

Appendix 5. CEO lessons

If we were to start again, I would:

- audit service levels at the beginning
- build a strategic alliance, not a master–servant model
- develop mutual key performance indicators
- clarify the value chain early
- create a better funding model
- develop a way of contributing network information to policy
- place greater emphasis on technical training
- emphasise ‘One business’ more strongly and earlier
- recognise team leaders
- make clear from the start that service delivery has goals of its own
- better clarify management information. (Vardon 2003)