


<div><div>COVENTRY</div><div>Building Society</div></div> <div></div>				<div>ROLE PROFILE</div> <div>Portfolio PMO Lead</div>					
Reports to:		Head of PMO							
Grade:		Lead Professional / Technical			Job Family:		Change		
Leadership Responsibility:		Direct Reports:	0	Indirect Reports:	c.20	Regulatory Information:		Not Applicable	
Location:		Binley, Coventry. Team-led hybrid working arrangements apply.				Working hours:		35	
Effective Date:		V2 09/07/2025				WD Job Code:		JC_0608	
ABOUT THE ROLE									
<p>The PMO Lead ensures processes are adhered to and appropriate controls are applied for all portfolio delivery elements including Risk and Issue Management, Financial Management, Resource Management, Reporting, Planning, Quality Assurance and Governance.</p> <p>Key accountabilities and responsibilities include:</p> <ul style="list-style-type: none"><li>• Being the primary point of deputation and delegation for the Head of Delivery, ensuring all operations within the portfolio are functioning correctly, protecting and enhancing the portfolio’s delivery commitments.</li><li>• Accountability for ensuring there is a robust process across the portfolio to identify, qualify and manage delivery escalations to the Head of Delivery.</li><li>• Leading and coordinating quality assurance – both at a formal gateway, supporting thematic reviews and informally throughout delivery, ensuring the portfolio continually improves and develops its capability.</li><li>• Managing the relationship with Internal Audit and serving as the single point of contact for audit activity.</li><li>• Driving best practice, consistency and effective controls for the delivery of programmes and ways of working across the portfolio. This shall include being a champion across the portfolio for delivering with agility and pace by demonstrating an agile mind-set and adopting methods, processes and ways of working to sustain a high performing team.</li><li>• Managing the Portfolio’s meeting structure, ensuring the right actions and decisions are taken at the right time.</li><li>• Support the Practice Leadership Team to embed coaching and mentoring of the portfolio’s project management resources; ensure a good balance between compliance and ingenuity.</li><li>• Indirect management support of all PMOs assigned within Portfolio’s programmes and projects.</li><li>• Leading troubleshooting activity as required, being deployed into Red or Amber projects to support recovery and stabilising delivery as required by Head of Delivery.</li></ul> <p>The role holder must also collaborate with members of the Leadership Team (LT) and other key stakeholders / business partners to lead and maintain the Change business strategy to ensure the supply of ‘best in class’ services to deliver the Change Roadmap in accordance with the Society’s strategic plan.</p>									

ABOUT YOU	
<p>You will have:</p> <ul style="list-style-type: none"> <li>• A 'Can Do' attitude and a sense of ownership; energised by complex transformational change.</li> <li>• A passion for delivery and drive to make Change a 'great place to work'.</li> <li>• A focus on taking the initiative and developing original ideas to old problems.</li> <li>• A proactive and growth mind-set; developing your skills and learning will come naturally.</li> <li>• A hunger to drive continuous improvement.</li> <li>• High resilience and ability to deliver under pressure and to tight time scales.</li> </ul>	
REQUIREMENTS:	
<ul style="list-style-type: none"> <li>• An exceptional leader and coach with outstanding influence across the Change practices.</li> <li>• Excellent influencing, organisation, analysis and communication skills with ability to engage at Executive level.</li> <li>• Minimum 5 years' experience in Project Management (&gt;£10m) and PMO within large projects and programmes, and preferably portfolio 'offices'.</li> <li>• Experience of driving change capability improvements and leading programme delivery in line with industry trends; methodologies and knowledge management best practices.</li> <li>• An ability to cut through large amounts of data to draw out meaningful insights.</li> <li>• Reporting – ability to provide clear, concise and qualified delivery statuses to key stakeholders.</li> <li>• Excellent relationship management skills and adept at influencing senior stakeholders; confidence to challenge as appropriate with significant commercial experience leading external third parties.</li> <li>• Flexibility, adaptability and resilience, with the ability to work in ambiguous situations.</li> <li>• An advocate for career paths and identifying development opportunities for members of the Change Community; an ability to incubate and grow the talent pool.</li> <li>• Relevant PMO/project management qualification (e.g. P3O or MoP)</li> </ul>	

YOUR KEY RESPONSIBILITIES. (Additional detailed performance objectives will be set by your manager)	
<b>General Profile</b>	<p>You will be <u>accountable</u> for leading:</p> <p><b>Portfolio Governance and Planning</b></p> <p>Manage the governance process within the Portfolio, ensuring appropriate content, attendance and decision-making including:</p> <ul style="list-style-type: none"> <li>• Secretariat to the portfolio review meetings as directed by the Head of Change Delivery including meeting facilitation, content management, organising meetings and attendees and appropriate decision communications.</li> <li>• Management and planning of forthcoming events to ensure appropriate focus, preparation and attendance for The Society's governance meetings (e.g. Risk Committee Deep Dives).</li> <li>• Tracking of new project proposals to ensure high-quality initiation into the portfolio.</li> <li>• Driving best practice, consistency and effective controls for the delivery of programmes across the portfolio.</li> </ul> <p><b>Quality Assurance</b></p>

Co-ordinate and directly assure appropriate levels of quality within the portfolio, both formally at gateways and informally throughout delivery. To include:

- Planning, co-ordination and delivery (i.e. ownership) of gateways assurances for all Tier 2 and 3 (non-regulatory) projects.
- Support of Tier 1 (and Regulatory Tier 2 and 3) project gateway assurances.
- Regular quality checks on key artefacts with subsequent coaching provided to projects managers to raise quality.

**Management of Leadership Meetings:**

- Manage an appropriate flow of meetings to organise the Portfolio Leadership Team and ensure timely action and decision making to maintain the portfolio. To include:
- Organising and facilitating the Portfolio's Leadership meetings including agendas, attendees, actions, and meeting administration.
- Regularly seeking feedback and perform retrospectives to continually improve the meeting cadence.
- Research and propose improvement approaches and methods to drive continuous improvement.
- Identify appropriate formal and informal learning and development opportunities to increase the Change Practice capability, managing training and knowledge management budgets and assuring individual learning and career development plans are in place and regularly reviewed.

**Risk Management:**

- Ensure appropriate focus and response to all portfolio risks and issues through appropriate management of risk within all portfolio projects. To include:
- Facilitating a monthly portfolio RAID review to ensure appropriate management and progression of required activity.
- Maintaining a Portfolio RAID Log to record RAIDs and progress against them.
- Attending the Portfolio Tier 1 Dependency Meeting to ensure appropriate support from the Portfolio.
- Acting as a primary point of contact for Risk and Dependency Leads to aid continuous development.

**Financial Management:**

Ensure appropriate management and control of Portfolio's finances. To include:

- Coordinating activity across the Portfolio to support a monthly finance review ensuring appropriate financial control and explanation for variances.
- Driving actions to improve forecast realisation and maintain the Portfolio Tracker, including reconciliation / review of actuals and timesheets.
- Identify and drive opportunities to improve utilisation.
- Regular and ad-hoc financial reporting for Head of Delivery and portfolio stakeholders.
- Working with Business Ops Finance Team to ensure accurate and timely forecast submissions and month end processes.
- Being the primary point of contact for Business Ops Finance Team to aid continuous development.

**Resource Management:**

Ensure appropriate forecasting, accuracy of forecast demand and utilisation of resources to support the portfolio. To include:

- Attaining and driving resolution on all escalated resource risks and issues in support of this Business Operations led activity.

	<ul style="list-style-type: none"> <li>• Representing the portfolio in cross-portfolio resource capacity meetings.</li> <li>• Organising and facilitating any ad-hoc workshops / meetings relating to resources as a result of a re-plan / re-prioritisation.</li> <li>• Reviewing resource data to determine issues and drive action from appropriate manager.</li> <li>• Being a primary point of contact for Business Ops Resource Team to aid continuous development.</li> </ul> <p><b>Reporting and Communication:</b></p> <ul style="list-style-type: none"> <li>• Ensure accurate, timely communication of progress and delivery, both from the Portfolio's individual projects, and the Portfolio as a whole. To include:</li> <li>• Providing regular Portfolio status updates to the Portfolio's stakeholders.</li> <li>• Ensuring the quality and timeliness of the portfolio's projects' reporting.</li> <li>• Supporting the Business Ops team with central reporting, also acting as primary contact.</li> <li>• Providing risk-focused updates for Information Security and Information Technology risks to the various to Risk Committees (IT Projects only).</li> <li>• Performing ad-hoc analysis and reporting where required.</li> </ul>
<b>People &amp; Relationships</b>	<ul style="list-style-type: none"> <li>• Provide an accessible, single-point-of-contact for information and guidance within the portfolio. Provide guidance and coaching to project managers to aid adherence and improve delivery quality.</li> <li>• Identify and support project management resources requiring coaching and guidance.</li> <li>• Support the on-boarding and orientation of new joiners to the portfolio.</li> <li>• Constructively challenges colleagues in a fair and balanced way building strong and respected relationships.</li> </ul>
<b>Governance, Risk &amp; Controls</b>	<ul style="list-style-type: none"> <li>• Manage customer/business needs and mitigate risk in line with Society risk frameworks and boundaries, challenge outside area of responsibility where appropriate.</li> <li>• Encourage a culture of escalation and risk identification/resolution.</li> <li>• Ensure that changes implemented by Change result in a positive impact on Delivery Capability and Colleague Engagement.</li> </ul>
<b>Impact, Scale &amp; Influence</b>	<ul style="list-style-type: none"> <li>• Management of c. 20 Indirect Reports</li> <li>• Supporting delivery of the Change Portfolio at c. £80 million per year.</li> </ul>
<b>Decision Making / Problem Solving</b>	<ul style="list-style-type: none"> <li>• You will help the Society drive insight and support strategic decision making by generating, analysing and interpreting data and identifying areas for further investigation with respect to the activity outlined within 'General Profile' accountabilities.</li> <li>• You will be commercially aware and will ensure that solutions effectively meet the Society's needs.</li> </ul>
<b>Comparable Roles</b>	Portfolio Assurance Lead