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)