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| **Contact** | Mobile: +44 (0) 7710 405109 | Email: [rmfsummers@btinternet.com](mailto:rmfsummers@btinternet.com) |
| **Location** | 12 Old Forge Way, **Sidcup**, Kent, DA14 4QL (South-East London) | |
| **LinkedIn** | <https://www.linkedin.com/in/rmfsummers/> | |

* ***A confident, articulate & commercially astute Senior Programme Manager / Head of PMO*** *with 25+ years of global experience across education, not for profit, banking, B2B, B2C, FMCG, retail and corporate sectors.*
* ***Accomplished in the delivery of highest levels of change and transformation*** *having led organisation wide operating model reviews, restructures, and org design*
* ***Able to translate business requirements into tangible,*** *realistic programme deliverables and outcomes.*
* ***Highly adept,*** *able to design and execute effective portfolios of programmes, visions & roadmaps on an enterprise scale, working with multi-disciplinary teams, PMO’s, resources and subject matter experts (SME).*
* ***Delivers sustained operational improvement,*** *inspiration of teams and exceptional business results via the pragmatic application of programme management best practice methods, tools, and frameworks.*
* ***Sound project management & delivery of a portfolio of up to 21+ concurrent initiatives****, ensuring continuous improvement and* ***delivering £190m+ year one cost savings****.*
* ***Delivery-focused as a leader****, managing teams of various sizes and specialties up to 250+ resources.*
* ***Experienced Non-Executive Chair*** *in the education sector, instrumental in improving school performance.*

**Key skills & business capabilities**

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| Transformational Project & Programme Management | Strategy Development and Business Planning |
| Best Practice Methods, **MSP,** **Agile,** **PRINCE2, 6Sigma, P3M** | Budget Management, Financial Control |
| C-Suite/Senior Stakeholder Management and Engagement | Workforce Planning and Resource Management |
| Full Project Lifecycle Management & Delivery | Business and Change Control Processes |
| Programme Governance, Controls & Reporting | New Product Development and Delivery |
| Risk Management and Continuous Improvement | Business Cases and Benefit Realisation |
| Digital Transformation, Product Development and UAT | Deficit Recovery and Restructuring |
| Org Design &Target Operating Model Implementation | Technology Evaluation, Review & Selection |
| Business Process Re-engineering & Delivery | IT, Technology and Business Alignment |
| Cross-Functional Team Leadership & Management | 3rd Party, Vendor & Supplier Management |
| Operational leadership and direction | Motivational Executive Coaching & Mentoring |

**Career to date**

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| **Sep 2017 to Present** | **CHAIR OF TRUSTEES (NON-EXECUTIVE DIRECTOR),**  **South Orpington Learning Alliance (SOLA) Multi Academy Trust** |
| ***Responsible for leading the Board of Trustees, ensuring effective & constructive decision-making***   * SOLA is a Multi Academy Trust (MAT) of 6 primary schools, with approximately 2,000 children in its care * Elected as Chair in September 2017 after 21 months as Vice Chair. Head of the Board of Trustees * Appointed to lead the strategic direction of the board and to provide oversight of all decision making * Responsible for recruitment of new trustees and overseeing performance of existing board members * Accountable to the Regional Schools Commission, Department for Education and ESFA, ensuring efficiency * ‘Critical friend’ to CEO, coaching and challenging performance and direction * Key advisor, providing direction & leadership to the management of schools with ‘poor’ performance * Instrumental in restoring OFSTED outcomes from ‘Requires Improvement’ to ‘Good’ * Identified development areas & helped build strategic plans to improve overall performance of trust * Led full strategic review and restructure of governance processes across the trust to ensure best practice * Oversight of deficit recovery planning and implementation to ensure in year surplus budgets are achieved * Maintaining trust focus on outcomes for pupils and continued academic improvement * Oversaw trust response to Covid-19 ensuring the leadership team were held to account for the decisions made | |

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| **Mar 2020 to Present** | **HEAD OF PROGRAMME MANAGEMENT OFFICE**  **The Prince’s Trust** | |
| ***Responsible for programme and project commissioning, delivery, and assurance, delivering robust governance***   * Responsible for setting up, and leading an enterprise wide PMO function, changing the organisation’s approach to project management prioritisation and delivery to ensure project delivery best practices are met * Designed and implemented project commissioning, delivery, and governance process * Line management and coaching responsibility for five direct reports * Coached and supported senior leaders on project management and governance techniques * Regularly called upon to give advice and opinion on sensitive leadership matters * Devised and introduced a Project Management Academy to build individual and organisational capability * Core member of Project Steering Committee reporting to ExCo with strategic oversight of project delivery * Responsible for trust wide risk management review and implementation of new risk management framework * Key participant in trust response to Covid-19, overseeing delivery of £5m Enterprise Relief Fund * Influential in design of three-year digital road map * Led full operating model review and organisational design reporting directly to Trustees, the CEO and ExCo * Oversight of £3m project to streamline impact and data reporting across the organisation * Responsible for £2m discretionary project budget | |

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| **Nov 2019 to Mar 2020** | **DIGITAL PROGRAMME MANAGER,**  **The Prince’s Trust** | |
| ***Responsible for evaluating trust wide project and programme delivery and building a robust business plan***   * Engaged to drive improvements in project delivery by introducing new structures and routines * Lead practitioner for various digital and non-digital enterprise wide change programmes * Led planning of a new flagship Enterprise programme designed to help young entrepreneurs start their own business with overall budget of over £35m * Led delivery of £25m Health and Social Care project funded by the Department of Health and Social Care designed to place 10,000 young people in health sector jobs over four years * Key participate of emergency business planning and budgeting task force responsible for evaluating and rewriting the business plan and budget for 2020 * Led full trust wide end to end review of data capture, storage and reporting in line with GDPR * Identified for promotion within six weeks of joining the Prince’s Trust * Introduced members of my network to mentoring roles with key SLT members of the trust * Recruited members of my professional network to mentoring of young people to help achieve positive outcomes and employment | |

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| **Jan 2018 to Jun 2018** | **HEAD OF PROGRAMME MANAGEMENT OFFICE – RISK TRANSFORMATION,**  **The Royal Bank of Scotland PLC** |
| ***Responsible for all aspects of Programme Management Office creation, leadership, providing focus & direction***   * Established PMO from scratch, directing a restructuring programme impacting 2,700+ staff globally * Programme P&L management, budgeting, forecasting, and reporting, working with key stakeholders * Member of the OpCo Board ensuring programme deliverables on track, advising CRO on project risks & issues * Accountability for ensuring compliance with Ring-fenced Bank financial legislation, risk controls and rules * Full remit for governance cycle across all work streams of the programmes, ensuring effectiveness * Leadership of a high performing PMO team of 5 staff, delivering strategic support for the programme * Business relationship management with external consultants & 3rd parties, supporting the programme * Accountable for consistent management of RAID’s, programme reporting, budgeting, and governance cycle * Embedded appropriate management reporting methodologies, ensuring consistency and accuracy * Successfully-led a portfolio of work consisting of 8 work streams, delivering 21 digital & change projects * Responsible for regular audit of completed deliverables across all workstreams * Contributed to creation of a new Target Operating Model (TOM), delivering £20.5m per annum of savings * Accountability for an £11.5m labour budget, responsible for a resource deployment of teams of 150+ * Subject Matter Expert on best practice for programme/project delivery ensuring on time, on budget delivery | |
| **Jan 2017 to Dec 2017** | **HEAD OF PROGRAMME MANAGEMENT OFFICE – CONDUCT MI,**  **The Royal Bank of Scotland PLC** |
| ***Responsible for PMO leadership, spearheading regulatory change & conduct MI project initiatives***   * Rescued failing PMO ensuring best practices where redefined and adhered to * End-to-end project management, engaging with the Risk and Conduct function within RBS * Gate Keeper for Executive Committee, Portfolio, Programme & Project Board update documents * Accountable for consistent management of RAID’s, programme reporting, budgeting and governance cycle * Effectively provided cross-programme support completing full business case review * Identified and resolved forecasting discrepancies of £800k, enabling major cost savings & benefits * Full remit for overseeing recruitment activities for the team, oversaw 26 FTE across UK & India sites * Ensured ongoing delivery of 3 projects, successfully delivered on time and within the agreed budgets * Supported delivery of digital data dashboards for reporting management information to franchise leadership * Successfully supported review of process mapping across all areas of Risk including Financial Crime and AML * Responsible for ownership and audit of artefact library of 2,000+ documents for FCA/PRU regulatory approval * Successfully delivered regulatory change to Risk Data Aggregation & Reporting, BCBS239 compliant | |

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| **May 2015 to Nov 2016** | **BUSINESS TRANSFORMATION CONSULTANT,**  **Max-Gear Innovations** |
| ***Responsible for the provision of C-Suite level consultancy, delivering transformation and change***   * Full remit for strategic business development, leadership, revenue growth & new business expansion * Led one-to-one coaching & senior level support to the Board of Directors, improving customer service * Identified behavioural and leadership skills gaps & provided 1-2-1 training to address ongoing issues * Successfully instigated a review of company culture with the aim to make the team more effective * Developed the strategic business plan to facilitate improvements in revenue and maximise growth * Increased the volume of prospective customers by 25% through the development of sales channels * Used extensive professional network to introduce sales team to prospective clients * Supported product development using extensive retail industry knowledge | |

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| **Apr 2014 to Apr 2015** | **PROGRAMME MANAGER – CUSTOMER EXPERIENCE,**  **Tesco Stores Ltd – UK Property & Estates** |
| ***Responsible for end-to-end transformational programme leadership, delivering retail innovation***   * Appointed as Programme Manager for Customer Experience, leading & managing 5 PMO & Project Managers * Full remit for the transformation of the customer shopping experience across Tesco retail branches * Drove cross-functional team performance using motivational techniques & transparent management * Full remit for P&L, capital budgets of £7.5m and revenue streams of £30m, including infrastructure * Introduced new processes and training, delivering a key 11% improvement in Net Promoter Score (NPS) * Successfully led initiatives to increase sales by 9% and deliver a 4.5% increase in customer loyalty * Oversaw development of customer facing digital solutions to improve customer shopping experience * Led the planning and delivery of a highly successful two-day conference for 1,000+ Tesco delegates * Championed cultural change, leadership and customer experience, optimising delivery performance * Achieved 23% improvement in colleague satisfaction ratings within 3 trial stores, underpinning growth * Led various CSR / community events and activities, raising over £200k for local and national charities * Management of the communication strategy for store closures across the UK * Engaged collaboratively with stakeholders at all levels, including liaising with government ministers | |

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| **Jan 2013 to Apr 2014** | **PROGRAMME MANAGER – TESCO PRICE PROMISE,**  **Tesco Stores Ltd – UK Marketing** |
| ***Responsible for end-to-end programme management of the ‘Tesco Price Promise’ implementation***   * Led the end-to-end business case through to business as usual (BAU) and continuous improvement * Management & motivation of a team of 14 BA’s, PMO & Project Managers, including mentoring activity * Accountable for consistent management of risks & issues and programme reporting * Innovative leadership, developing a first of its kind digital product to compare own label vs. brands * Led team that developed a technology solution that returned price comparison results in under 0.3 seconds * Oversaw process for daily data file capture from leading competitor web sites * Developed and owned the external relationships with third party consultants & data capture companies * Successfully managed a development budget of £18m and annual operational budget of £110m+ * Delivered a 4% increase in like-for-like sales across applicable stores, with a 0.5% underspend * Effectively defended challenges from the Advertising Standards Agency, in relation to complaints * Proposed blueprint for successive incarnations of Price Promise to ensure it remained market leading | |

**Earlier career details include**

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| **May 2011 to Jan 2013**  **Mar 2010 to May 2011** | Programme Manager – RF Product Protection  Head of Asset and Profit Protection | Tesco - UK Support Office  Tesco - UK Retail (Superstores South) |
| **May 2004 to Mar 2010** | Store Manager | Tesco - UK Retail |
| **Feb 2002 to May 2004** | Loss Prevention Manager | Tesco - UK Retail |
| **Sep 1997 to Feb 2002** | Department Manager (various teams) | Tesco - UK Retail |
| **Dec 1995 to Sep 1997** | General Assistant | Tesco - UK Retail |

**Professional accreditation & courses**

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| APMG International  AXELOS Global Best Practice  AXELOS Global Best Practice | **AgilePM Practitioner**  **PRINCE2 Practitioner**  **MSP Practitioner** |
| Six Sigma  Leaders at Tesco | Lean Six Sigma (Green Belt)  Senior Leader Development |
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| Member – Association of Project Managers |  |

**Education & qualifications**

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| Chartered Banker Professional Standard Board | CB:PSB Foundation Standard (2017) |
| Launceston College | 3 ‘A’ Levels, including English & Maths |

**Additional information**

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| **UK Citizen**  Full Clean UK Driving Licence  Microsoft Office | Tableau | MS Project | Planview  **Flexible on location** for the right opportunity  **Excellent** references available | **Volunteer roles:**   * Deputy Chair, Club Langley RFC *(Formerly; RBS RFC)*   **Former volunteer roles:**   * Vice Chair & Trustee (NED) – SOLA MAT (21 months) * Governor – Green Street Green Primary School (5 years) including a year as **Chair of Governors** * Treasurer & Youth Rugby Coach – Whitefoot Lane Warriors RFC (6 years) * Founder & Chairman – Tesco Rugby Club (4 years) * Committee Member – RBS RFC (12 years) |