement of the Benefits Management Plan and Tracker with senior Directors Produced and managed Risk and Assumptions Mentored project managers and Directors in Business Case approvals process and methods Engaged and managed ~20 stakeholders across disparate and geographical environments

Dates	Role, Outputs and Outcomes
	<ul style="list-style-type: none"> Produced and managed resourced and Schedule Risk Analysis using PREDICT and MS Project
Sep 2014 – Jun 2015	<p>Business Case Manager, UK MOD Submarine Training Relocation, Plymouth</p> <p>Developed ~£30M Outline Business Case, business change strategy, plan and governance structures, outputs included:</p> <ul style="list-style-type: none"> Producing and managing Business Case across ~60 stakeholders to relocate submarine training to Scotland, including one to one briefing at Two Star Director level Produced supporting evidence including: <ul style="list-style-type: none"> Project Initiation Document, Project Management Plan & Procurement Strategy Provided cost estimates, Schedule Risk Analysis, resourced plans and investment appraisal Delivered agreed Project Concept of Analysis and requirements Produced and managed project plans, critical paths and dependencies Managed risks, assumptions, issues, dependencies and opportunities Analysed and produced "as is" and "to be" business process Facilitated Continuous Improvement and produced transition roadmap
May – Sep 2014	<p>Business Case Manager, UK MOD IT Support Solutions and Maintenance, Corsham</p> <p>Responsible for writing the ~£20M Full Business Case.</p> <ul style="list-style-type: none"> Led evidence working groups with project and external stakeholders, ensuing the business case and supporting evidence was robust and coherent. Produced supporting evidence, including: <ul style="list-style-type: none"> Procurement Strategy Risk adjusted 3-point estimates using Monte Carlo cost model techniques Project schedule Project brief and investment appraisal Pre-Qualifying Questionnaire and Invitation to Tender information.
Mar – Sep 2014	<p>Team Leader, Portfolio Risk Improvement HQ Land, Bristol</p> <p>Initiated, planned and led the rapid Risk Maturity Assessment and review of costed risk across the Land environment Portfolio within project team's data stores as part of a Core Portfolio Risk team, including:</p> <ul style="list-style-type: none"> Produced standard Enterprise Risk Management identification templates, process and engagement plan including workshops that shaped the risk Portfolio Interviewed risk and project managers, collated and analysed data from ~40 projects Completed Schedule Risk Analysis reports at Portfolio level using PREDICT Produced reports Quantifying and Qualifying duplicated, exaggerated or wrong risk group's
Jun 2013 – Mar 2014	<p>Business Case Manager, UK MOD Submarine Training Programme, Bristol</p> <p>As the Submarine Training Programme business case manager, Stephen was responsible for writing the business case and managing the communication across five different business areas, each with their own budgets, interest and influence in the Programme. Stephen developed an agreed dependencies map and communication messages that he delivered at various working groups, including to senior Director level boards that he was secretary for, delivering clearly articulated, consistent and comprehensive messages. The Programme was novel, complex and politically sensitive, hence the planning and management of inter-programme dependencies and ~£1Bn business case with all supporting evidence such as the Investment Appraisal was critical. Approval of complex and multiple discipline Change Programme Business Case included:</p> <ul style="list-style-type: none"> Writing and management of the OBC at Ministerial level across five different business units <ul style="list-style-type: none"> Produced Benefit values, governance and ownership through stakeholder workshops Facilitated production of Mandate and Programme Management Plan Defined the Programme Cost Model requirements and produced Through Life Cost risk adjusted estimates Scrutinised schedule and cost against Key User Requirements and benefits Produced Primavera P6 and MS Project resourced schedules
Aug 2011 – Jun 2013	<p>Business Case Manager, UK MOD CIPHER Change Programme, Corsham (DV)</p> <p>Led the production and management of the ~£10Bn Full Business Case, including Assurance and Scrutiny stakeholders for Ministerial approval. Supporting business case outputs included:</p> <ul style="list-style-type: none"> Provided input to Cyber Security Requirements document set

Dates	Role, Outputs and Outcomes
	<ul style="list-style-type: none"> Managed and organised GCHQ/Cabinet Office/HMT Major Projects Authority reviews Represented the Team Leader at engagements with Cabinet Office and HM Treasury Initiated development of P3M competences including Risk Management and Scheduling Principal reviewer of Pre-Qualifying Questionnaire and Invitation to Tender responses on P3M, Training, Quality and Standards.
May 2011 – Jul 2011	<p>Facilities Project Manager, UK MOD supplier, Corby</p> <p>Project managed rapid delivery of an electronics manufacturing company facility, on time and saved £500K, including:</p> <ul style="list-style-type: none"> Managed builders, sub-contractors and company management expectations and costs Produced, maintained and reported progress of milestones, risks and issues Managed the installation of production line, security, secret Local Area Network, offices and other utilities (e.g. kitchen, vending machine contracts, smoking areas, bike storage, etc) Negotiated and designed IT network plans between supplier and company Director Provided 'training zones' and courses during refurbishment for ~200 new staff in accordance with Health & Safety Executive regulation Led development of company operating model and business governance structures
Dec 2007 – Jul 2011	<p>Principal Consultant, Business Manager and Operations Board member, (Selex ES) VEGA Ltd</p> <ul style="list-style-type: none"> Information and Cyber Services: EKMS, K2BBC, ECU RP, CIPHER, Mortis, DII, CSIS Maritime: Fast Landing Craft, T42, T24, Submarines A and V Boats, QEC Carrier Land: Challenger 2, Artillery Systems, BR90, EVP, FIST, Apache, CBRN Transformation, Defence Clothing, Rotary Wing projects Air: Typhoon, Tornado, Nimrod Head Office: Special Forces, Project "S" <p>Operational Management of ~30 sub-contractors/associates with delegated budget</p> <p>Supported Bid Management team – including Red Teaming and costing ROI to decide 'go/no-go'</p>
Jan – Dec 2007	<p>UK MOD Project and Policy Manager for Organisational Development, London</p> <p>Project managed delivery of "Guide to Managing People" and two training courses; on-line and class room based. Reported to MOD HR Director (Three Star).</p>
2002 – Jan 2007	<p>UK MOD Deputy Team Leader Acquisition Business Change/Transformation. Managed Benefits workshops agreeing owners with senior stakeholders across UK Defence, agreeing metrics and transition to Business as Usual. Interviewed 15 Directors to produce Learning From Experience/Post Programme Evaluation report.</p> <p>Training Manager, developing course material (slides, IT system and process training guides, 'board game' and guest speaker notes) and provided train the trainer events. Delivered monthly training courses to Directors, management and desk level audiences, both in UK and Internationally. Developed and delivered bespoke training packages for specific customer requirements and project events across ~300 UK Defence projects.</p> <p>Whole Life Cost (WLC) forecasting consultant providing support, advice and guidance to ~300 project teams across MOD to develop Business Cases, Through Life Management Plans, Whole Life Costs and Benefits from cradle to grave. Analysed and presented output based financial data and reports to Three Star MOD Finance Director to determine the Cost of Defence and enabled negotiation of Department spend criteria with HM Treasury.</p>
2001 – 2002	UK MOD Budget Manager for Typhoon
2000 – 2001	UK MOD Budget Manager for Adjutant General Top Level Budget (AG TLB; ~£15Bn)
1998 – 2000	UK MOD Executive for Command Secretary (Two Star Director)
1994 – 1998	UK MOD Finance, Audit and Compliance Investigation Team (fraud case)
1991 – 1993	UK MOD Cranfield Shrivenham commercial officer with £5M delegated authority
1989 – 1997	UK MOD various administration positions at HQ UKLF and AG TLB
1987 – 1997	Chef de Partie at The Bath Priory Hotel and Spa, Bath