

**GREATER MANCHESTER INTEGRATED TRANSPORT AUTHORITY****REPORT FOR INFORMATION**

**COMMITTEE:** Capital Projects

**DATE:** 18<sup>th</sup> September 2009

**SUBJECT:** Delivering Public Services through Better Construction Maturity Grid

**REPORT OF:** Interim Chief Operating Officer, GMPTE

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**PURPOSE OF REPORT**

To update Members of the proposal to continue to measure GMPTE's project and programme management improvements using the National Audit Office (NAO) 'Improving Public Service Through Better Construction Maturity Grid', as further work is undertaken whilst GMPTE is in a period of transition.

**RECOMMENDATIONS**

Members are requested to:-

- 1 Endorse the proposal that, in the interim, GMPTE continues to progress and measure itself against the improvements targets identified from the NAO 'Improving Public Service Through Better Construction Maturity Grid'.
- 2 Note the intention that a report will be submitted to a future meeting confirming GMPTE's assessment of its project and programme management capabilities and proposed improvements going forward

**BACKGROUND DOCUMENTS**

Development and Operations Committee – 9<sup>th</sup> January 2009  
Capital Projects Committee – 3<sup>rd</sup> July 2009

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## **1 Introduction**

- 1.1 At the Capital Projects Committee on 3rd July 2009, the Committee considered a report 'Delivering Public Services Through Better Construction Maturity Grid - Next Steps' which outlined the work GMPTE had done during the previous 3 years in measuring the improvements being made to GMPTE's project and programme management capabilities using the National Audit Office (NAO) 'Improving Public Service Through Better Construction Maturity Grid'.
- 1.2 Whilst recognising that the NAO Maturity Grid had provided the foundation for programme and project management improvements and demonstrated GMPTE's commitment to achieving its aspiration to be a best practice organisation, the report proposed migrating from this model to the Office of Government Commerce's (OGC) Portfolio, Programme and Project Management Maturity Model (P3M3).
- 1.3 This report proposes that whilst there are possible benefits in the medium term in switching from the NAO model to the OGC model that in the short term (12 months) that the Executive should, for consistency, continue to measure itself and report progress to this Committee against the NAO Maturity Grid whilst in parallel assessing the organisational requirements to move to the P3M3.

## **2 Progress**

- 2.1 GMPTE recognise the importance of maturity models in developing its overall organisational excellence as they are designed to assess capability, maturity or excellence of the management of projects against a defined set of criteria. They are also designed to help construct improvement plans.
- 2.2 To this end a number of work streams have been progressing to assist Programme Management Services (formally the Projects Directorate) in assessing GMPTE's current project and programme management performance and capabilities based on P3M3. In parallel, improvement targets identified through the NAO maturity assessment and target setting have continued to be progressed.
- 2.3 Whilst some P3M3 self-assessments have been undertaken the results are incomplete and are of limited usefulness as a consequence of the structural transition the organisation is making to enable it to deliver the Transport Delivery Programme.
- 2.4 Having considered the work undertaken to date, the significant project workload in connection with the Transport Delivery Fund and the organisational transition that is underway, it is evident that further work needs to be undertaken by the Executive to assure itself that the maturity model we are proposing provides us with the optimum means of measuring continuous improvement.

2.5 On the basis of the above it is proposed that:

- i) In the short-term GMPTE continues to progress and measure itself against the improvements targets identified from the NAO 'Improving Public Service Through Better Construction Maturity Grid'.
- ii) Following further development, GMPTE will report back to Members at a future meeting confirming GMPTE's assessment of it's project and programme management capabilities and proposed improvements going forward.

### **3 Recommendations**

3.1 Refer to the front cover of the report.

**Bob Morris**  
**Interim Chief Operating Officer**