**Arnab Banerjee**

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**Change and Programme Management**

*Multi-functional work at senior levels in infrastructure and central government – with significant international experience. Work across the value chain from very high value capital equipment sales in the power industry, corporate strategy and major programme delivery in transport. Hands-on delivery roles leading cross-organizational change programmes focusing on capability development and leadership team member of multi-billion infrastructure works.*

*Believer in ‘getting the basics right’, believer in ‘theory’ as distilled knowledge, alongside clarity of thought, a pragmatic, transparent and supportive way of working, with the core ability to engage stakeholders and lead effectively - agreeing common objectives and developing a path together to achieve the desired outcomes.*

**Proven expertise in:**

* **Programme Management**:creating the right structures to drive effective delivery in complex, multi-billion environments – focus on maturity (Routemap, P3M3, P3O), governance, assurance, operating models and project and programme delivery frameworks; demonstrable experience with Transport for London and Central Government
* **Change Management / Capability Development**: leading across the full lifecycle of change from creating the business case and aligning with organizational strategy to development, implementation and embedment - ensuring change and capability development that lasts in significant enterprises
* **Stakeholder Engagement**: skilled in working with multiple teams to develop common objectives and reach successful conclusions - in activities ranging from sales to change and transformation and major projects. Demonstrated ability to build and maintain strong relationships at all levels

**Experience themes:**

* **Delivery:** clear track record of successful delivery in moving from strategy / objectives to implementation and long-term embedment – across multiple interfaces and functions in large and complex environments
* **Seniority and multiple sectors:** long experience of working to Board levels on strategic initiatives; transport and power industries, public sector, central government, multi-national environments
* **Leadership and Team Player:** experience of leading global and local teams but also ability to work and support at all levels – from tactical tasks to leading enterprise initiatives and being active in helping develop team members

**Professional Experience**

**10/2017 to Present: Independent Consultant**

Focused on change and programme management.

**Currently**: ‘Readiness Review for the next phase’ of an international, multi-billion infrastructure programme; leading on review and proposals for the organizational development of the programme enterprise; supporting implementation of the evolving organization and the development of ways of working.

Examples of assignments include:

* Change and Development
  + - Infrastructure and Projects Authority (IPA) - lead role across all workstreams of development, engagement and roll out strategy for the Government Project Delivery Framework (GPDF) – a core IPA product for all of the government’s project portfolio; acknowledged core reviewer of IPA Project Routemap – [APM Webinar](https://www.apm.org.uk/news/project-routemap-the-uk-government-s-guide-to-setting-up-for-programme-delivery-success-webinar/)
    - Department for Transport (DfT) - PMO lead on risk and planning for the Rail Reform Programme. Working across the transformation programme, developing a cohesive programme plan, refreshing risk ways of working and guiding an IPA review
    - UK Space Agency - Transformation Lead in the core area of delivery framework and capability, to develop refreshed ways of working and build organisational maturity; lead on Target Operating Model, Assurance and Operations Concepts for a strategic, multi-billion, infrastructure programme with Cabinet Office and Treasury oversight
    - Development of a P3M Framework in a major nuclear entity – core to organisational development following merger
    - Development of an implementation strategy for a national-level Construction body creating a sector-wide initiative targeting improved productivity in the industry, core trainer in the implementation phase
    - Change and implementation review for a major transport infrastructure programme (Associate with KPMG)
* Governance and Assurance
  + - IPA - Project Delivery Adviser – supporting major programmes in the transport sector and leading on Assurance and Approvals processes through to the Major Projects Review Group (MPRG) in conjunction with Treasury (HMT) and the Cabinet Office
    - DfT – developing governance arrangements for the Rail Reform Programme – creating alternatives and proposals with rationale
    - Developing the Governance framework – accountable to the Exec. - for a £2bn nuclear enterprise undergoing a major Operating Model change. (Associate with RSM)
* Delivery
  + - Department for Business and Trade (DBT) - PMO Lead in the Department’s largest programme; recalled for core COVID supply chain related project as risk and planning lead; recalled for G7 Trade Track project creating the full suite of (light touch) delivery structure elements from reporting to planning and risk
    - Department for Science Innovation and Technology – Developing and implementing the Programme and Change methodology for key programmes – Hy4Heat and Whole House Retrofit; recalled for PMO Lead on a multi-million project to complete a major government assurance gate prior to securing next phase funding

**10/2004 to 09/2017: London Underground and Transport for London**

Senior Leadership Team (SLT) member of the TfL Centre of Excellence – acting as an internal consultant, cross-organisation roles focused on change and project and programme management. Highlights:

* SLT Member of the £16bn New Tube for London (NTfL) Programme as Head of Development and Assurance. Accountable for capability development – evidenced by the government’s Infrastructure and Projects Authority - with Change Engagement scores above all of TfL. (Case study below)
* Leading a flagship, TfL-wide strategic change programme – reporting to the Board – to develop and implement a common delivery methodology for TfL. Working across 20 business units, spend of £3bn/a, more than 12 functions and 3000 staff with exemplary stakeholder management. Methodology re-mandated by the TfL Board in 2018 and continuing today – change that lasts (APM Webinar below)
* Change Lead for achieving Level 3 Certification on the P3M3 Maturity Scale for London Underground (Case study below); winner of LU’s premier Platinum Award for Excellence in Cross-Functional Working
* Construction and use of the Balanced Scorecard aligning actions with strategy for a £900m capital delivery business unit – Metronet Head of Development
* [NTfL - Engagement through Change](https://docs.wixstatic.com/ugd/74efd2_8b40e1eee1274f1a977506973b622f24.pdf); [NTfL - Infrastructure and Projects Authority Case Study](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/529309/case_study_2016.pdf); [TfL - APM Webinar – Delivering Complex Change](https://www.apm.org.uk/news/cross-organisational-change-in-a-complex-environment-webinar-a-case-study-in-gaining-engagement/); [Routemap - IPA](https://90cb2d68-c9b1-49b7-b7bd-c903f501ab99.filesusr.com/ugd/74efd2_e25fe6c08fde425fb0f37a580c1784c5.pdf); [LU - Cabinet Office Case Study on Delivery Maturity](https://www.axelos.com/case-studies-and-white-papers/london-underground-case-study)

**09/1992 to 09/2004: ALSTOM Power (now GE)**

Senior roles at operational and corporate levels with expatriate, international experience in Belgium, France and India. Highlights:

* Project Manager for major structural change with savings greater than Euro 100m, balanced scorecard for the enterprise, and other organisation-wide strategic change projects – reporting simultaneously to Head of Corporate Strategy and the CEO of the Euro 12B business and based in Paris
* Strategic review and turnaround strategy for a local factory in India – now a global hub – and based in New Delhi
* Sales Manager with order intake greater than US$250m – four of five orders won by my business unit from 1995 – 2000
* Commenced post-university career as Tendering Engineer with accountability of leading the technical aspects of high capital value steam turbine sales

**Education and Memberships**

Fellow of the Association of Project Management (FAPM); Fellow of the Institution of Mechanical Engineers (FIMechE)

MBA (2002) University of Warwick; MEng (1992) Imperial College of Science, Technology and Medicine

People Centred Implementation (change methodology); P30 Practitioner; P3M3 Assessor

Contributing author to the Gower Handbook of Programme Management

**International Experience and Languages**

Life and work experience in the UK, France, Belgium and India. Negotiation in many others including US, Turkey, Egypt

Languages: French, Bengali, Hindi

**Other publications and presentations**

[APM Autumn 2017 – Special Issue on Change](https://docs.wixstatic.com/ugd/74efd2_4b4e4336466f4202836590fde3795f67.pdf); [Quality World – Feb 2018](https://docs.wixstatic.com/ugd/74efd2_cf60f7943f67408cb1c97dca981f9d9b.pdf); [Planning Change is Easy - Making it Stick is Not](https://docs.wixstatic.com/ugd/74efd2_6ea006e8619d4743b498a1790b0cfe90.pdf)

**Interests**

Mainly racket sports and running ….. and as [an extra in films](https://www.instagram.com/ab3age/) (Instagram link)