

Job Description

A Post Details	
Job Title: Finance Portfolio Manager	Grade: C001
Department: Finance	Division: A Division
Reports to: Finance Business Partner (Projects)	Contract Type: Permanent
Level of Vetting: Management Vetting	Numbers in Post: 1
Welsh language required No	
B Purpose of the Post	
<p>The Finance Portfolio Manager plays a critical role in enabling effective financial management and assurance of the organisation's change and investment portfolio.</p> <p>Working on behalf of the Finance Business Partner, the postholder leads and coordinates day-to-day financial analysis, assurance and insight across a portfolio of projects, investments and initiatives. This includes providing financial input, challenge and independent assurance as an integral part of enterprise governance throughout the project lifecycle, including business cases, exception reporting and the financial aspects of transition into business-as-usual. The role supports high-quality project- and portfolio-level forecasting, undertakes portfolio-wide financial analysis, and provides authoritative advice to support strong project-level financial management and inform portfolio-level prioritisation, affordability and informed decision-making.</p> <p>Through close collaboration with Finance & Commercial colleagues, the PMO, delivery teams and other stakeholders, the Finance Portfolio Manager helps to embed consistent and proportionate financial management practices across the portfolio. The role contributes to continuous improvement in portfolio financial management capability, supporting effective resource allocation, value for money and the delivery of sustainable financial outcomes aligned with organisational strategy.</p>	
C Dimensions of the Post	
<p>Financial – Direct or Non-Direct</p> <p>This role plays a key role in the financial planning, management, oversight and assurance of circa £153m of change and investment spend over three years (over £50m per annum), covering budgets of £96m capital and £57m revenue across approximately 180 projects and 12 programmes.</p> <p>This spend is delivered through the three funding and delivery mechanisms for project activity in BTP:</p> <ul style="list-style-type: none"> • Transformation Portfolio: Budgets of £54m capital and £36m revenue over the three-year MTFP settlement (approximately £18m capital and £12m project revenue per annum). • Externally funded projects: Circa £40m capital and £8m revenue over the three-year MTFP settlement (approximately £13m total capital and £3m project revenue per annum). • Innovation Mechanism: Initially £1m capital and £13m revenue over two years (approximately £0.5m capital and £7m revenue per annum), with funding expected to increase over time. <p>The role also supports projects delivering significant ongoing monetisable efficiency savings by providing financial analysis, challenge and assurance on cost baselines, savings assumptions, affordability and deliverability, helping to support robust decision-making and sustainable financial outcomes.</p> <p>Staff Responsibilities – Direct or Non-Direct</p> <p>Direct: None.</p> <p>Indirect: Acts as a professional finance lead within the change community, supporting portfolio, programme and project teams in the application of effective financial management, governance and assurance practices. It is expected that over 100 employees will be directly involved in the management and delivery of change activity across the portfolio.</p>	

D Principal Accountabilities

Project & Portfolio Financial Advice and Assurance

1. Advice on Project Finances:

- Provide expert financial advice and challenge across the full project lifecycle, including complex, multi-million-pound business cases and change activity spanning large-scale Estates and Technology projects, organisational restructures and efficiency-led initiatives. This will include advice on cost composition and assumptions, the profile of costs over time, funding strategies, risks, dependencies and BAU impacts, ensuring affordability, value for money and robust financial decision-making.
- Represent the Finance Business Partner at project, programme and portfolio governance forums, including Project Boards, Programme Boards and Portfolio-level boards (e.g. Technology and Estates), identifying portfolio-level risks and dependencies and providing informed advice and guidance to support effective decision-making.

2. Portfolio Delivery - Subject Matter Expert Quality Assurance (SME QA):

- Act as a Finance SME across the FoTM Portfolio, Innovation Programme and other delivery mechanisms, providing financial quality assurance and expert challenge for complex, high-value projects and programmes.
- Undertake financial due diligence and assurance activity across the portfolio, including PIDs, Business Cases, Change Requests, BAU Handover Reports and PIRs, leading on appropriate cases in line with experience and complexity, and supporting the Finance Business Partner in the overall leadership and assurance of financial governance.
- Work in partnership with the PMO Portfolio Manager to support effective navigation of governance requirements, from Programme Board through to Cabinet Office standards (including Managing Public Money)
- Produce high-quality assurance outputs, including Blue Folder minute sheets, for review and sign-off by the FBP (Projects) and Deputy Director (Decision Support).

Portfolio Financial Planning, Forecasting, Analysis and Management

3. MTFP / Investment Plan Development:

- Support the Finance Business Partner and PMO Lead in the development, refresh and ongoing management of the Investment Plan within the MTFP, providing robust portfolio-level financial analysis, challenge and assurance on affordability, phasing, prioritisation and deliverability.
- The role will help ensure a clear and consistent line of sight between investment activity, funding availability and medium-term financial sustainability.

4. Forecasting:

- Support high-quality financial forecasting at both project and portfolio level, working with project and programme teams across the portfolio to ensure forecasts are timely, realistic and based on robust assumptions. This will include providing appropriate challenge, identifying emerging risks, pressures and opportunities, and supporting early corrective action.
- Support the Finance Business Partner in providing portfolio-level forecast insight and assurance, ensuring consistency between project forecasts, the overall portfolio position and the Medium-Term Financial Plan, and contributing to clear and accurate reporting for senior leaders and governance forums.

5. Portfolio Financial Analysis and Insight

- Lead portfolio-level financial analysis and help shape financial performance insight, enabling a clear understanding of how the change and investment portfolio is performing against agreed plans, budgets and assumptions.
- Assess alignment between the projects delivered (including the associated mix and pattern of spend) and the detailed portfolio budget approved at the start of the financial year, identifying variances, underlying causes and implications for affordability, prioritisation and future decision-making.

6. CDEL Management:

- Support the Finance Business Partner (Projects) and the Finance Deputy Directors in the effective management of BTP's overall capital (CDEL) position, with a particular focus on the change and investment portfolio. This will include providing portfolio-level analysis, forecasting and challenge on core capital spend, externally funded and reserves-funded capital projects, and the profile and deliverability of capital investment across the MTFP period.

- The role will contribute expert portfolio-level insight to the monthly CDEL Board chaired by the Finance Business Partner (Projects), supporting informed decision-making on risks, opportunities, re-profiling and optimisation of capital spend. In doing so, the postholder will work closely with Estates and Financial Control colleagues, recognising that non-cash IFRS16 CDEL forecasting and management sits outside the portfolio and is led through those functions.

Delivery Support & Improvement

7. Project Management:

- Act as Project Manager for finance projects and Continuous Improvement Board initiatives, bringing qualified and experienced project management capability into the Finance function when required.
- The role will support the delivery of discrete and targeted initiatives through proportionate project management, while recognising that larger or more complex projects will be resourced and delivered through the wider transformation portfolio, reflecting both the specialist contribution of the role and its broader portfolio-level responsibilities.

8. Continuous Improvement & Innovation:

- Identify and implement opportunities for innovation in the financial management of projects and associated activities, leveraging data, technology and best practices to drive efficiency and effectiveness.

9. Problem solving:

- Act as an effective problem-solver across the full scope of the role, proactively identifying, analysing and helping to resolve a wide range of financial, delivery and governance-related risks, issues and challenges affecting projects and the portfolio. This will include working collaboratively with Finance & Commercial colleagues, the PMO, delivery teams and other stakeholders to develop pragmatic solutions that support effective decision-making, maintain momentum and protect the overall portfolio and financial position.

Capability, Engagement & Development

10. Training and development

- Support the Finance Business Partner (Projects) in the overall development of financial management capability across the change community
- Develop in-house training materials (guides, videos, 'how to' toolkits, etc.) for publication on the Force learning management system and as inputs into BTP CPD, talent management and leadership training modules.
- Provide hands-on teaching and guidance to SROs, Programme and Project Managers in the effective management of project and programme level finances, and contributing to the effective application of BTP's in-house P3M3 methodologies and standards.

E Decision Making

Make decisions

- Make day-to-day decisions on financial problem-solving, prioritisation, recommendations and escalation, within agreed delegated authority.
- Provide financial leadership, advice and constructive challenge to Project and Programme Managers on the development of the strategic, financial and management cases for projects and initiatives, including detailed costings, savings, affordability and funding assumptions within business cases, exception reports and other key governance documentation.
- Act as a Finance SME for financial readiness and assurance, supporting the progression of projects and programmes through enterprise governance stages by undertaking financial readiness assessments and quality assurance, in line with agreed standards and governance requirements.

Significant say in decisions

- Influence the behaviour and decision-making of SROs, Programme and Project Managers to promote the effective application of proportionate financial management, governance and P3M3 principles, improving control, consistency and decision quality across the portfolio.

- Make clear, evidence-based recommendations and have a significant say in decisions affecting project, programme and portfolio outcomes, taken through portfolio-level governance and investment boards.

F Contact with Others

Internal:

- Regular contact with Chief Officers, Heads of Departments, and other senior officers and staff.
- Extensive engagement with officers and staff at all levels across the change community and within Finance

External:

- British Transport Police Authority (BTPA)
- Home Office and DfT
- Network Rail, Train Operating Companies (TOCs) and other organisations providing funding
- Private and third sector organisations

G Essential Criteria

Qualifications and Training:

Candidates must meet one of the following two requirements:

- **EITHER** a recognised qualification in project, programme or portfolio management, such as PRINCE2 Practitioner (with Foundation), Managing Successful Programmes (MSP), Management of Portfolios (MoP), or an equivalent APM qualification at PMQ level or above (for example APM Project Management Qualification (PMQ) or Project Professional Qualification (PPQ));
- **OR** part-qualified or fully qualified membership of one of the five Consultative Committees of Accounting Bodies (CCAB) — ACCA, CIPFA, ICAEW, ICAI or ICAS — or a European or international equivalent qualification, including CIMA.

In addition, candidates must have:

- A degree-level qualification (or equivalent experience).

Experience:

- Significant experience working within a project, programme or portfolio environment, supporting complex change or investment activity across multiple projects or programmes, gained through delivery roles (for example Project Manager, Programme Manager or Portfolio Manager) or through senior, business-facing finance roles closely embedded within project or programme delivery, involving direct exposure to delivery risks, dependencies, constraints and practical challenges across the project lifecycle.
- Demonstrable experience of financial management within a change or investment context, including budgets, forecasts, financial analysis and challenge, affordability and funding considerations.
- Experience contributing to, reviewing or assuring business cases and other governance submissions, and working within structured governance and assurance processes.

Skills:

- Strong financial analysis and interpretation skills, applied at both project and portfolio level.
- Ability to bring together complex financial and delivery information and present it clearly to support effective decision-making.
- Well-developed critical thinking and problem-solving skills, particularly in ambiguous or fast-moving change environments.
- Strong stakeholder engagement and influencing skills, including the ability to provide constructive challenge and advice.
- Clear and effective written and verbal communication skills, including contributing to or quality-assuring governance papers and financial submissions.

Knowledge:

- In-depth knowledge of project and programme financial management, including cost profiles and phasing, funding sources, in-year and multi-year affordability, and the financial implications of delivery decisions.
- Understanding of portfolio-level financial dynamics, including prioritisation, dependencies, trade-offs between projects and alignment to approved budgets.
- Working knowledge of governance and assurance processes, including business-case lifecycles and investment decision-making.

- Understanding of capital and revenue controls, including how projects transition into business-as-usual and the associated financial implications.

Desirable criteria:

- Holding both a finance-related qualification and a project, programme or portfolio management qualification as described.
- Experience supporting or influencing senior decision-making forums, boards or investment panels.
- Knowledge of public-sector financial frameworks, such as Managing Public Money or equivalent.
- Familiarity with second-line challenge models (i.e. providing independent, constructive financial challenge and assurance to delivery teams and senior decision-makers, without owning delivery or acting as an auditor).

H Additional Information

- The post occupies a senior finance leadership position within a largely devolved change community, working closely with the PMO and with Senior Responsible Owners, Programme and Project Managers within their respective portfolios. The role relies on strong relationship management, credibility and influence, rather than formal line-management authority.
- The role requires a pragmatic and proportionate approach to the application of financial governance, applying established portfolio, programme and project management frameworks (including P3M3) in a way that supports effective decision-making, while ensuring that material risks, issues or proposed exceptions are escalated in the first instance to the Finance Business Partner, and where appropriate to the Deputy Director or PMO Lead, for consideration and decision.
- The scope and scale of BTP's change and investment activity spans a wide range of project types, including new technologies and ways of working, estates activity, and changes to operational and support capabilities across the Force.
- The role operates in an environment of evolving funding sources and governance arrangements, requiring flexibility, sound judgement and the ability to adapt financial assurance and oversight approaches as new mechanisms and requirements emerge.

For Panel to complete only:

Policy & Reward Team - Approval: D Walker

Date:27/05/2026