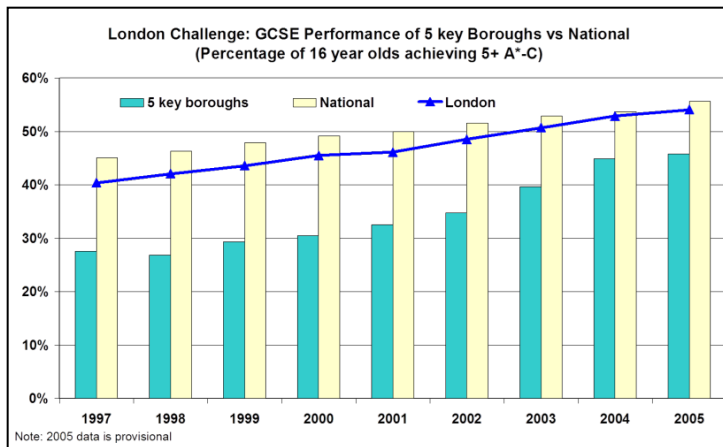


# **Government performance management systems:**

- 1. The UK's Prime Minister's Delivery Unit in the 2000's – slides 2-22**
- 2. The implementation unit 2012 onwards – slides 23-39**

# Why look at PMDU: delivery successes



Improving the performance of London Schools.

PMDU/DfES identified 60 schools with a performance gap of 17.5 percentage points.

Expert practitioners, most of whom were head teachers, went into the schools

Used best practice to construct a tailored package.

They more than halved the gap in 3 years.

Reduced waiting times – 98% of patients treated or admitted within 4 hours.

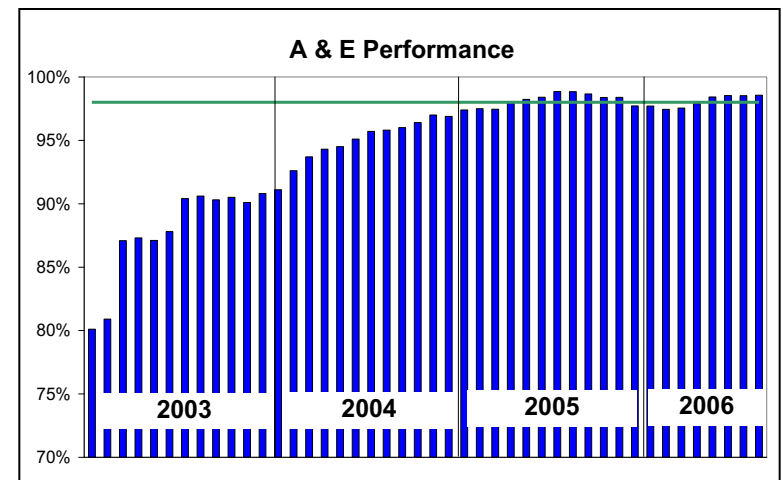
Weekly monitoring was introduced;

A proven best practice encouraged “see and treat” dealing with minor injuries promptly

Failing programmes refocused or bypassed.

Best practice was identified and increasingly adopted.

Struggling hospitals got extra support from experts.

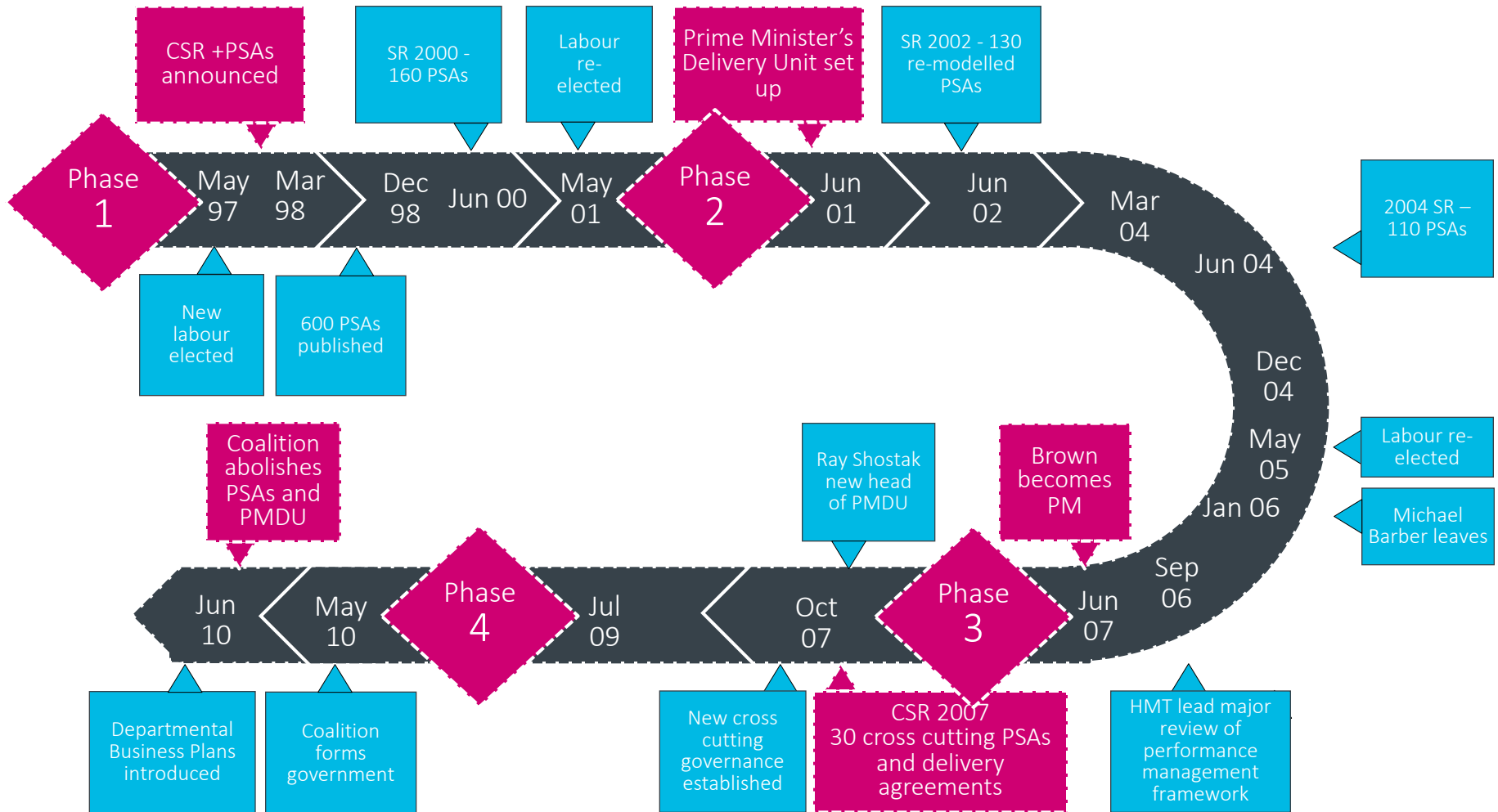


Source: Panchamia, N., and Thomas, P., *Civil Service Reform in the Real World*, Institute for Government, 2014.

# Why set up a unit: legacy

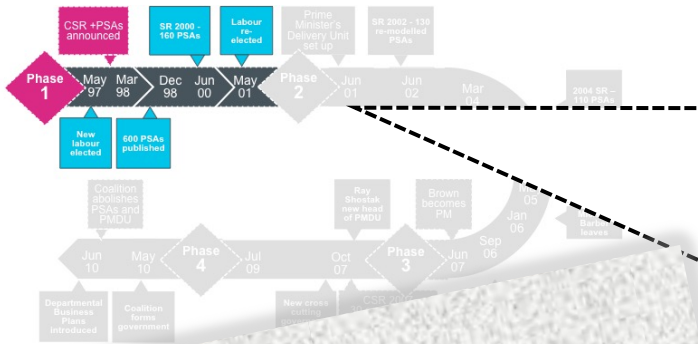
- The reform fundamentally changed the accountability of civil servants and ministers for delivery – they accept that delivery is a major part of their day job.
- The use of objectives, performance indicators and measurement to make progress transparent
- Greater value placed on the quality of leadership and management
- Learning and adopting new ways of working and good performance ‘routines’ which outlasted the reform that introduced them.
- A more outward-facing organisation connected to other organisations, perspectives and ways of thinking to inform the policy development process

# Public Service Agreements and PMDU



Source: Panchamia, N., and Thomas, P., *Civil Service Reform in the Real World*, Institute for Government, 2014.

# Phase 1: The accidental birth of PSAs



**PSA Target 7**  
 Focus the asylum system on those genuinely fleeing persecution by taking speedy, high quality decisions and reducing significantly unfounded asylum claims by 2005.

## The aim

- define clear, long-term, outcome-focused goals
- a transparent contract with the public
- promote equity and efficiency - minimum standards
- Enable a discussion about how to achieve them.

## Phase 1: Characteristics:

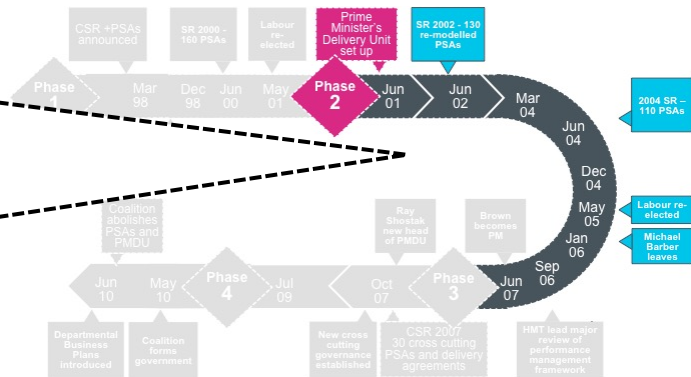
- Aims were not clear enough
- The ambition was low
- The agenda fitted the context.
- Degree of challenge modest.
- Leadership & reform design poor

Source: Panchamia, N., and Thomas, P., *Civil Service Reform in the Real World*, Institute for Government, 2014.

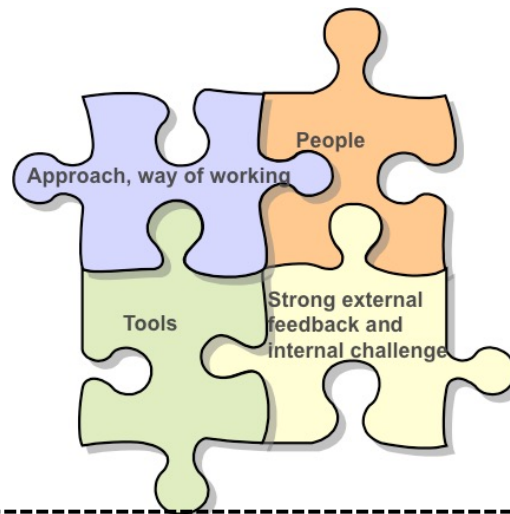
# Phase 2: PMDU electrifies PSAs

## Phase 2: Characteristics

- Prime ministerial support
- Increased ambition
- Barber had credibility and leverage
- Support of the Treasury.
- A strong operating model
- Diverse - collaborative



## Four key elements of the Barber Model



Source: Panchamia, N., and Thomas, P., *Civil Service Reform in the Real World*, Institute for Government, 2014.

# Keep asking 5 very good questions...

**Question 1: What are you trying to do?** We wanted clear priorities and a clear definition of success. Our goals were intentionally ambitious. Whether not it is a target I secondary.

**Question 2: How are you trying to do it?** We wanted plans that drove action. Our requirement for a visual trajectory forced clarity about the link between actions and impact. They allow progress to be monitored and enable lessons to be learned.

**Question 3: How, at any given moment, will you know you are on track?** We introduced monitoring “stocktakes,” between the ministers and Blair. We examined the data, had an honest conversation, and made decisions.

**Question 4: If you are not on track, what are you going to do about it?** Some problems are relatively simple to fix; others are much harder. For the latter, what matters is that you try something—and if that doesn’t work, try something else, and keep trying until you get a result.

**Question 5: Can we help?** The PMDU rolled up its sleeves and helped solve problems. We never yelled at people. Instead we built trusting relationships. We shared responsibility for the outcomes but didn’t take credit for success.

Source: Barber, M., *The Origins and Practice of Delivery*, McKinsey on Society, vol. 5.

Slides produced by Peter Thomas and Ailsa  
Kirkland 2016

# Priorities, trajectories, actions, plans

**Question 1: What are you trying to do?** We wanted clear priorities and a clear definition of success. Our goals were intentionally ambitious. Whether not it is a target I secondary.

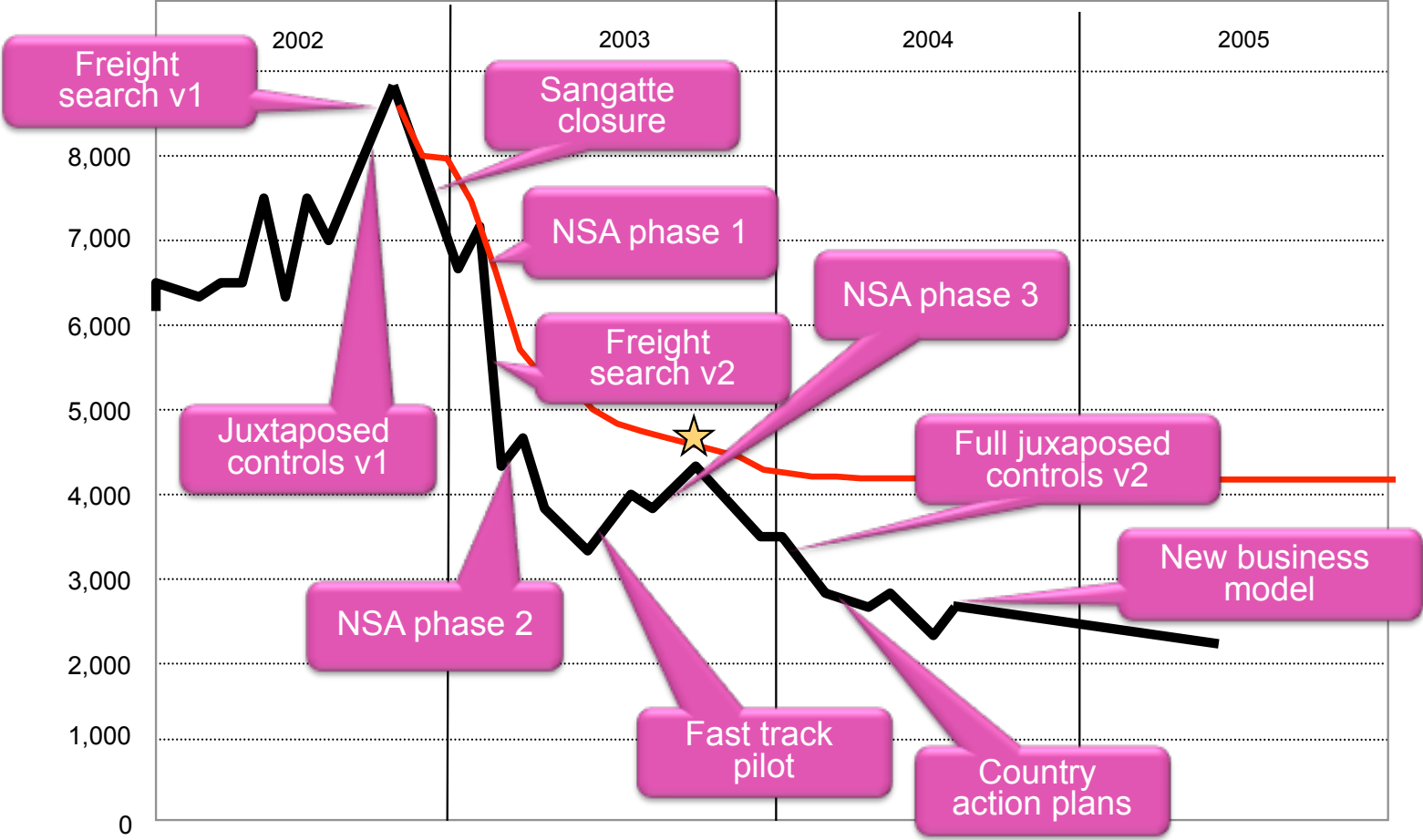
**Question 2: How are you trying to do it?** We wanted plans that drove action. Our requirement for a visual trajectory forced clarity about the link between actions and impact. They allow progress to be monitored and enable lessons to be learned.



# What action will deliver the priority?

— Trajectory (visual plan showing impact of actions)  
 — Actual performance

Monthly Asylum Applications (principal applicants only)



Source: Panchamia, N., and Thomas, P., *Civil Service Reform in the Real World*, Institute for Government, 2014.

# Assessing likelihood of delivery

We started by assessing their plan: this is the start of the dialogue and relationships that are at the heart of the PMDU model.

## LIKELIHOOD OF DELIVERY

Department .....

PSA Target .....

Judgement	Rating	Rationale summary
Degree of challenge		
Quality of planning, implementation and performance management		
Capacity to drive progress		
Stage of delivery		

Red	Highly problematic - requires urgent and decisive action
Amber/Red	Problematic - requires substantial attention, some aspects need urgent action
Amber/Green	Mixed - aspect(s) require substantial attention, some good
Green	Good - requires refinement and systematic implementation

Recent performance

Likelihood of delivery

## DEGREE OF CHALLENGE

Areas to consider	Example questions	Worst case	Best case
<b>Historic performance</b>	Is a demanding step change or reversal in performance required? How close is the data for achieving the target? Has recent performance been on track?	A major reversal in performance trend is revealed with short timescales	Continuation of trend about to achieve target / reality will change required over long timescales
<b>Constraints</b>	Are there any constraints that make the target particularly difficult to achieve? (eg. financial, resources, technical, political)	Major constraints exist that will be difficult to work around and which will significantly impact on ability to deliver	Constraints can be worked around
<b>Organisational change</b>	Is any major organisational change required to achieve delivery in the short or over the longer term?	Major organisational change required with significant barriers to success	No major organisational change required
<b>Delivery chain</b>	How complex is the delivery chain - what mix of departmental, other public body, private sector, other agency action will be needed?	Wide ranging & multi-agency delivery chain and very difficult to manage	Relatively uncomplicated managerial delivery chain
<b>Interdependencies</b>	How dependent is this target on the delivery of other targets? Or on cross-departmental working / how manageable are these interdependencies?	Several major and critical interdependencies. A number of departments must work together to achieve	Interdependencies well understood and manageable
<b>Additional risks</b>	What additional risks are associated with meeting this target?	Many high-impact risks that are difficult to manage	Generally low risk with any higher risks easily managed

## QUALITY OF PLANNING, IMPLEMENTATION & PERFORM MNGT (1)

Areas to consider	Example questions	Worst case	Best case
<b>1. Understanding the problem</b>	Is the overall overarching level strategy clear? Is the target SMART and does it match the policy objectives? Do people understand the scale of what is needed to achieve the target and the timescale? Is there a clear line of sight to the end goal?	Significant strategic evidence that target and policy are in conflict. Lack of appreciation of urgency and scale of change required. Clear communication of measures	Clear target supported by broader policy objectives. Understanding of degree of urgency and scale of change required. Clear communication of measures
<b>Understanding causation</b>	Have performance drivers been understood? Are effective levers and their relative impact identified? Have gaps in the existing drivers been identified?	Drivers and levers unclear / no evidence base. Lack of recognition that new levers need to be found	Sound analysis of drivers / levers, strong evidence of potential impact - used to drive action planning
<b>Understanding what works</b>	Has evidence of what works been identified and used? Or are the gaps in knowledge being addressed?	No analysis of previous experience or what will make a difference based on evidence	Sound understanding of what will make a difference based on evidence
<b>Understanding the delivery chain and key stakeholders</b>	Is the delivery chain clearly identified? Are the interests and influence of key stakeholders understood? Is there clear communication with all stakeholders will support delivery? Are and users engaged from the outset?	Poor understanding of who the key players are who will drive delivery. Low buy into delivery and how to engage them	Clear understanding of delivery chain. Well thought through stakeholder strategy. End users engaged from outset.
<b>2. Taking action</b>	Are actions identified that will drive performance? Are planned actions sufficient to meet the target? Are relative priorities clear? Are timescales & responsibilities clear?	No action plan / no prioritisation / no causal chain to performance drivers	Convincing set of prioritised activities with clear timescales and responsibilities
<b>Risk management</b>	Is the potential impact on delivery of the main risks understood? Are effective countermeasures planned? Are risks reviewed / managed to minimise impact? Is there adequate contingency planning?	No risks identified / evidence that risks are not being managed	Key risks identified, their impact evaluated and countermeasures identified and employed

## STAGE OF DELIVERY

Stage of delivery	Description
<b>Stage 1. Policy Development</b>	All this stage policy is still being written and the major steps towards implementation have not yet commenced. Pilots are underway. Systematic communication of objectives is underway.
<b>Stage 2. Implementation</b>	The key policies are in place and early implementation is beginning. The emphasis is now on strengthening and deepening the impact of policies. The objectives of policies are well understood down the delivery chain. Approaches to implementation are being refined in response to experience. Regional variations in quality of implementation are being addressed.
<b>Stage 3. Embedding change</b>	Implementation is now impacting on the entire intended audience. The emphasis is now on strengthening and deepening the impact of policies. The objectives of policies are well understood down the delivery chain. Approaches to implementation are being refined in response to experience. Regional variations in quality of implementation are being addressed.
<b>Stage 4. Irreversible progress</b>	Implementation is now complete and progress would continue without central Government attention.

## CAPACITY TO DRIVE PROGRESS

Areas to consider	Example questions	Worst case	Best case
<b>Leadership</b>	Is there demonstrable top level buy-in with clear roles and responsibilities? Are ministers providing the appropriate direction and focus? Do the leaders own the targets and drive performance? Do they focus enough of their time on delivery? Do they have the necessary support to drive delivery?	Leaders lack drive and determination. Focused on problems not solutions. Lack of prioritisation and focus. Leaders isolated. Lack of direction or mixed messages from ministers.	Leaders set clear expectations & challenge poor performance. They own the plan and drive implementation. They are well supported & committed to developing & delivering their teams.
<b>Experience and skills</b>	Are the necessary skills and experience available?	Major skills gaps likely to seriously hinder delivery e.g. PMAs. Lack of relevant experience. No urgency about addressing the gaps.	Have the right mix of skills and experience. Have enough experience of running similar projects.
<b>Resources</b>	Are there sufficient people going enough of their time? Are people assigned to the right priorities? Are the necessary funds allocated and to the right priorities? Has there been the necessary investment in premises, plant and equipment if necessary IT or other?	No assessment of requirements. Mismatch between staff and priorities. Lack of investment in necessary equipment or IT systems. No urgency about addressing gaps.	Necessary resources in place and focused on the key priorities. Needs are reviewed regularly.
<b>Engagement</b>	Do key players in delivery chain understand their role in meeting the target? Does Dept management/the delivery chain see it? Is the combination of performance levers right? Are users consulted and engaged? Is communication with them effective? Are there adequate customer satisfaction measures?	Lack of understanding or use of levers to influence key delivery agents and/or frontline deliverers. Lack of communication with the delivery chain. Little feedback to the delivery chain.	Good understanding of performance of delivery chain. Good IT and communications. Effective use of performance levers. Clear customer satisfaction measures.
<b>Culture</b>	Are people ambitious to improve - do they believe it can be done? Are responsibilities clear - and going soon to people to deliver and improve? Is performance assessed, challenged and learned from regularly? Is best practice identified and spread? Is success celebrated?	Lack of faith in ability to make progress. Focus on obstacles rather than finding ways round them. Lack of ambition. Not learning from mistakes. Lack of reviewing of responsibilities. Lack of trust. No rewards for delivering.	Ambitious. Results seen as success. Good reward system. Progress is reviewed. Learning is applied. People have clear responsibilities, trusted to deliver and rewarded for success.

## QUALITY OF PLANNING, IMPLEMENTATION & PERFORM MNGT (2)

Areas to consider	Example questions	Worst case	Best case
<b>3. Measuring progress</b>	Have effective measures of assessing progress towards the target been identified? Are group measures or lead indicators that are being used useful? Will measures quickly tell you whether actions are working?	No relevant measures/ limited data to inform delivery	Good measures selected (timely to give to inform delivery) which will enable monitoring at frequent enough intervals
<b>Measures (or indicators)</b>	Are the necessary skills and experience available?	No indicators or indicators not based on any analysis	Each measure has a well considered trajectory clearly linked to key activities and milestones and sound progress tracking processes
<b>Trajectories</b>	Is a credible trajectory (based on key actions) produced for each measure, group measure or lead indicator? Are there trajectories based on regional indicators where appropriate?	No milestones / no many irrelevant ones / risky labelling focus assessment	Effective identification of milestones at appropriate intervals
<b>Milestones (inputs, outputs and outcomes)</b>	Have meaningful milestones been set at sufficiently frequent intervals to focus progress assessment?	Systematic implementation. Milestones achieved	Systematic implementation. Milestones achieved
<b>4. Managing performance</b>	Are the actions being systematically implemented and to timetable? Are the milestones being achieved?	No relevant evaluation plan or planned	Well designed evaluations providing clear assessment of what is working. Good use of daily check/traffic light risk
<b>Implementation</b>	Are appropriate evaluations undertaken to understand whether the actions are having the intended effect or really checked?	Governance arrangements unclear. Lack of programme and project management structures. Poor quality performance reports. No analysis of performance information appropriate? Is the data being used?	Clear governance arrangements. Systems efficient and reviewed regularly. Good performance reports being used by senior managers to drive timely action
<b>Evaluating actions</b>	Are sound governance and reporting structures in place? Are programme and project management systems used effectively? Is the performance information appropriate? Is the data being used?	Appropriate support in title, too late	Appropriate support in title, too late
<b>Reporting performance</b>	Where problems arise is remedial action being identified and taken promptly? Is the report and/or intervention sufficient/appropriate?		
<b>Acting on performance information</b>			

Barber, M., et al., *Deliverology 101: A Field Guide for Educational Leaders*, Corwin, 2011.

# Monitoring, accountability and action

## **Question 3: How, at any given moment, will you know you are on track?**

We introduced monitoring “stocktakes,” between the ministers and Blair. We examined the data, had an honest conversation, and made decisions.

## **Question 4: If you are not on track, what are you going to do about it?**

Some problems are relatively simple to fix; others are much harder. For the latter, what matters is that you try something—and if that doesn’t work, try something else, and keep trying until you get a result.

There were three elements to understanding progress, holding people to account for progress and agreeing action to get on track.

**Six monthly delivery reports**

**Delivery Stocktakes – face to face meetings with the Prime Minister and lead Ministers and officials**

**Monthly delivery update notes to the Prime Minister**

Source: Etheridge.Z & Thomas.P, *Adapting the PMDU Model*, Institute for Government, 2015.



# Face to face accountability

The 'prime ministerial stocktake' approach was designed to:

- ensure that there was focus, clarity and a sense of urgency on issues affecting delivery
- hold individuals to account
- update the Prime Minister on progress
- discuss options and gain agreement on key actions needed (often on the basis of a priority review report)
- identify new policy needs
- ensure cross-departmental co-operation
- celebrate success when key milestones were met



Source: Etheridge.Z & Thomas.P, *Adapting the PMDU Model*, Institute for Government, 2015.

# Regular assessment and follow-up

We started by assessing their plan, and then regularly assessing progress in six monthly delivery reports.

Assessment of Delivery	December 02					July 02					December 03				
	Degree of challenge	Quality of planning	Capacity to drive progress	Stage of Delivery	Likelihood of Delivery	Degree of challenge	Quality of planning	Capacity to drive progress	Stage of Delivery	Likelihood of Delivery	Degree of challenge	Quality of planning	Capacity to drive progress	Stage of Delivery	Likelihood of Delivery
<b>Ensure effective asylum process</b>	H	AR	R	2	R	H	AG	AG	2	AG	H	AG	AG	3	G
Reducing significantly unfounded asylum claims	H	AR	R	2	R	H	G	G	3	AG	H	AG	G	3	G
Fast turnaround of manifestly unfounded cases	H	AR	R	1	AR	H	AG	AR	2	AR	H	AR	AG	2	AR
By 2004 75% of substantive asylum applications are decided within 2 months	L	G	G	3	G	L	G	G	3	G	L	G	G	4	G
By 2004 a proportion (tba) of substantive asylum applications including final appeal, are decided within 6 months	H	R	R	2	R	N	AR	AR	2	AR	M	G	G	2	AG
Taking high quality decisions	M	AR	R	1	R	L	G	G	3	G	L	G	G	3	G
Remove a greater proportion of failed asylum seekers	H	R	R	2	R	M	AR	AR	2	AR	M	G	AG	3	G

This is an increasingly well managed and sustainable organisation. Our assessment shows that their capacity and performance has been transformed over the last 12 months. Leadership has rightly focused effort on increasing the capacity of the organisation to deliver. There is impressive progress on the eight challenges identified in the last delivery report:

- 1. Maintain ambition and challenge** - JPB is leading by example and used evaluation of key projects to provide challenge to priorities, structures and processes. It is critical these challenges are carried through into the new strategy. They have provided the clear signal that further progress on intake is required.
- 2. Accelerate effective performance management** - The programme boards have matured to provide increasingly effective challenge to performance, drive new actions and identify key strategic issues for resolution. The review of programme management identified the need for an effective mechanisms to deal with cross cutting issues. The most important of these is a 'country focus' to challenge strategy, actions and impact across all programme boards.
- 3. Establish effective corporate management to join up the organisation** - JPB collaboration, focus and performance continues to improve. An outstanding challenge is to find the right way to lead cross cutting issues/projects.
- 4. Engage and energise staff** - some progress has been made at more senior levels but there remains a major challenge to align staff more widely with clarified priorities. Success will depend on developing more effective internal communications and requires a stronger approach to organisation development that gets regular direction, drive and challenge from JPB.
- 5. Strengthen and develop middle management** - substantial progress has been made - targeted on critical business areas with some excellent new managers in place.
- 6. Re-build the big picture to shape the next delivery plan (and make time to evaluate, learn, and inform strategy)** - well underway as part of the strategic planning cycle. High quality evaluation of NSA & fast track has provided a crucial platform for the new delivery plan. But there remains a lack of capacity to support strategy thinking and cross cutting work.
- 7. Managing the impact of SR2002 settlement** - The JPB has taken a grown up approach to this challenging area.

# Joint problem solving ‘priority reviews’

**Question 5: Can we help?** The PMDU rolled up its sleeves and helped solve problems. We never yelled at people. Instead we built trusting relationships. We shared responsibility for the outcomes but didn’t take credit for success.

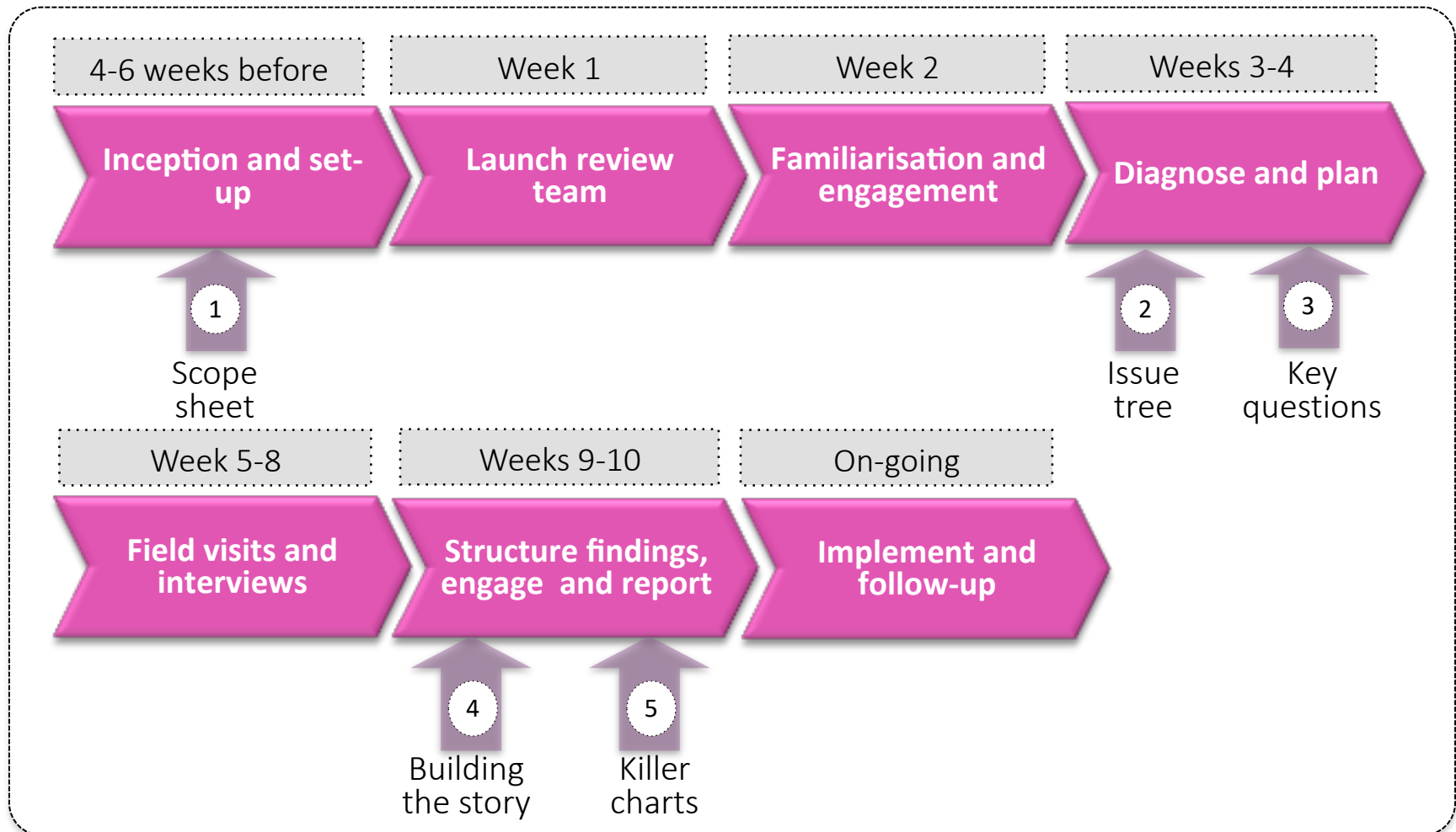
Key features of ‘priority reviews’

1. A partnership to engage departments and create commitment to action
2. Pace and urgency - a report in 6-12 weeks
3. Proven tools and methods
4. A strong team approach – mix of expertise and skill
5. Outside challenge to stress-test existing strategies
6. Sharply focussed on the key delivery issues
7. Fieldwork that tracks delivery down to the front line
8. Firmly rooted in evidence and data
9. Produces results through a prioritised action plan

Source: Etheridge.Z & Thomas.P, *Adapting the PMDU Model*, Institute for Government, 2015.

# The priority review process

The approach uses key tools that bring rigour and is obsessive about building in engagement throughout the review.



Source: Etheridge.Z & Thomas.P, *Adapting the PMDU Model*, Institute for Government, 2015.



# 6 tools bring focus, discipline and impact

Six review tools are essential to deliver the insights and impact...

## Scope and problem statement

### Basic question to be resolved

The basic question brings focus to the analytic work. It should be succinct and ensure that the findings can be acted upon. The more specific the statement the better – but not so narrow that key levers to solve the problem are missed

#### 1. Perspective/context

Comments on the "situation" and "complication" facing the delivery chain, e.g. recent performance

#### 2. Decision makers

Identifies who decides whether to act upon the Priority Review recommendations

#### 3. Criteria for success

The basis on which Decision Makers will decide whether or not to act on the reviews recommendations, e.g. timeliness, practicality, impact etc

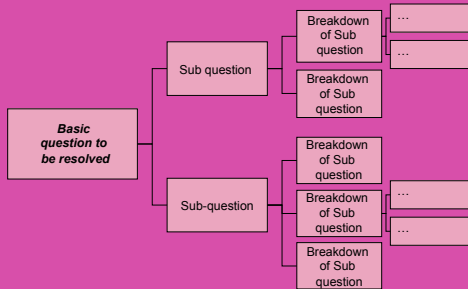
#### 4. Other key stakeholders

Identifies who else could support/derail the Priority Review and who else is influential

#### 5. Out of scope

Indicates what will not be included in the Priority Review

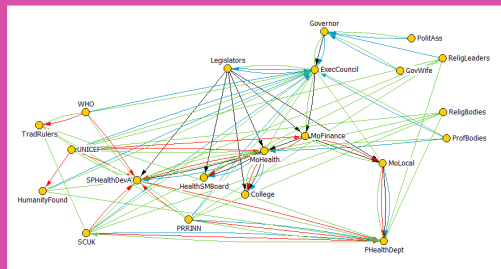
## Issue tree - structured problem solving



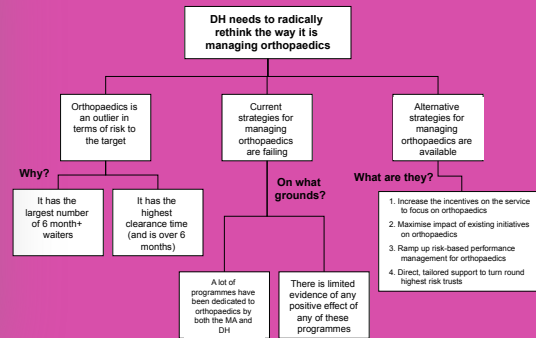
## Planning the analysis and field work - key questions

Issue	Hypothesis	Analysis	Source	Responsibility/ timing	End product
<p><b>Yes or no?</b></p> <p><b>Description</b></p> <ul style="list-style-type: none"> <li>An issue is typically an important unresolved question, phrased so that it can be answered "yes" or "no"</li> </ul>	<p><b>How or why?</b></p> <p><b>Hypothesis</b></p> <ul style="list-style-type: none"> <li>The hypothesis is a statement of the likely resolution of the issue. It includes the reason for answering yes or no</li> </ul>	<p><b>Analysis</b></p> <ul style="list-style-type: none"> <li>The analysis defines the work necessary and sufficient to prove or disprove the hypothesis or resolve the issue</li> </ul>	<p><b>Source</b></p> <ul style="list-style-type: none"> <li>The source identifies the likely location or means of obtaining data to undertake analysis</li> </ul>	<p><b>Responsibility/ timing</b></p> <ul style="list-style-type: none"> <li>Responsibility identifies the person who will obtain the data and undertake the analysis. Also the completion due date</li> </ul>	<p><b>End product</b></p> <ul style="list-style-type: none"> <li>The end products is a statement of the output from the analysis</li> </ul>
<p><b>Should ABC Bank invest N200M in acquiring Virgin Bank?</b></p>	<ul style="list-style-type: none"> <li>Yes, Virgin Bank is the best option for ABC Bank to establish skills and assets quickly</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of organic options for growth – time, risk etc</li> <li>Comparison of other local banks in the market as well as acquisition options</li> <li>Cash flow, NPV</li> </ul>	<ul style="list-style-type: none"> <li>Analyst reports on Nigerian banking industry etc</li> <li>In-house financial and banking specialists</li> <li>M&amp;A valuation methodology</li> </ul>	<ul style="list-style-type: none"> <li>Financial forecast and value of investment</li> </ul>	<ul style="list-style-type: none"> <li>April 3, Tunde</li> </ul>

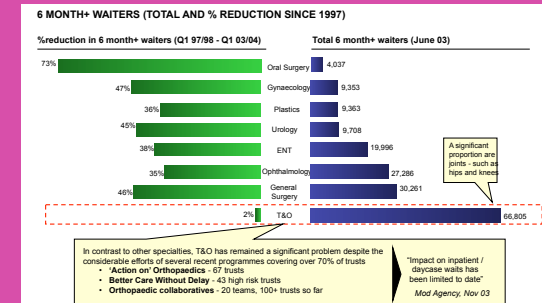
## Frontline visits to understand and map the system



## Telling a story



## Killer charts



# Lessons from reviews

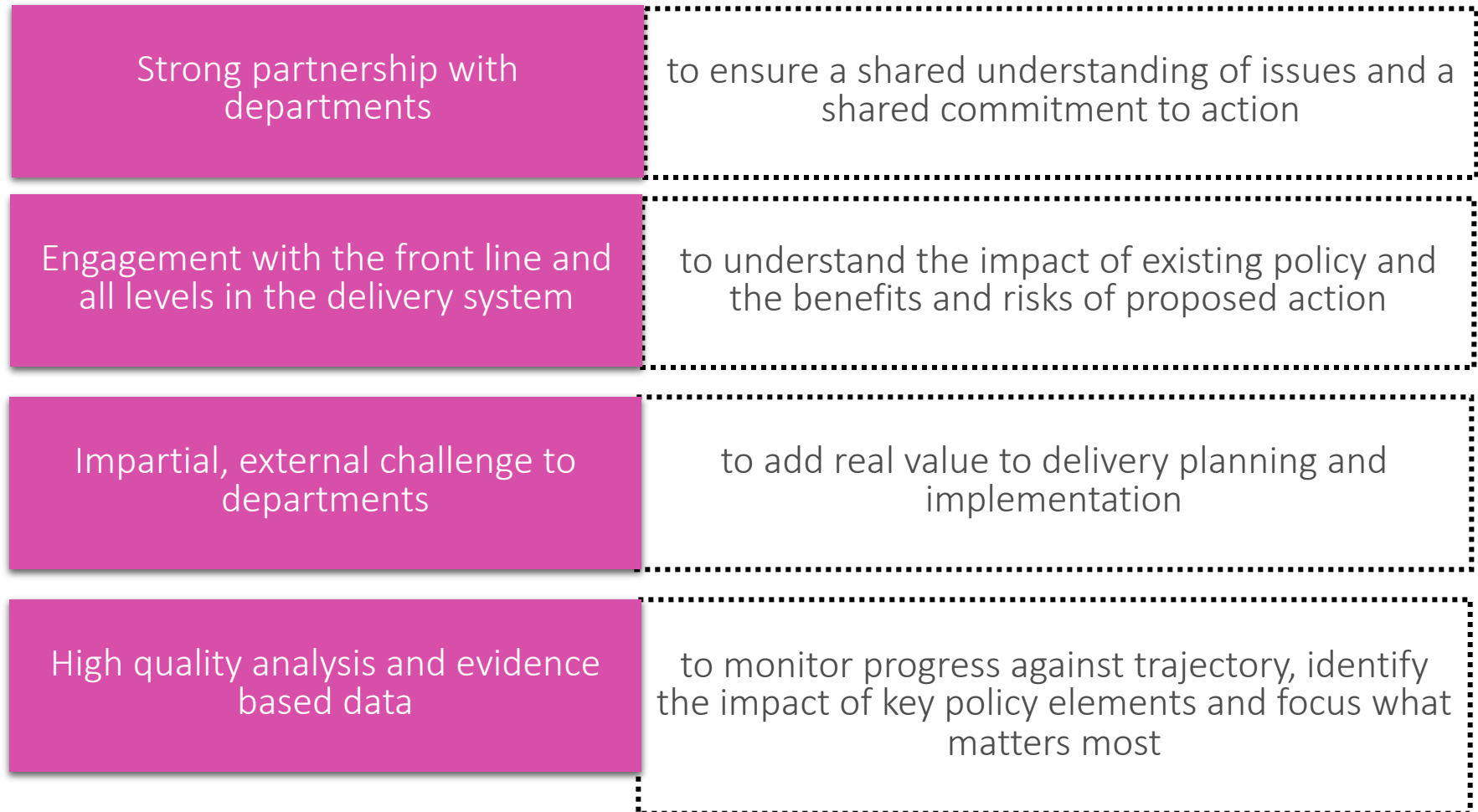
The reviews were key to the credibility and effectiveness of PMDU...

- They help you to build trust and good relationships with ministers and officials
- You have helped them succeed and they will want to work with you again
- The strong focus on action to tackle evidenced problems – not just hunches or treating symptoms
- They create clear actions with timescales that can be monitored
- You keep looking at your delivery trajectory to see if the actions are working
- By doing things – you learn about what works and what doesn't
- You are building capability in the people, departments and organisations you work with

Source: Etheridge.Z & Thomas.P, *Adapting the PMDU Model*, Institute for Government, 2015.

# Approach, way of working

PMDU valued partnership working, frontline know-how and impartial, evidence based problem solving



Source: Etheridge.Z & Thomas.P, *Adapting the PMDU Model*, Institute for Government, 2015.

# People

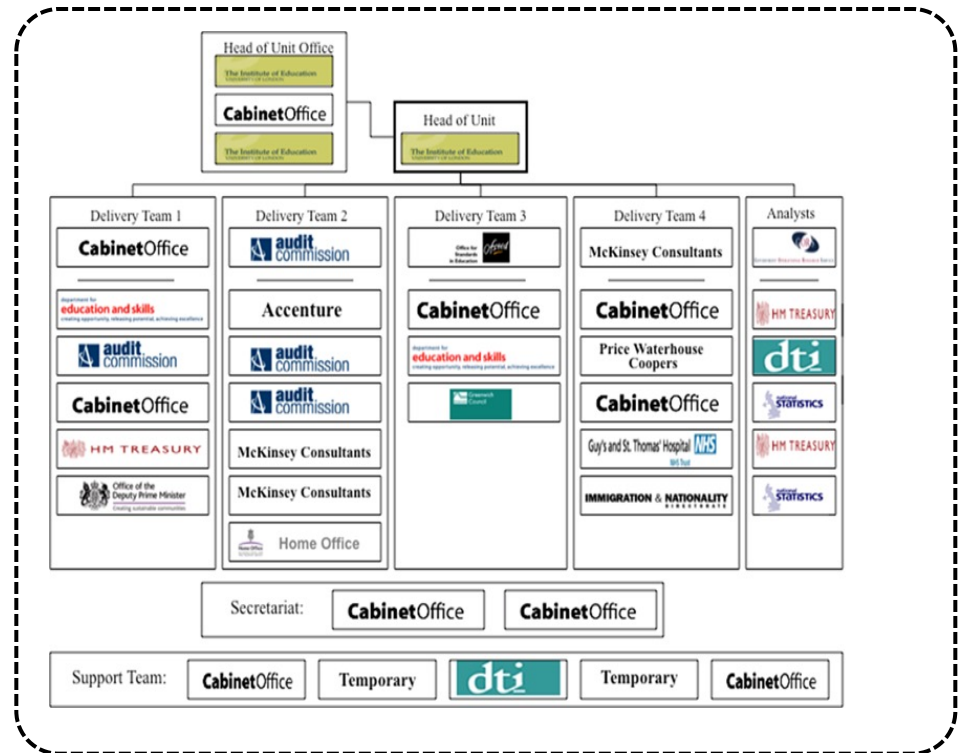
High quality staff in teams with right skill and knowledge mix. Trained and coached to use unit tools.

Civil servants

Consultants

Regulators, auditors

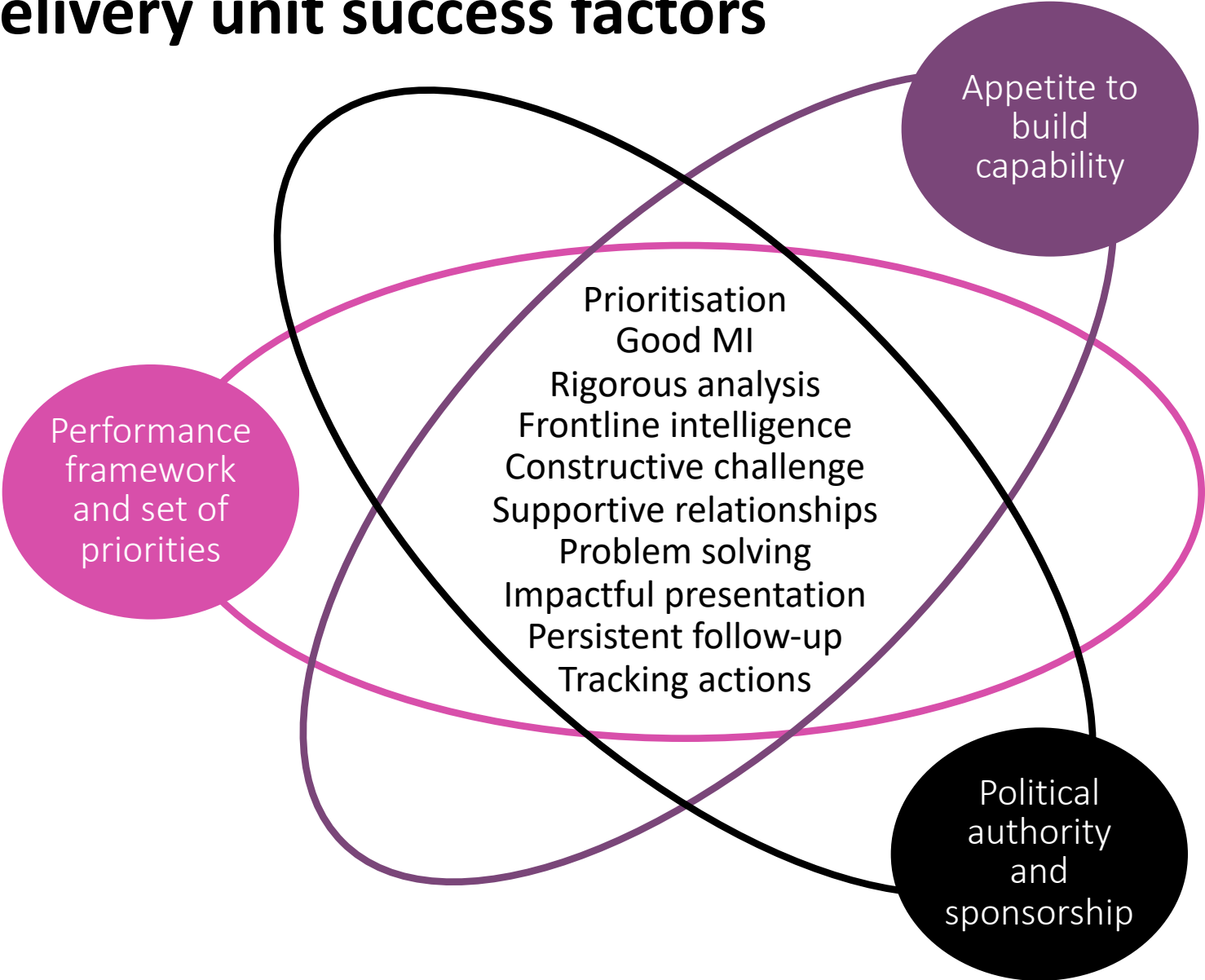
Front line services



Training for all staff in core tools and skills: problem solving; facilitation; presentation; negotiation; and, engaging the front line

Source: Etheridge.Z & Thomas.P, *Adapting the PMDU Model*, Institute for Government, 2015.

# Delivery unit success factors



Source: Implementation Unit, Cabinet Office 2015

# Setting up a delivery unit

What are the key steps?

Barber describes three key components of the PMDU approach, with a fourth strand that runs throughout:

- establishing a small team focused on performance
- gathering performance data to set targets and trajectories
- having routines to drive and ensure focus on performance.
- Through each of these components runs a critical thread: relationship building.

We have added to this and broken parts of it down into 11 elements or stages of creating a delivery unit. Some overlap or run in parallel.

## ONE: SET UP A SMALL TEAM FOCUSED ON PERFORMANCE

- making the case for a delivery unit
- establishing the delivery priorities
- designing the operating model
- establishing, staffing and training the unit

## TWO: GATHER DATA TO CREATE TRAJECTORIES

- engaging and communicating with leaders of delivery priorities
- clarifying ambition, success and measures
- developing and assessing delivery plans and delivery trajectories

## THREE: ROUTINES TO DRIVE AND FOCUS ON PERFORMANCE

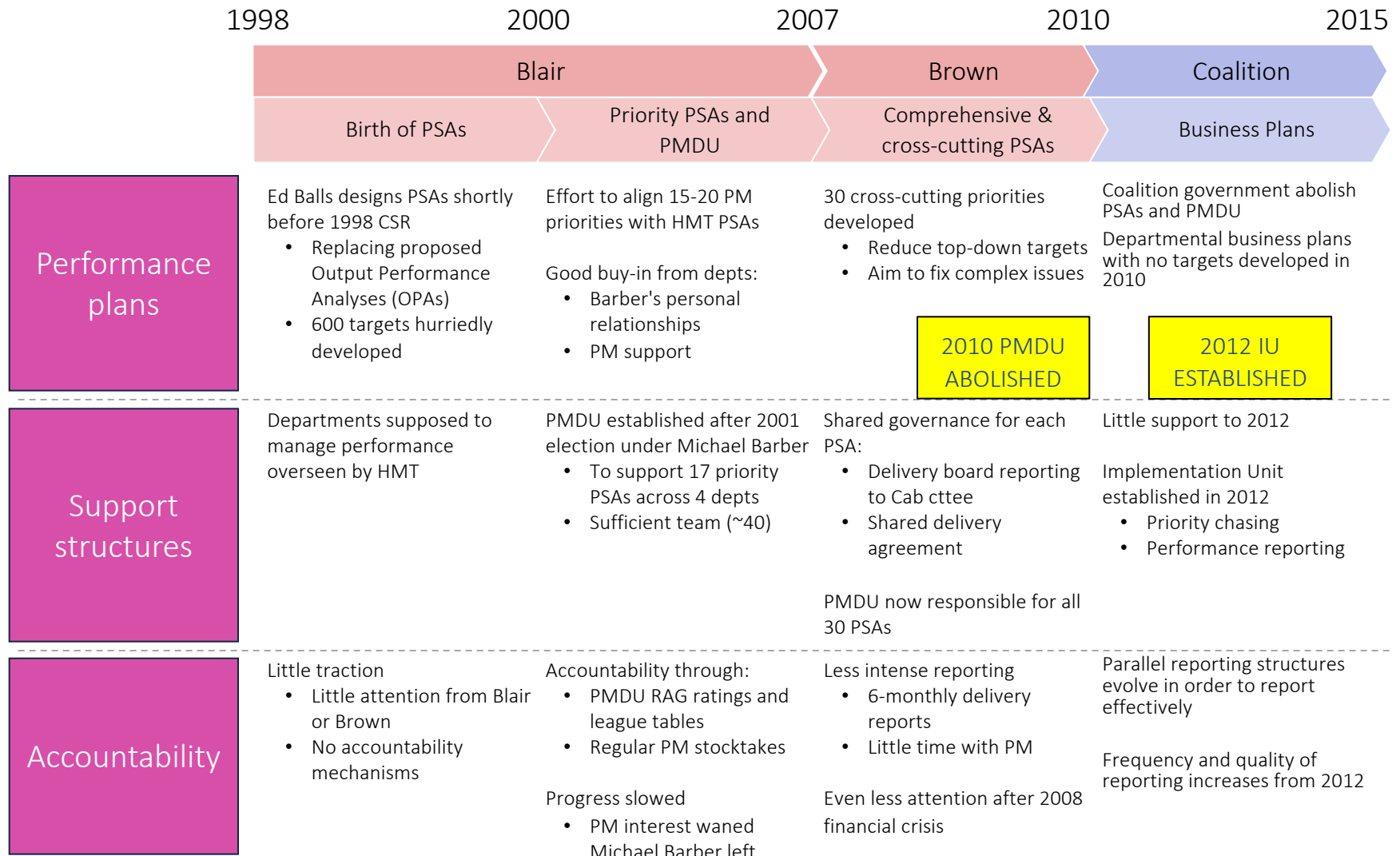
- regular reporting and updates on delivery
- delivery stocktakes
- priority reviews to solve delivery problems
- continuous engagement with delivery leaders.

## THROUGHOUT: RELATIONSHIPS BUILDING

Source: Etheridge.Z & Thomas.P, *Adapting the PMDU Model*, Institute for Government, 2015.

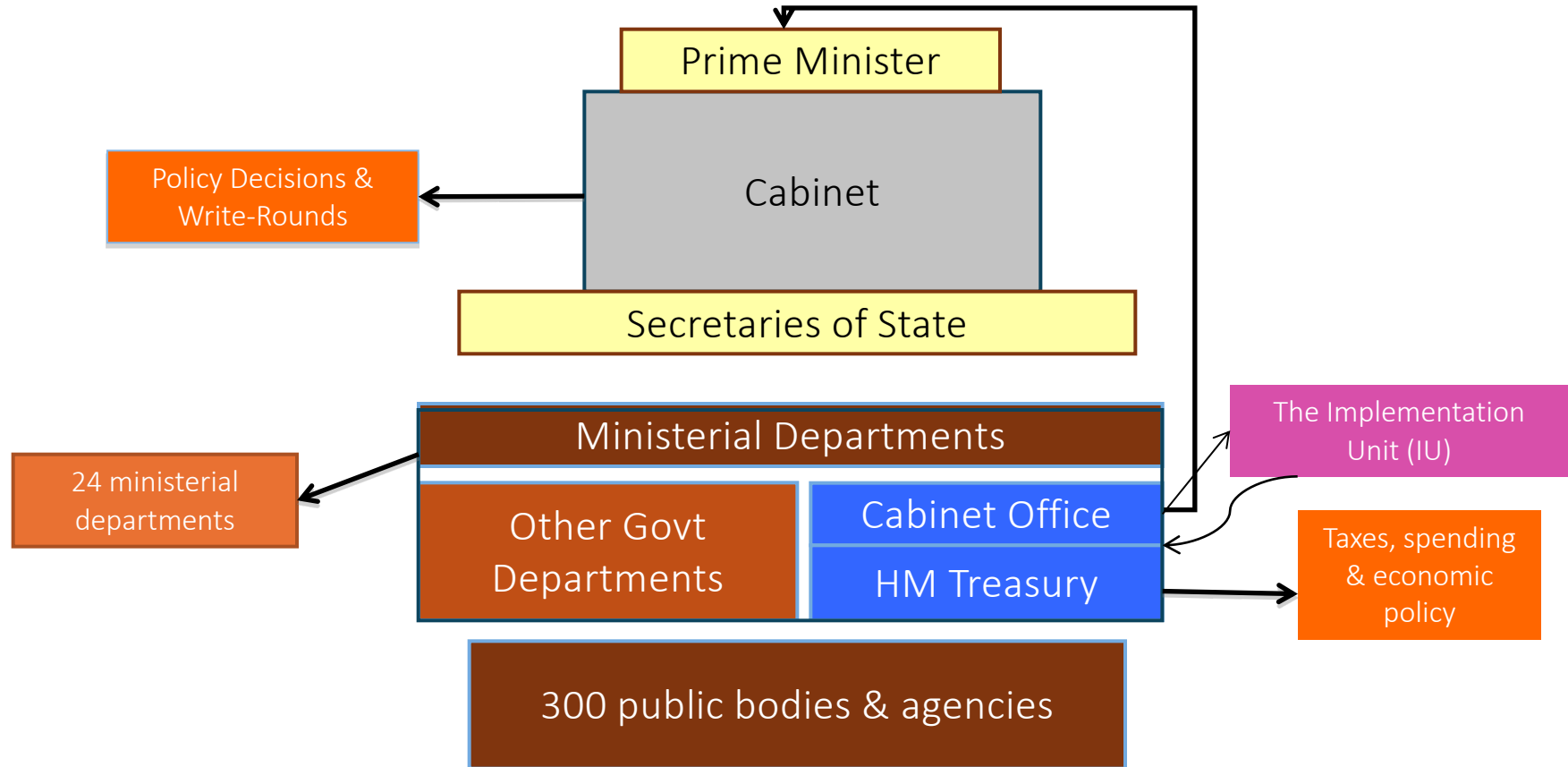
# **The implementation unit: departmental plans, and task forces**

# Implementation Unit reinvents PMDU

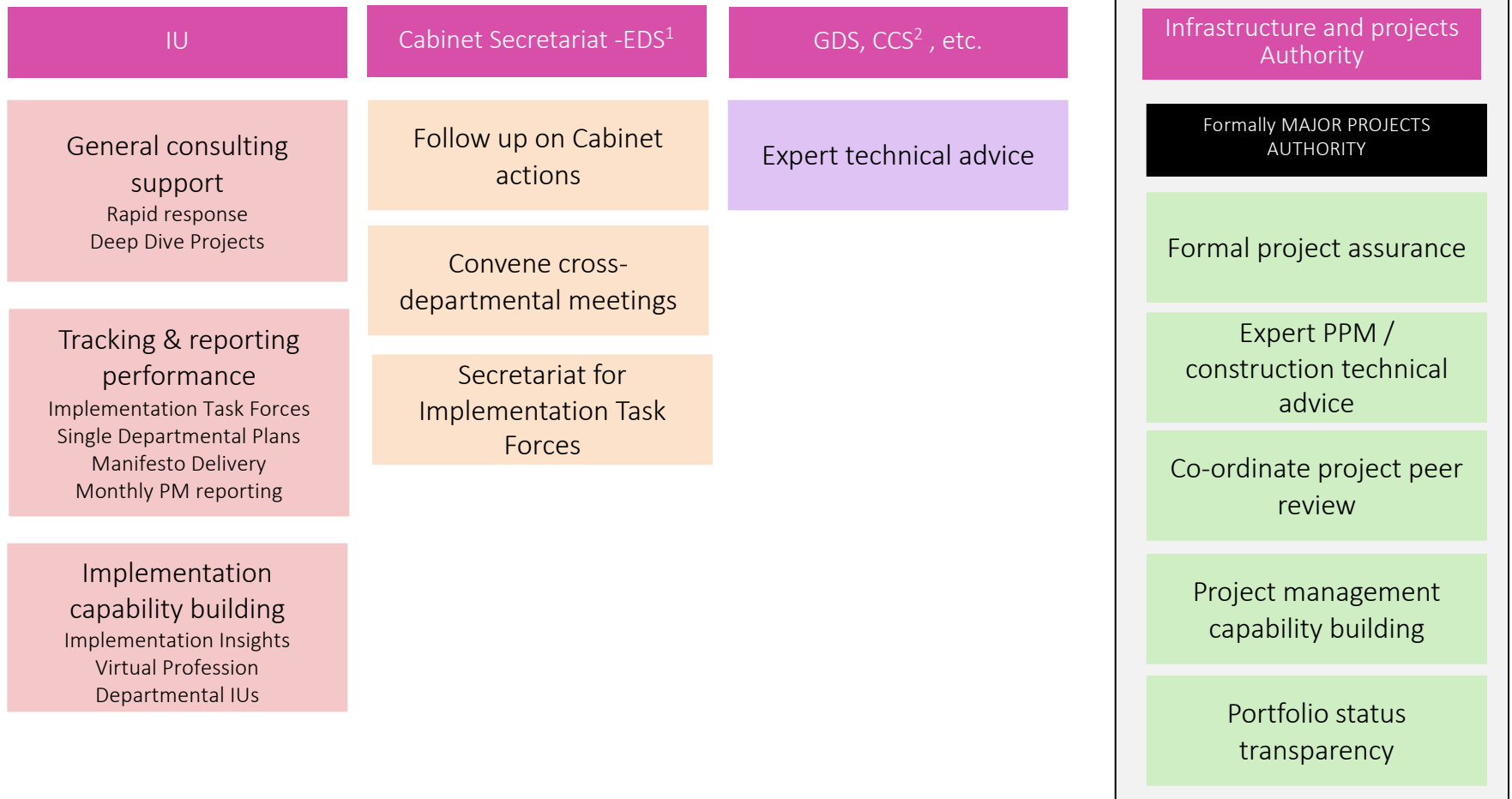




# Implementation Unit in UK Government context

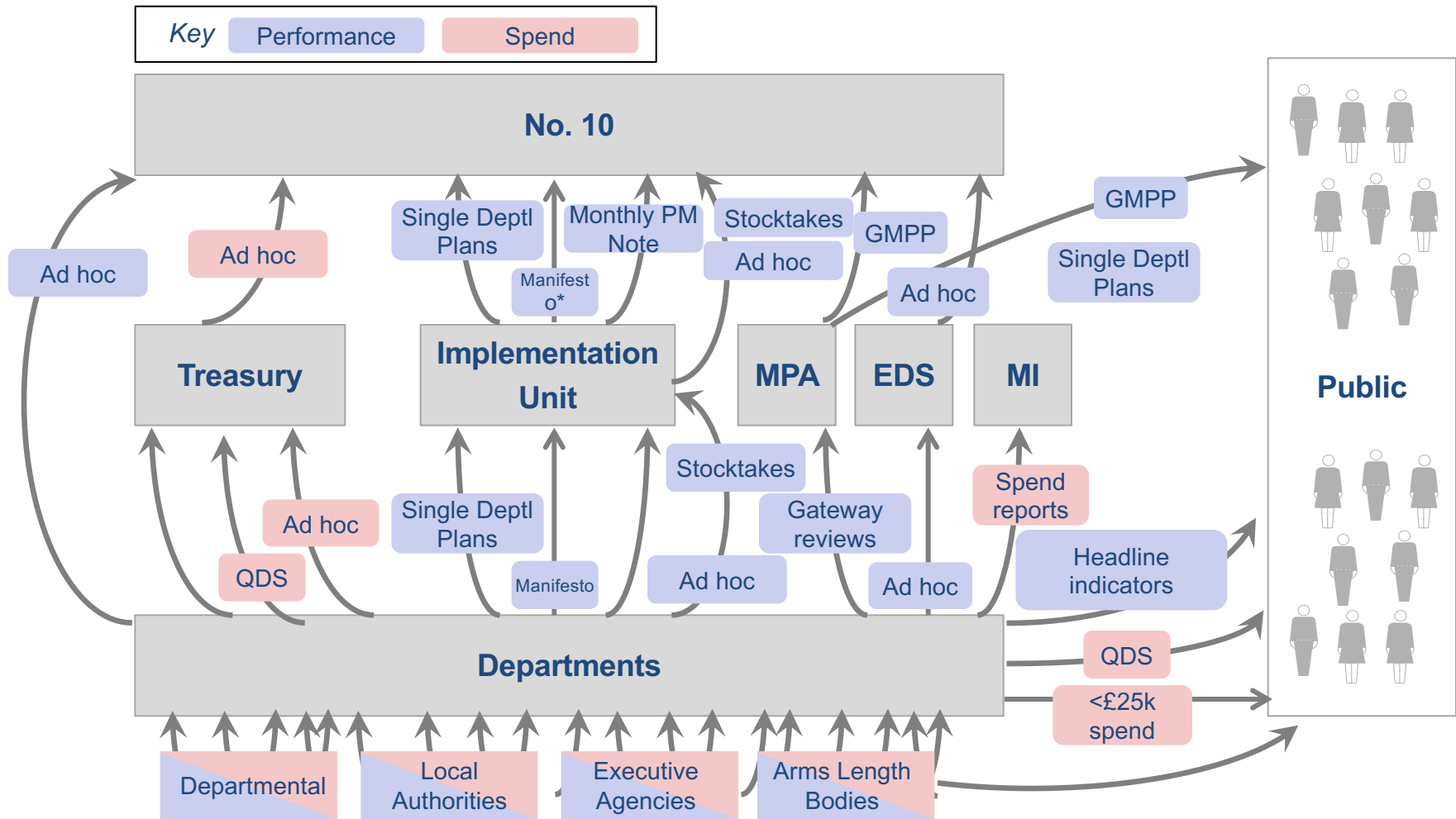


# IU in relation to the rest of the Cabinet Office



1. Economic and Domestic Secretariat – Cabinet Secretariat; 2. Government Digital Service, Crown Commercial Service

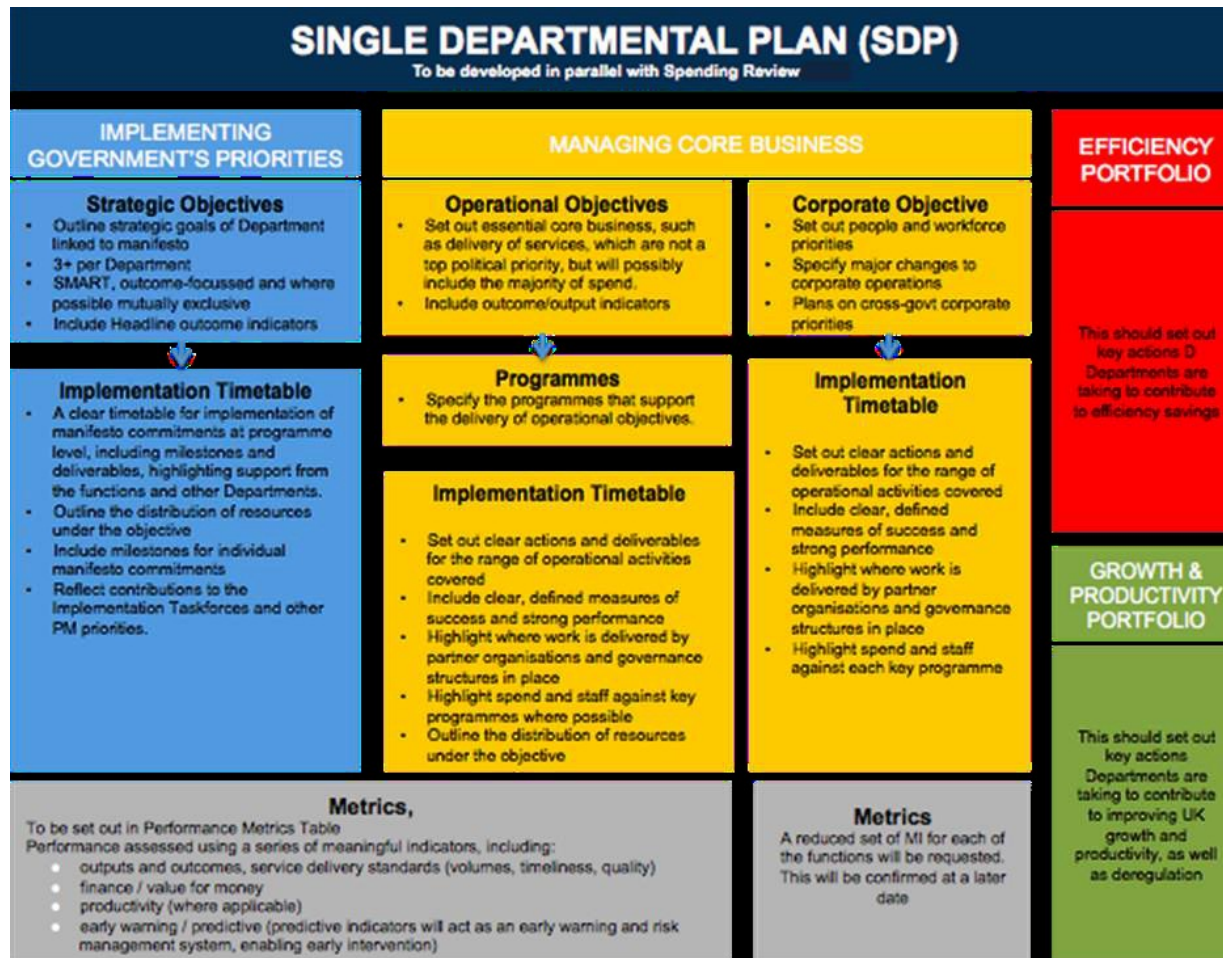
# IU Reporting structures for 2015-20



\* Programme for Government  
 Source: IU analysis

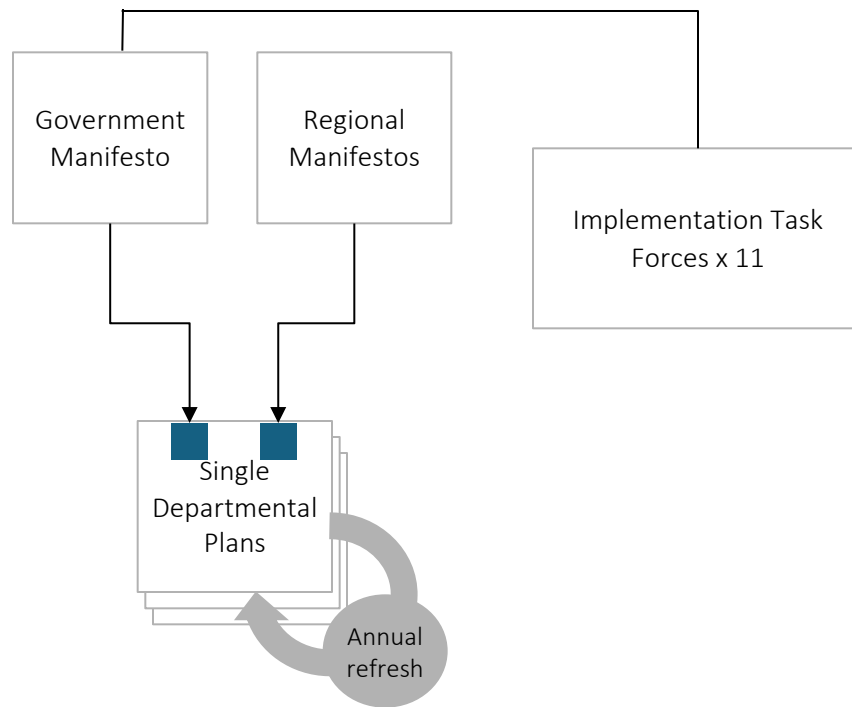
# Single Departmental Plans

The plans describe the objectives for this Parliament and how each department is fulfilling the commitments that we have made to the public. The plans aim to improve the way in which the government monitors its performance and allow the public to track progress.

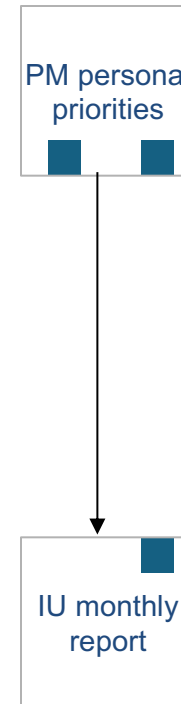


# There is a dual track reporting system

## Formal performance mgmt framework



## Informal performance mgmt framework



# Single Departmental Plans

## Strategic Objectives

Outline strategic goals of department linked to manifesto

## Operational Objectives

Set out essential core business, such as delivery of services, which are not a top political priority

## Corporate Objectives

Detail people and workforce priorities, as well as major changes to corporate operations

- Strategic objectives and Operational objectives should be SMART, between them cover all of the important activity of the department, and where possible be mutually exclusive.
- Supported by Implementation Timetables setting out the key programmes and policies with actions and key milestones and deliverables for achieving these.
- Strategic objectives should encompass every Manifesto Commitment for which the department has responsibility.

# Key roles of Delivery/Implementation Units

Tracking &  
challenging  
progress

- Monitoring performance against targets; progress on milestones
- Providing Ministers with data and evidence to make decisions
- Helping hold departments and other organisations to account

Solving problems;  
maximising impact

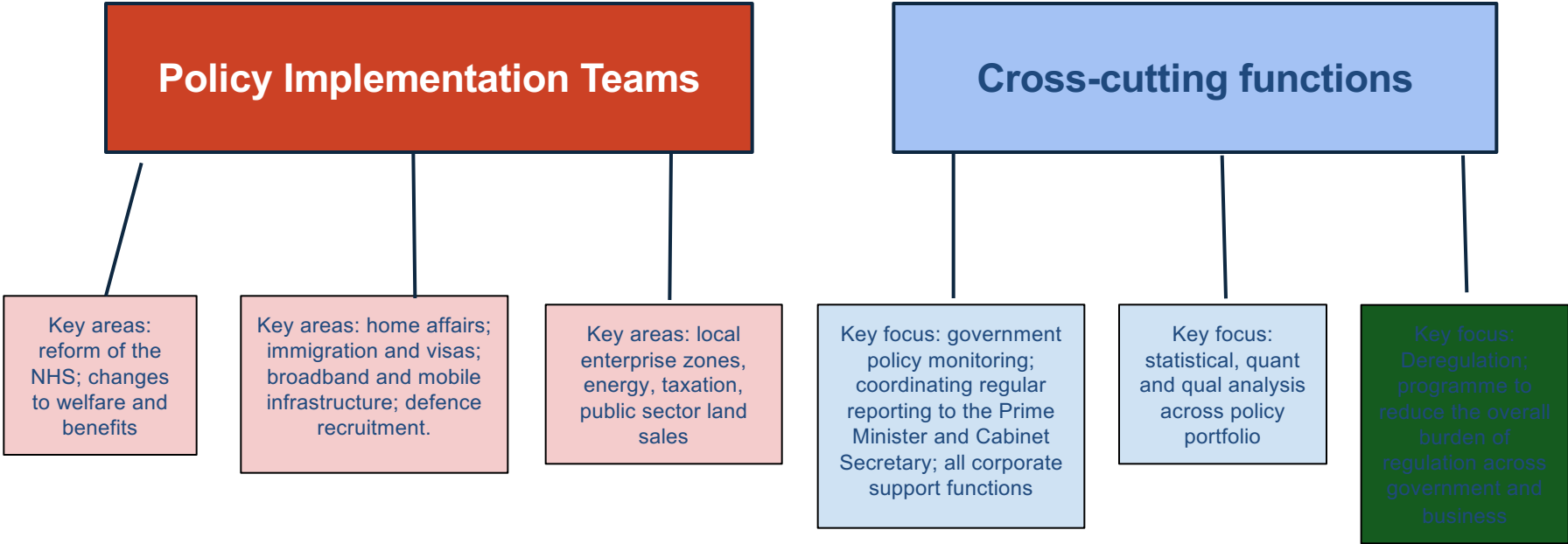
- Generating new insight through analysis and local intelligence
- Uncovering and unblocking barriers to impact on the ground
- 'Deep dives' to understand problems and find solutions

Building capability;  
sustaining change

- Sharing implementation tools and techniques
- Helping with implementation planning
- Supporting developing of wider implementation units

# Implementation Unit structure and functions

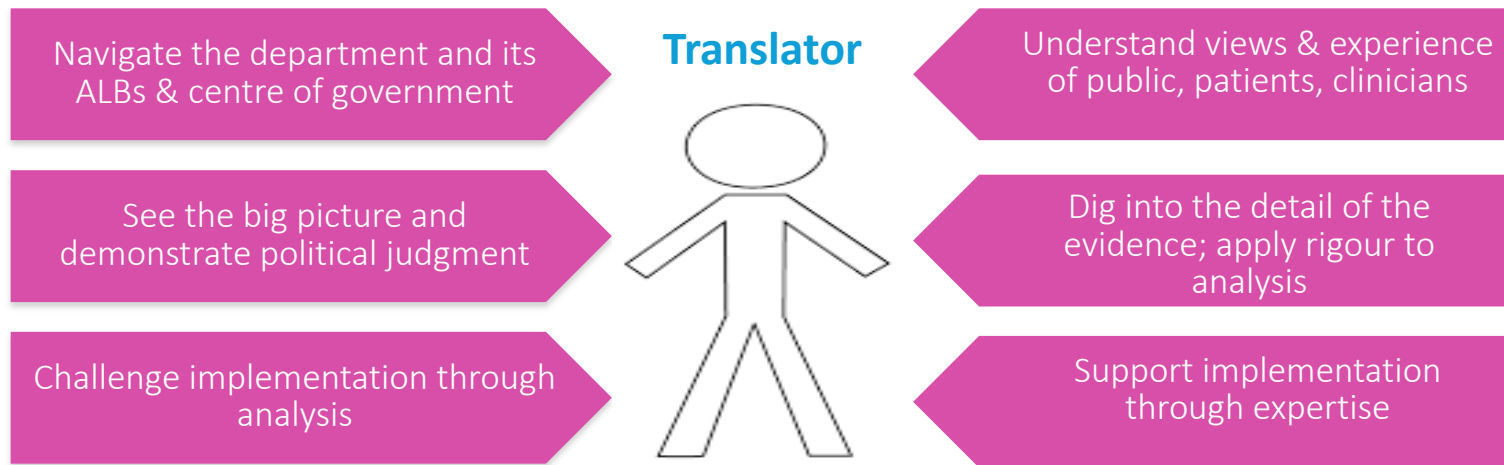
The Group is divided into six teams, each of which is lead by a Deputy Director. Three of the teams focus on specific policy areas while the other three perform cross-cutting roles. It has a headcount of 45.





# Recruiting and equipping staff

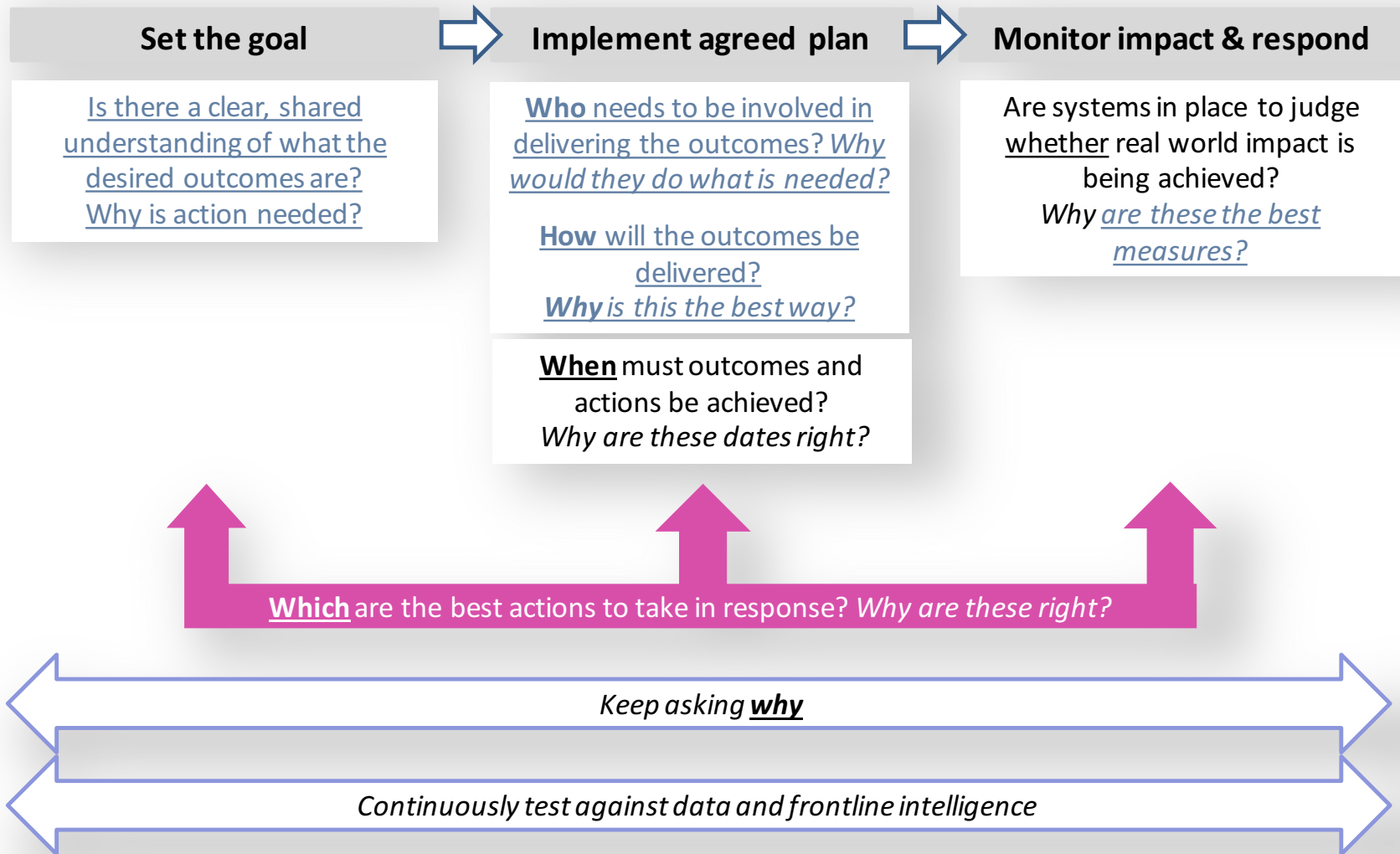
We recruit talented Implementation Leaders who are passionate about making a difference and committed to their own development; we equip them with the right culture, training, experience and tools to achieve their goals



# How do we get involved and how do we work?

- We can be commissioned by the Prime Minister or by the Senior Minister in the Cabinet Office – Oliver Letwin
- This has traditionally involved a “deep dive review” with a strong emphasis on front line intelligence and data analysis
- Work can be generated in support of the Implementation Task Forces
- We also offer a “whack-a-mole” rapid response approach
- We aim to work openly with departments and share our findings.

# Implementation Insights



# Assuring progress : implementation task forces

10 Task forces

Purpose : to monitor and drive delivery. They bring together key ministers and officials to

- Track progress
- Spot potential problems and blockages
- Agree plans for resolving
- Make sure actions are followed through
- Report to Prime Minister and Cabinet on regular basis

Cabinet still deal with issues requiring collective agreement

The 8 task forces in 2016 are:

- Housing
- Health & Social Care
- Earn & Learn
- Immigration
- Childcare
- Tackling Extremism
- Digital Infrastructure
- Syrian Returnees

# Terms of reference of an Implementation Task Force

## Earn or Learn

*Terms of Reference: Help businesses to create two million new jobs to achieve full employment; support three million new apprenticeships; make sure that all young people are either earning or learning.*

Minister for the Cabinet Office, Paymaster General (Chair)

(The Rt Hon Matt Hancock MP)

Chancellor of the Duchy of Lancaster

(The Rt Hon Oliver Letwin MP)

Secretary of State for Work and Pensions

(The Rt Hon Iain Duncan Smith MP)

Secretary of State for Communities and Local Government

(The Rt Hon Greg Clark MP)

Secretary of State for Education, Minister for Women and Equalities

(The Rt Hon Nicky Morgan MP)

Chief Secretary to the Treasury

(The Rt Hon Greg Hands MP)

Minister of State for Employment

(The Rt Hon Priti Patel MP)

Minister of State for Business, Innovation, and Skills

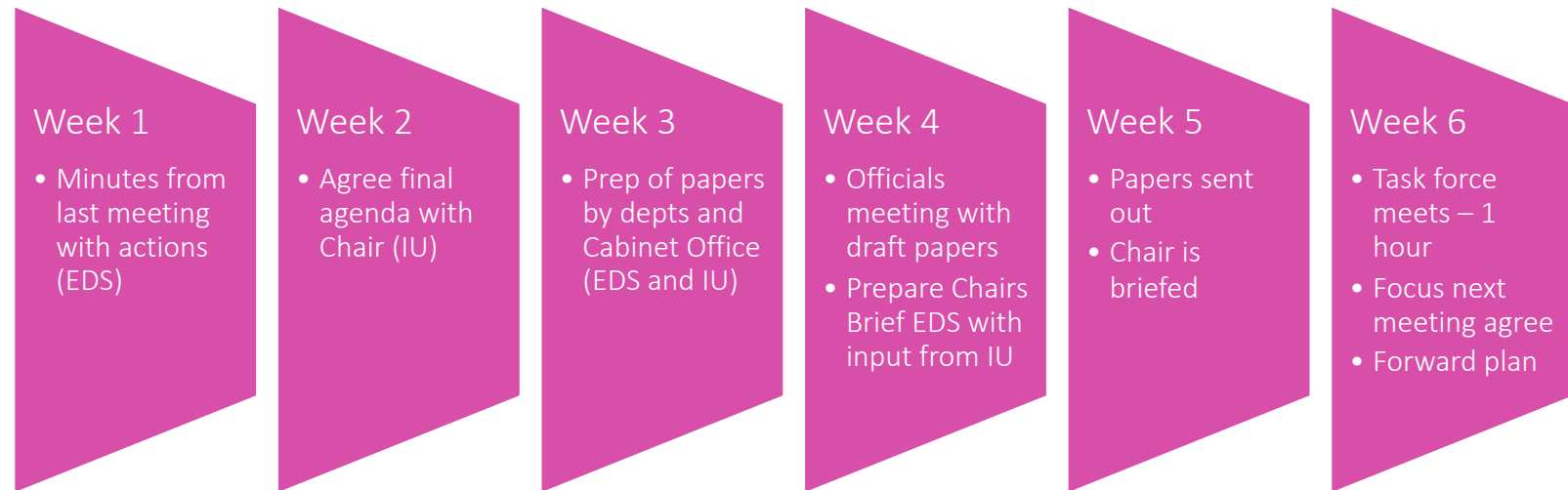
(Nick Boles MP)

Parliamentary Secretary for the Cabinet Office

(Lord Bridges of Headley)

# Example of a task force: Earn or Learn

- Looking at the implementation of 8 key policies that will deliver the priority
- Meets on a 6 week cycle



# Sample task force agenda pack

One pack of papers agreed by all containing

1. Agenda - Listing Ministers, Officials, Secretariat in attendance
2. Actions tracker from last meeting
3. Outstanding Actions
4. Performance Pack
  - Dash board of leading indicators using MI
  - Trajectories
  - Annex with more detailed analysis on performance

Following the meeting minutes of the meeting

- tight distribution list
- Concise record of discussion
- Allocated actions