

ROLES AND RESPONSIBILITIES: CPM BOARD & CPM OFFICE

CPM Board ToR:



CPM Board ToR V2
(approved 230426) -

Entity	What it does	What it doesn't do
CPM Board	<ul style="list-style-type: none"> • Monitors and evaluates overall portfolio to support programmes and ensure effective and manageable programme delivery • Reviews agreed programme outcomes and benefits, in coordination with other University entities, and requests actions to ensure their realisation • Receives periodic in-depth reviews with individual programmes • Receives programme-specific and wider portfolio observations and analysis by CPMO • Makes decisions related to portfolio sequencing • Monitors performance to ensure a joined up and effective user experience • Receives risk and issue escalations by programmes and the CPMO, and ensures effective mitigations are put in place for any risks owned by the CPM Board • Partners with the Audit Committee and the Governance and Compliance Division to review programme-specific internal audit findings • Provides recommendations to the Planning and Resources Committee (PRC) on portfolio-related budget requests • Agrees the graduation of a programme from the portfolio 	<ul style="list-style-type: none"> • Makes decisions about how approved programme budget is spent • Manages programme-specific delivery, schedule, resource and budget decisions • Agrees the scope, benefits and milestones / goals of programmes • Agrees the completion of a programme
PMO as part of CPM Office	<ul style="list-style-type: none"> • Monitors and reports on portfolio programmes including: <ul style="list-style-type: none"> – Maintaining collaborative relationships with and providing support to individual programmes as relevant – Requesting and receiving updates on individual programmes, summarising for CPM Board – Evaluating programme progress to share with CPM Board – Coordinating logistics of programme-specific internal audits • Supports successful delivery of overall portfolio including: <ul style="list-style-type: none"> – Maintaining a manageable portfolio sequence at the direction of the CPM Board – Supporting the CPM Board on risk and issue mitigation – Facilitating strategic interaction between programmes – Supporting shared resource management as appropriate – Monitoring factors outside the portfolio that may affect the successful delivery of the main transformation programmes, and escalates to the Board as necessary 	<ul style="list-style-type: none"> • Make decisions around portfolio sequencing, risk and issue mitigation, and portfolio-related budget requests