

GREATER MANCHESTER INTEGRATED TRANSPORT AUTHORITY
REPORT FOR RESOLUTION/INFORMATION

COMMITTEE: CAPITAL PROJECTS COMMITTEE
DATE: 3rd JULY 2009
SUBJECT: DELIVERING PUBLIC SERVICES THROUGH BETTER
CONSTRUCTION MATURITY GRID – NEXT STEPS
REPORT OF: INTERIM PROJECTS DIRECTOR, GMPTE

PURPOSE OF REPORT

To recommend to the Committee that future improvements in programme and project management are based on the use of the OGC's Portfolio, Programme and Project Management Maturity Model in place of the NAO's Delivering Services through better Construction Maturity Grid.

RECOMMENDATIONS

- (i) Members are asked to endorse the use of a new programme and project management maturity framework.
- (ii) Members are asked to request the revised improvement plan for the meeting of 18th September 2009.

BACKGROUND DOCUMENTS

Development and Operations Committee – 9th January 2009

CONTACT OFFICERS

Paul Griffiths	0161 244 1027 Paul.Griffiths@gmpte.gov.uk
Ann Cheung	0161 244 1425 Ann.Cheung@gmpte.gov.uk

1 Introduction

- 1.1 The report to the Capital Schemes Procurement Sub-Committee (CSPSC) dated 14th February 2006, entitled Construction Management Capabilities – Benchmarking, included the assessment and action plan based upon the National Audit Office (NAO) Improving Public Services Through Better Construction Maturity Grid.
- 1.2 Over the intervening three years regular updates have been provided identifying the latest assessment against the maturity grid levels, the annual improvement targets set and the progress in achieving the targets. This has provided the foundation for programme and project management improvements and demonstrates GMPTE's commitment to achieving its aspiration to be a recognised best practise organisation.
- 1.3 This report outlines the basis for recommending that subsequent programme and project management improvement is facilitated by using the Office of Government Commerce's (OGC) Portfolio, Programme and Project Management Maturity Model (P3M3).

2 The Portfolio, Programme and Project Management Maturity Model (P3M3)

- 2.1 The Improving Public Services Through Better Construction Maturity Grid was published in March 2005 and adopted by GMPTE in January 2006. It has formed the basis of GMPTE's programme and project management maturity assessment and improvement target setting for the past three years. The last progress report, to the Development and Operations Committee, noted that nine new targets had been set and that the embedment of eleven targets was ongoing. Clearly there is still further progress required to achieve the highest level on these targets and it is not proposed that these are abandoned.
- 2.2 One of the key areas of progress has been the successful training of relevant staff leading to industry recognised and accredited programme and project management qualifications. These training courses sit on a platform backed by the Office of Government Commerce (OGC) and GMPTE is now recommending using the maturity framework from the same platform.
- 2.3 The new, updated second version of the OGC's Portfolio, Programme and Project Management Maturity Model (P3M3) was released in June 2008. The first version was released in 2006 and was not available at the time when GMPTE first commenced programme and project management benchmarking and improvement. The new version takes advantage of the maturing knowledge about Programme Management and the evolving recognition and definition of Portfolio Management. It provides organisations with a toolkit to assess their current

performance and put in place improvement plans that have measurable outcomes based on industry best practise.

2.4 P3M3 is an overarching model containing three individual models:-

- Portfolio Management Maturity Model
- Programme Management Maturity Model
- Project Management Maturity Model

Each model uses a five level process capability framework which may be used to gauge the overall organisational maturity. It is structured such that it recognises that organisations have differing levels of maturity in portfolio, programme and project management. This is particularly pertinent to GMPTE where the principles of portfolio management have been undertaken within day to day business but not explicitly defined as such.

2.5 As GMPTE embarks on the delivery of a major capital programme it is appropriate to review all aspects of project and programme delivery, hence the recommendation to adopt the OGC's P3M3 approach to maturity assessment and continuous improvement.

3 Approach

3.1 The existing targets that are currently being progressed will be rolled forward into the action plan that is identified from the P3M3 assessment improvement plan.

3.2 Key members of GMPTE's programme and project management community will be invited to complete the P3M3 self-assessment and the results collated and reviewed. This will be followed by a facilitated assessment conducted by a competent third party. The assessment results will be analysed and inform the revised improvement plan.

4 Recommendations

4.1 The recommendations are set out on the front sheet of this report.

Paul Griffiths
Interim Projects Director