

Brief Summary Of Key Points From Michael Barber's Instruction To Deliver (Politico's, 2007)

Michael Barber's Overall Approach to delivery from the Delivery Unit (Pp 76 – 78)

We want to develop a process with you that results in delivery project plans which are based on best practice in the public and private sectors and where appropriate overseas.

The nine key issues required to deliver a target we have identified are:

Accountability and leadership: who is accountable both at ministerial and official level? Who will ultimately be responsible for delivering the priority, including on the frontline?

Project Management: On a day-to-day basis how will the work be managed and by whom (including at the divisional level)? What is the chain of decision making? Who are the key people along the chain? Do they have the right skills to deliver what is being asked of them?

Levers for Change: What levers for change are available (eg data, inspection, audit or benchmarking within a service or across sectors)? How will 'people investment' be handled (eg training and professional development)? How will change agents be recognised/ What are the carrots and sticks for rewarding success and dealing with failure?

Feedback and Communication: How will feedback be sought on a day-to-day basis, both from staff and from consumers? How will this feedback be used to refine policy development and implementation? How will key messages about the change programme be communicated to staff?

Timetable for Implementation: What is the timetable? What are the key milestones?

Risks and Constraints: What risks and constraints might throw the work off course? How will they be managed?

Interdepartmental Collaboration: How will other departments and interdepartmental mechanisms (eg official groups or Cabinet committees) be involved? Are there particular handling issues?

Resources: What resources, both manpower and financial are available?

Benchmarking: What benchmarks should be set in place within a service or with other services and sectors, or equivalents overseas?

He also drew attention to John Kotter's list of the 8 most common errors in change programmes:

- allowing too much complacency
 - failing to create a sufficiently powerful guiding coalition
 - underestimating the power of vision
 - under-communicating the vision by a factor of 10 (or 100 or even 1000)
 - permitting obstacles to block the new vision
 - failure to create short-term wins
 - declaring victory too soon
 - neglecting to anchor changes firmly in the corporate culture.
- (From "Leading Change", Harvard Business School Press,(1996)

Barber quotes (p119) an American colleague who told him that the key to delivery is '*gentle pressure relentlessly applied*'. He sets out how the Delivery unit established routines and trajectories of projects helping to define and measure progress. He sets out in a delivery Manual (p 345 Onwards) rough guides to appropriate No 10 progress tracking:

- delivery reports
- monthly notes
- stocktakes
- priority reviews
- trajectories

He also describes delivery chains and assessment frameworks and summarises the key to delivery in five words:

- ambition
- focus
- clarity
- urgency
- irreviribility