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a critical website, and via video and this is sort of other participants who couldn't make it today and fill a can see the content and deep in their learning in their own time.

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So if you are joining, and you do have your camera on, so please be aware that people might be able to see yourself with your face, or whatever is in background to use your zoom username.

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So if you have any concerns of that, please let myself. All my colleagues know the chat.

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Mostly we can how we can accommodate that.

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If you have any questions about how data policies, or you can see that at the bottom of our website on page physical Dr.

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And in terms of accessibility we have live transcript transcription available on this call. And so, if you want to turn this on, if you go to the bottom of your screen, you should see a settings button, and you should be able

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to turn on live transcription. we'll give it another 30 or 40 s, and then we will dive into the session with the poll.

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Question. Welcome, deafen, and Jacqueline and Andrea.

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Thanks great to have you with us. okay, brilliant.

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I think we can get started. then. so the first thing we'll do so.

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The way today session will run is the most most of it will be based around your questions, and the things you want to know from our brilliant panelists.

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But we'll start with a poll question which I will be sharing in the chat very soon, and then we'll go through to 14.

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15 min will have 3 brilliant speakers, as I say, who will be sharing their perspectives. they're different perspectives on what it takes.

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And then, as I say, at the end of the second, the most, the sort of second half the session will be based around your point.

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Questions, some of which have been pre-submitted if you Haven't had a chance to do that don't worry at all. we will be paying close attention to the chat and picking up any questions that you share if you

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have any audio issues you can't hear anything please make that known in the chat, and we'll see if we can adjust anyone's microphones as needed.

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Brilliant. So first question to get started yeah it's a poll question, and we just want to get a sense of people's experience and exposure to the challenge of delivery.

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So the question is on a scale of one to 4 how much experience do you have of delivering outcomes for the public onto one?

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If it's one that'd be no experience at all it's it's, too. It would be limited experience.

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It would be under 2 years or outcomes. 3 would be significant.

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Experience might be around 3 to 5 years with emerging outcomes achieved, and then 4 would be very experienced, which would be 10 plus years and some very clear outcomes achieved.

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The you should be able to see that question in the chat.

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And yeah, if you could answer 1, 2, 3, or 4, that would be brilliant.

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And then the second we should see the answers. Come on, Wow.

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Okay, really. So we have. Okay, So yeah, a bulk of people here in the sort of the the years or less with limited outcomes.

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A chunk, another a lot sizable trunk in the significant section, then nearly just under an equal split between.

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No experience. and very experience that's really interesting so if you can after you've answered that question just in the chat again.

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If you you've got no experience I think we you're probably the people we'd love to hear from the most in terms of questions that you'd want to know in terms of like what you think the skills what skills you you

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want to learn, and what you think you need to know, and for those of you, with more experience.

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Throughout the conversation in the chat Please do sort of talk about some of the outcomes that you've achieved, and some of the skills you've gained along the way.

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I think those can be really useful prompts for conversation later on.

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So we definitely want to hear from you as much as possible.

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During the conversation in the chat. reflecting on Brilliant.

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So Yeah. So a nice little mix between very experience and limited experience.

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Excellent. so we'll move into the first of our 3 speakers today, who is Sir Michael Bubba?

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And so Michael is really a world leading expert on government, delivery, education, reform, and systemic innovation.

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So Michael actually led the Prime Minister's delivery unit for Tony Blair in the UK.

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From 2,001 to 2,005 and since then he's worked on delivery and system-wide system-wide reforms in more than 50 countries he personally leads high stakes high-level state

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gains engagement with political leaders. to help them adopt a delivery approach, and this includes a quarterly cabinet retreat and kind of that would be Minister Justin. Trudeau So Microsoft before you

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start. So just the question that will be closing to you and the 2 of speakers.

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Why is it important for civil servants to have a delivery skills?

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Thank you to you, Sir Michael. Thank you very much, Jesse.

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Thanks all for joining i'm Great it's great to see so many people among participants.

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It's also a real pleasure to work with and Susan both of whom you'll hear from in a minute, and both of them are the people I've had the pleasure of working with during my time in government. just one thing to mind I

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think to correct, Jesse. I I did organize, participate in quarterly retreat. Cabinet.

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Richard's in justin chudeau's first term, but not since then.

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So it's not It's not one going I noticed that among the bottoms are quite a few Canadian prophet participants, which I'm delighted to see.

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So i'm just gonna be very brief on this i'm going to answer 4 or 5 questions.

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The first one is what is delivery and when I think delivery in government.

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It's government's setting themselves up to deliver outcomes for citizens that the citizens see feel and notice the difference.

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In other words, you're not delivering if all you're doing is publishing white papers and making newspaper headlines.

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You're not delivering if all you're doing is managing inputs, but the outputs and outcomes for the citizens say the same.

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So delivery is changing people's lives for the better and I think one of the reasons it's important was obviously intrinsically important.

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It's also important because most public servants have a strong sense of they're doing making things better for people.

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They're very committed to that so everybody's really important. It matters for both those reasons, and it also matters for I think a very 20 first century challenge that we have which is trust in government all over the world is falling why

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is trust falling that's a long complicated question not for dealing within 3 or 4 min.

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Now but one part of that is governments promise things and don't deliver them, and people see that and they lose faith.

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They lose trust. sometimes that is just trust in a particular government at a particular moment.

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But sometimes, when that keeps happening, it becomes a loss of trust in government in general and the institutions of government in general, including among others this civil service.

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So it's important to deliver obviously for the citizens it's important to deliver, because that's what public servants believe in and it's important to deliver because you if governments make promises and those are delivered and people see

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and feel the difference. They're much more like to trust government and loss of trust in government is a huge problem in the contemporary world.

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If you put all that together, it actually, if you deliver.

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Well, if governments deliver well, it enables, more people more families, more communities to lead, fulfilled lives, and in that sense it's one of the big moral issues of our time.

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It's not a technical issue or not just a technical issue.

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It's a moral issue. my good friend, former prime minister of Mozambique.

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Louisa yoga says if you ask God about the many things she delivered when she was prime Minister Mozambique.

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She says we didn't deliver it the people who Mozambique delivered it.

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What we did, she says, is unlock the music in people.

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I think 1 one way of thinking that Larry is, Did Government take the money from taxpayers to set some goals, set objectives?

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Ways. It wants to make the the world better for its citizens, And then did it deliver it?

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Did it unlock the music for people, and label and plead more fulfilled lives.

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And then last question is, well, how does it work? How do you do?

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Delivering. but We'll obviously spend time discussing this but the first is, you have to set some priorities and goals.

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You can't do it if you think you're going to do everything all at once, and you can't choose your priorities.

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Secondly, you need to do some planning. So the first question is, what are we going to do?

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The second is, How are we going to do it the third one? is How do you know whether it's on track at any given moment?

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You've published your plan you're working away to but at any given moment.

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Is it working, or is it not working? or is it working in some places, and not in others?

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How do you know and once you've got that going the the next question is, where it's not working, or if some part of it is not working in general?

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What are you going to do about it? And that really is all there is to it.

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So set some objectives plan to do with them check whether it's working or not, where it's not working do something about it.

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And final point is, you have to assist. These things are never done.

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In a few weeks you have to stick out it even through thick and thin, even through distractions, to through conflicts, even through scandals, etc.

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Etc. so that's all i've really got to say It's it's big moral issue.

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We know how to do it, but it's actually hard to keep at it in practice brilliant. Thank you very much.

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So, Michael, I love to point him sort of connecting delivery back to sort of moral purpose of government.

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Which i'm sure and talk about later as well excellent.

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So that's that's the microbiome but our second speaker is Adam Thompson, who for the far the past 5 years had been the director of the European leadership network.

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We, which is a contental network of experienced and emerging leaders from that.

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If I stopped all the way to London, committed to preventing existential conflict in and beyond.

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But before that Ad. has been an illustrious career.

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Nearly 4 decades in the British diplomatic service.

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Where some of his many postings included the UK's permanent representative to Nato and also the head of the Foreign Commonwealth, Foreign and Commonwealth Offices Security policy Development Department.

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So. madam, the same question to you that we put to so by call. Why is it important for civil servants to have delivery skills?

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Well, thanks, Jesse, and thanks to everybody on this call it's an impressive number.

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I've come to think of doing delivery as really a life skill that everybody should have.

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What what Michael has just described. You know setting setting a goal doing some planning, checking, whether you're on track course, correcting, if necessary.

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It's kind of how we all get through life but it's especially true for civil servants.

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I think, because that that paid to deliver and that's as true for civil servants working on policy as it is on program management.

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Really, you have to deliver policy just as much as you have to deliver a a program outcome.

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I think Michael has asked me to speak partly because you could consider my career, that the diplomacy world as a limiting case, I mean the It's really hard to pin down it's very nebulous There are an awful lot

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of extraneous variables, and yet I can tell you that you need delivery, even if you're a diplomat, I can unpack the detail in questions and answers.

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But my best set of examples is from when I was ambassador in Pakistan, running one of Britain's largest missions in the world, with 13 different government departments, and although I was doing it very inadequately

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before Michael arrived and took me in hand to do delivery of education in Pakistan.

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Better. We were setting goals. How did we distinguished the Uk from the United States, for example?

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We were monitoring and setting baselines. We actually ran test programs on whether we could change Packakistani opinion.

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We were setting metrics about how we we're doing were we changing people's opinions?

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So we would do polling to assess that, and we were meeting regularly as a whole of mission team to check our progress.

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In the last point I want to make is that, quite apart from increasing your chances of actually delivering a result, you know an outcome.

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As Michael has said, there are all sorts of side benefits to doing this stuff.

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I mean if you're working with wide range of stakeholders, this is a way of getting everybody pointing more or less in the same direction.

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For example, and that's really helpful it also gives your bosses your your those who oversee you back in London something that shows that you're actually achieving a result because you're measuring it you so

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it's worth doing, not just for the outcome but for the process as well.

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Excellent. Thank you. Thank you very much, threatened and not not at least, we have Susan Macklin Hood, who is, has been the permanent secretary at the Department of application since September.

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The twentieth 20 and that's actually where she started her career in the Civil Service nearly really 30 years previously. along that journey susan's roles and government have included Chief Executive at the courts and tribunal service Here in

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the Uk and Directive roles in the treasury as well as the department.

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She's also spent time working at the heart of Government in Number 10, and as well as that the home of this as well as roles in local government at the Borough of Child Hamlet.

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So, Susan, that great to having with us? And the second question to you again, why is it important for civil servants to have delivery skills?

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Thanks very much, Jessie, and and you know it's hard to follow Michael Andannon without repeating some of the things they've said.

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But my starting reply to a question is well if we don't deliver anything, then, literally, what's the point we there is absolutely no point in us creating policy that lives on a piece of paper and doesn't result in changes to

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people's lives people join the civil service because they want to make a difference, not because they want to write a piece of paper that suggests that at some point a difference might be made.

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And That's why I mean Michael said this very clearly, and Adam, I think, reinforced it even when we think about the bits of the civil Service. This has been traditionally described as policy actually delivery thinking and

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delivery skills have to be at the heart of those and one of the things I've been working on with tomorrow.

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Finkelstein and my fellow permanent sections.

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We together run the policy profession across the civil service has been how to make sure we really are embedding that delivery thinking, and we've just come up with a new framework for the policy profession.

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It only has 3 things in it strategy, democracy, and delivery.

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And it says that everything you do as a policymaker is about making a strategic climate fits in with your understanding the world, remembering that you're doing it for people for the citizen and in support of a democratically

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elected government. and then thinking about delivery and how it's going to be made to make a real difference.

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I think there's also something really important about what the public expect of us.

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They expect us not just to deliver results, but increasingly to deliver results in the kind of seamless, accessible way that they see across private sector services.

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You know, all of us getting more and more used to being able to understand the world around us and get things to happen in kind of a couple of quick clicks on the mobile phone. And And I think public services need to rise to that kind of

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delivery challenge. in some ways it's not just that we need to be able to meet the delivery standards of the private sector.

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We actually need to significantly exceed them, because we do not have available to us some of the things that the private sector does to enable them to make delivery easier.

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And the central thing that I would call out is that we cannot choose to deliver mainly to the easiest to serve which many, many private sector companies do.

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They will select a segment that's easy to serve that's reasonably well resource that can use services relatively readily, and they will focus their delivery on those and as the public service.

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Actually, we have to concentrate on making our delivery accessible and effective for those who may find a complicated service hard to interact with.

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We've got unprecedented delivery challenges for us, I think, about the Department for education.

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We had huge delivery challenges before the pandemic and it's fundamentally changed our landscape.

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It's shown us some really great new ways to do things We've done some things faster than we ever would have believed possible.

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We delivered, you know, a 1,000,000 and a half laptops to school.

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We tested over 10,000,000 people in education settings for Covid 19.

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If somebody had asked me before the pandemic how long it would take me to set up a program to deliver a clinical intervention to 10,000,000 people in education settings I mean i'd have told them that was a

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five-year job right, and we did it in about 3 months.

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And so there are things we learned about how we can be fleeter and more effective, how we can remove barriers and obstacles, and how we can be much more uncompromising.

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I think, actually about fixing on some clear goals and then pursuing them.

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But it's also increased scale of the challenge we know children have lost learning.

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We know that some of the people who we need to be with us on that journey deliver learning, feel disempowered, disengaged, just frankly, really tired.

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But lots of people do after 2 years of pandemic.

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And so it means those skills in effective delivery are more important than they've ever been.

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And i'll stop in a minute jessie because I know you want to get on to questions.

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But i've just highlighted 3 things at the first is continuing to harness and use our ability to take the ever evidence base and turn it into scalable translatable plans for what we do we've got more and

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more good quality evidence about what works I think the civil service has always had access to good quality research, but not always in a very actionable or scalable form. and I think we're getting better through the creation of the what works.

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Centers, including our own Education Center. The Education Endowment Foundation for something is a particularly good example at creating replicable scalable versions of the evidence base that help people to use them.

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The second thing is about our understanding of the systems we work in, and often wicked problems come with quite complicated delivery systems that aren't always neat and linear and a nice little hand-off of people who do one thing after another to get

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to an outcome. They often involve complicated web-like interactions of people, and we're getting better.

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I think mapping systems understanding them and thinking about where the key interactions are that we want to focus on in order to have an effect.

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And then I think the third thing, and that, by the way, really does involve engaging with others.

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Adam's point you bring others in with you if you're if you're trying to solve a wiki problem in a complex system, you almost always have to do that in partnership then the third thing is about the use of

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data, particularly on Michael's point about knowing whether you're making a difference?

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How do you get a real-time really good quality, feeds of data that you can quickly turn into insight to allow you to course, correct and improve what you're doing as you go along, so that you can really drive delivery in

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process in sorry in progress as you as you go along again.

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Gone are the days where we think about kind of huge amounts of effort and attention.

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Going into the setting of a strategy. the writing of a policy and then a sort of button that is pressed, and that sort of shoots out into the world to be someone Else's problem.

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It's all about the feedback loops you have to understand in a good quality way, in real time, what is happening on the ground.

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Now which bits of what? you've put in place of working in which bits are not quite right yet, and need a adjusting, improving, edging, developing in order to start seeing that impact that you want to see So those would be

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my 3 things: evidence upfront in design systems, thinking in partnership and data and feedback loops to help you improve as you go along.

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Really really brilliant, awesome, susan and there's so much there that we can really pick up from for our conversation.

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I wanted to dive back into something good mentioned about sort of integrating this idea.

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This idea of integrating quality, development, and delivery.

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Can you just give us an idea of, you know, if you were sort of like redesigning this Civil Service today, Where do you think?

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How do you think those 2 roles, those 2 functions in government could be better in integrated, so that they they work together more seamlessly?

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Should we turn the first crack at that yes, please sorry that's right checking.

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And so I think we're seeing quite a lot of it happening.

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So you see it. even in the design of departments it used to be the case.

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There were quite a lot of bits of government that were designed with a sort of policy harbor, and then a sort of delivery arm to do the doing.

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And I mean I you know I among other places i've worked in the home Office in mycraft, so we' lost track of the number of times that the immigration and borders bit of home office has been sort

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of arms length, brought back in out of times like in a slightly different form, turned into an agency brought back in, etc.

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But one of the one of the kind of strong trends I think we see is much more integration of policy and delivery, so that there are fewer and fewer places where there are groups of people who are doing exclusively policy work

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or exclusively delivery work and I think that's. because, by the way, I think you can generate those feedback loops I talked about, even if people have slightly different roles.

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But the but the creation of a really tight good quality feedback loop between the people who were doing the tweaking and the people who were seeing the outcome on the ground.

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I think, is absolutely critical thing that I would be looking to build anywhere.

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I worked in government on any topic. you know that that question what's the feedback loop.

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How are we finding out? and is it real? Can we really see the insight of the people who are close to delivery on the ground directly in forming the design of the next stage of how we want the system? to work.

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Yeah, yeah, very interesting. And in the audience I know, I noticed that a few of you work might work in policy development if interesting to get your perspectives on that.

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How your experiences are working with the delivery style of the government, how well integrated!

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Do you think these functions are where you work in government please do share your answers? And i'll be happy to read them out, and to get everyone else's perspective and to and again picking up something you said Susan about understanding

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networks understanding complex systems in government and Michael I know you've done a lot of work around what you call delivery chains.

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I was wondering if you could, because I think it kind of really captured this idea of how you understand the complex system, and of how any ideas get delivered through it.

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I was wondering you could share what delivery chains are briefly and sort of how they might work and help people understand complex systems.

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Yes, thank you, no. I think Susan Adam has set up from, and the challenges and the importance of Larry really well, and delivery chain is a very very simple concept which is if you're a minister and

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you stand up in Parliament and say I'm gonna make sure every 11 year old learns to read and write.

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Well, or you say I'm gonna cut crime by 30% you're making a promise.

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But you're also making an assumption, that you can influence in the first case, what goes on in the headwind is Evanol in Wigan or Newcastle and that is a big assumption to make and the

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delivery chain is the connection between the 11 year old brain in Wigan or Newcastle and the Secretary of State.

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And so what's going to help that child learn to read and write Well, a good teacher will make a big difference what's gonna influence the teacher? Well, lots of things, But above all, the quality of management in the school the leadership the head teacher

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the going to influence the head teacher, the governing body are going to point point her or him.

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They have an influence in holding that person to account and so on and you work your way back from the child to the sector of State, and you'll have a delivery chain, and that will be a different there'll be different qualities of it

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in Wigan and Newcastle and Bristol but you can map it. And if you can't map the glory chain you're not going to deliver, and then you can look at where are the strong links and

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where the weak links? How do we learn from the strong links, and how do we strengthen the weak links?

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And then last, but not least, each level in the chain is their pressure for change.

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So i'm a head teacher there's pressure for chains because the results are going to be public and offsted will come round every now and again.

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But there's also the second question is is there the support to make the change.

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Is somebody helping the head teacher learn how to make this change.

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So when we did the going to use the other national literature strategy, we trained every single head teacher in the country elements of the national literature, and then we followed that up and we followed up, and we produce beautiful material.

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So it's a question of mapping the delivery chain? we recognizing It'll be different to different parts of the country.

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Is it working, or is it not working where the strong links rather weak links? And they're making sure that every level.

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There's pressure for change, and there's the support to make the change.

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Adam will remember this because we we did it in Punjab, Pakistan for the like education program there, and it works everywhere.

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But you have to be very, very thorough about mapping out the delivery chain, and it's more commonly, and I've described in some cases where you have to work across departmental boundaries which susan and

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Adam both referred to, so that becomes a complex system.

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But you still have to be able to work out what the delivery end is, and how it's going to work.

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Yeah, awesome. But I know that point about working across the departments and different teams.

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I think that's something we can pick up because I know it's a question that was submitted earlier.

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I think We're, kind of getting into an area around talking around stakeholder management and influencing them.

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And so a quick question to Susan and then I'll come back to you about a process to help get you to reflection. Your experience of in the diplomatic world aligning different stakeholders

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But Sean has asked a really great question here, which is like a lot of people that might not be working at a senior level within a department.

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How can they influence better delivery, thinking in those non- delivery cultures?

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So he's So he's talking about setting setting agenda to focus on priorities.

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Or yeah, just to focus on different priorities. Sometimes this is set higher up within the organization.

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So how do you sort of as a meant to lower levels? if it's still servant influence that kind of thinking, Susan up there that one over to you?

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Thanks very much indeed. and I mean, I really recognize the challenge show, and I think I mean, the first thing is, I think it varies so.

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Sometimes ministers will genuinely set an outcome and say, Give me advice on how best to achieve this, and then you've got an opportunity, as I say, to kind of you know, to use the evidence.

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Based to what we know about what works to start say Well, if that's your aim.

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Here are some things we know are going to work in helping you to achieve it.

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Sometimes you do get something that you know, either politically or have you organization?

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People have sort of decided what the mechanic they want to use almost as part of it.

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And I think then I mean a you know I talked about democracy early on democracy is still important.

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So it's still an important that ministers are able to set agendas.

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But there's something about making sure you get alongside your minister, or you help your your colleagues to do that to say, let's just check that This mechanism.

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You want to use to achieve your outcome is going to work and help you shape it in a way that's going to achieve it best. and I think sometimes it's about the really massive choice what is the big lever.

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We're going to pull, but often and I think you know the way Michael talks about delivery chains, which is kind of really powerful.

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Often actually some of the magic is, it is in the execution and the detail, the understanding of what interaction we want to see at each stage of that channel. again.

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Sometimes when the sometimes I think these are webs, not just linear chains.

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And simply being kind of determined and diligent to understand the delivery, thinking well, to ask the right questions, to give that challenge, and to make sure you're building in the data and transparency the feedback

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loops that will help you. to test and challenge can go a really long way, and I think you can often do that at least to some degree, at pretty much any level.

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It's I always remember a Colleague. I worked with earlier in career, who I mean very sadly. died of cancer, and she wrote the most fantastic book and called Lake Fragments I recommended by kate

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gross, and she talks about lots of things in it, including her

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She also talked about the power of being a civil servant, and our ability to change the world.

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One paper clip at a time. it's a sort of part of it is a kind of hymn of praise to bureaucracy, and the power of bureaucracy, and I always think you should

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never lose the importance of you know even if you're one small part of something, and you're not quite sure if the other bits are all right and lined up attentively, getting your piece of the machine lined up and

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working as well as you possibly can, a phenomenally powerful thing to do. and and I think we should there's something about loving the one paper clipper to time as well as the kind of big sisters approach I think is

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really important and so I sort of really urge people never to think my bits too small.

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It's not worth it. I can't influence the really big decisions, because often the agglomeration of the small decisions is actually the thing that makes the biggest difference.

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I love that phrase him a hymn of praise towards geographies.

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They go poetic and so I mean obviously you've worked with very complex stakeholder processes where you're trying to manage people across different countries cultures. communities.

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How? what are some of the insight that you've taken away?

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First of all, from the importance stakeholder management towards delivery, and some of the most effective methods you were able to use in your time in the diplomatic service.

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Thanks, Jesse, There's no single answer to this and I think Susan's provided one of the best, which which is that there is always something in your life including your professional life, to which you can apply delivery skills and

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I want to say that at the beginning, because at the other end of the spectrum it is often the case that even if you are a sophisticated deliverer, you are going to fail in complex systems, I mean for example, the

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question That's just popped up in the chat about future Proofing is is very difficult to do.

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If you're going to respect susan's principles of democracy, the things do change.

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But my experience very particular, was that part of the answer.

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If you're dealing with a multi-stakeholder environment is to set a goal that is so ambitious and so broad that everybody can buy in to it and get excited about it.

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In Pakistan. It happened to be it education.

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This was not random. we hold on attitudes towards Pakistani attitudes towards the United Kingdom and Pakistani attitudes about You know what people most cared about and Britain was

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a associated with education in people's minds and education for their kids was one of the top 3 concerns of every single Pakistani parent.

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So that led me to look around and ask myself whether education spoke to the 13 different government departments that I was trying to marshal.

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And it turns out that that yeah, broadly, it does so trying to make trying to help make Pakistan work better by giving it.

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An educated younger generation was a win for British foreign policy, produced defense policy.

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British visa policy, cancer, British Council policy. The list, the list just goes on and on, and that allowed people to buy into an overarching what we called integrated delivery plan without asking individual departments to give up their department specific objectives

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So it was co-optation rather than confrontation.

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I was the approach I took. awesome. Yeah, I love that.

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I love the point about and sort of aligning a lot in different stakeholders around a single, a single goal which kind of takes us back to something you said earlier Michael, which was around a few focusing on achieving

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outcomes for people, and I feel like this is kind of like a thread running through some of the questions around.

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If you work in government you're trying to do things that matter because lives and that's easy to see in some that's easier to see in some parts of government than others.

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And so I was wondering how you sort of translate that focus on outcomes or people's lives in in sort of traditionally non non-traditional delivery areas of government.

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If if you well, you can always trace I think Adam and Susan both implied this, or even said it, that the you can always trace what you're doing to some benefit for a citizen, either direct or

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indirect. you might be saving public money in which case that money can be reinvested.

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You might be improving the quality of bureaucracy, and the speed of which the services provided.

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And so there's always a way of connecting back citizens. I think the Adams point about Pakistan is important.

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My I i've visited 50 York times during that phase that that decade and the beginning of it was David Milban, no doubt advised by Adam at the beginning, saying we're trying to swap out security in

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Pakistan since 2,008 or 9, 2,009.

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But we can never. We will never make Pakistan a more secure, safer place for itself and for the world, unless we fix some of the big institutions that are government.

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The and he talked about education. But the traditional thing to do in Pakistan at that time is to go and write a report, and then you publish the report, and you get headlines in Britain and Pakistan and

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the nothing happens. so he's davidson will you go and see if there's something something to be done, and I come back to. Well, there's been for so many reports you that have been written they're just sitting on.

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Shelves. What needs to happen is taking some combination of these reports and just getting none with the job to identify the practice and getting on with it.

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Now, I think, wherever you are in government. and however, however, if you just see yourself isolated, you can connect it.

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But if you can see that bigger picture that connects your work to the transmission of education in Pakistan, or to improving outcomes in the National Health Service in England, or improving the quality of the courts service that Susan

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did in one of her past 2 jobs it's you can do these things, and you do have to. it's very important.

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If you're a civil servant to take a perspective a whole government perspective, and not just think i'm doing this little bit in this little section of this this department and one of the big things that changed in my experience between working for

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Blair 20 years ago, and working last year for Boris Johnson on delivery is the every single delivery priority.

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Boris Johnson had involved several departments getting behind a particular thing.

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Whether it was net, or leveling up, whereas in the Blair and nearly all the goals were inside a single department.

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So I think every civil servant needs to take a whole government perspective that see the their work.

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In that context. I think leaders of the Civil Service, like permanent factories like Susan, need to be explaining to people how their small bit fits into this bigger picture.

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And as Adam said, that changed every time. so you need to keep doing it.

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It's nice. Yeah, I think leadership has that role yeah well, Susan, I'd love you to pick up on that as well.

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This idea of challenge deliberate crash models?

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Does Does that reflect your experience a day in government?

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And what are some of the sort of approaches and means that you used to try and make that happen?

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Yes, definitely. So if you look at the work we do on skills is a huge piece of partnership work, particularly with the department for work and pensions, with the development for business energy industrial strategy.

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Bays, but also with treasury colleagues with number 10, and actually increasingly with other departments.

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So we've been working on Sector skills plans where for example, we need to work with Dcms on digital skills needs, And I think there's a real.

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There's a really interesting kind of paradox at the heart of that.

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Because if you literally make everything everyone's responsibility then everybody starts tripping over each other, and it's really difficult for anybody to get anything done.

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So there's something about retaining some really clear lines of accountability when you work in partnership, but also recognizing where you've got to kind of compromise on individual goals in order to meet a broader joint

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goal effectively, and and some really good examples. I mean, the skills piece is really interesting.

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So, as as you said, and and Michael said I i've kind of worked in this policy area, quite a few times during my career, and the last time I was deeply involved in skills policy, there was quite a bit of tension between

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colleagues working on welfare and and placing people into jobs and colleagues working on skills. development.

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So you know, is the challenge. Get somebody into a job any job as quickly as you can, or is it skill them up so they can potentially get a better paid potentially higher productivity job?

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And that was expressed in things like some sort of challenges about how long a course you could go on without losing your entitlement to benefits.

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If you were a job seeker and that required both departments to kind of understand the others perspective, because it's there's a shared goal there, but there are also some kind of genuine individual things that put in slightly different

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directions. It required real clarity across the whole of government about the importance to be placed on productivity and high value, added jobs, and being a high-value, added economy.

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But actually, we've made a really significant move on that and now have the bit of fundamentally different set of working relationships with a Dwp.

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We've actually changed that thing that was a barrier on the kind of length of time you can do a course for before you come in we're working together on careers advice for jobs, see? because we're recognizing that it's much more about an

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individualized approach to someone coming into the job center. Some people are really work ready for a high-skilled Job already, and for them you get them into a job as quickly as possible.

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Some people need an experience of work to make them ready for any other further step on.

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But for other people it's the right thing to do to give a bit more time to build their skills.

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So they can go for a higher skills job and together we've kind of worked that through.

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We've still got individual responsibilities. for each piece of that but we're working to a shared strategy in which we understand our different accountabilities.

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But it's taken a bit of kind of compromise, and stepping back from what your goals would be if you simply looked at your own aims in isolation in a kind of siloed way.

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And so actually it's really important that this government is setting more and more goals which are shared because it helps People make those sensible trade-offs in order to come to that position of having what is a shared plan with individual

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accountabilities as opposed to a set of individual plans that don't necessarily add up to more than the sum of the parts; and I think a chunk of it is about having the conversation being in the mindset, that we're in this

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for kind of broad goals for citizens rather than narrow goals for departments, and using the kind of mechanisms and structures of again, not to sound too much like a sort of mad bureaucrat but using some of the kind of systems

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and structures that that exist in number 10 and then the cabinet office to help us come together and have those joined up conversations better. And then the only other thing I'd say is I think also actually it comes down

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to human relationships sometimes, and and so kind of knowing each other, reaching out the hand of friendship, making sure you know the people that you work with across the departments as people which helps to have better quality conversations with them

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Again, we can sometimes underestimate that we need. We need the structures in the systems, the incentives, the plans, and the strategies.

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But we also need to be, you know, good humans with each other as well.

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Those would be my my yeah, that sounds yeah that's right that's very compelling.

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And I'm picking up on Rick's question for you Adam So I think he's speaking from the perspective of someone working outside of government.

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So I think, with the world life about what wildlife fund try influence government on climate change.

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And so I think maybe we might have some perspective there in terms of thinking about how you influence government to sort of from just endless reports actually getting things done.

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And then once we've done that so I call for you to reflect on your experience of setting up delivery units and around the world, and some of the persistent challenges you see in different kind trees, so to you first add

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them. Well, I can certainly relate to the question. about influencing government from outside, because that's what I've been trying to do for the last 5 years with very mixed success.

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And what I'm trying to do is reduce the risk of nuclear World War II.

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Roughly speaking, so that's a fairly tough not to crack and getting harder all the time.

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But I think, in addition to michael's piece of advice, in the chat about maintaining a very high level of ambition, which is something that civil society really is there to do, that there's another aspect to this which

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coexist sun easily with the first which is actually under it's. it's Susan's point in a way it's understanding that the the people you're trying to influence are human beings too, and they are by their

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own lights operating rationally. even if you violently disagree with policies that they're coming up with.

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I don't think you've got much chance of influencing people, if you don't understand where they're coming from you.

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So to some extent you need to infiltrate government, or at least understand government.

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If you're going to manipulate government and motivate government to operate differently in my business, we call it guerrilla diplomacy, so it's deiplomacy without the government resources

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you're out there in the jungle not very well equipped, but very agile and able to operate unconventionally some of that might be actually writing a climate change delivery plan in this particular case because i'm

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not every government is writing it for itself. Awesome bit of vega, rick, Krilla.

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Diplomacy is could be. Your could be a takeaway for today.

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And and to you, Michael, talking about the sort of persistent things challenges, you see around setting up about delivering it into governments.

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Yes, I mean it. it's a good question it was asked in the chat, and I appreciate it.

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I'll come to Canada. in a moment but they there's quite a lot of when things become a fashionable idea in government circles around the world.

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People start using the words, but they don't always act on what the words really mean.

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So there's quite a lot of delivery units around the world that are deliver units in name, only only you know that somebody somebody's got that label on the door.

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They called her a delivery. but they're not actually doing delivery in the systematic way that we've been talking about.

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In this event. So we we my company's a resources we've written a document on the difference between the delivery that's in naming and real deltaar units which which I can would happily circulate after the

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event, but the the critical, the critical thing is to get the delivery unit first of all at the heart of the government.

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So if it's a whole government that are in it working for the Prime Minister or the President, and not just somewhere stuck in them into a bureaucracy, if it's specific to one department like the one

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i'm working on with sagitt javid in the Department of Health and Social care at the moment That is very it's.

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It's not the whole government really but it's really focused on that's delivering the elective surgery recovery.

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That Saudi Charities committee it's got one single goal, and it's beginning to work really well.

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So first thing is to get it at the heart of government connected to the relevant political leadership.

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The second thing is for the people in it to understand delivery in the way we've been talking about on this call, including the point.

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That Susan just made about her but back in the relationships right? It's no good having delivering it. that true round Whitehall or any other government sort of yelling at people and banging tables and saying this is

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not good enough you've got to you've got to get the relationships right, and it's about having difficult conversations.

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But in a thoughtful and credible way, and always looking for the solution.

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And then, thirdly, it's about being clear about the priorities and sticking with them, and not getting distracted.

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So you need. You need the political leader to be supportive.

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You need the leadership of the during it to be 2 humble and persistent and determined.

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And then you need small number of priorities, and you really need to stick out them.

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The most important thing moment for me in learning how to run a delivering it in the very first one with Taylor Blair was 9 over 11, so i'm in i'm in number 10 I see this this terrible event

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happens. I see all these people clamoring around Tony Blair to help him resolve this huge crisis, and my first intent was to go and sort of dive into the practice office and say, how can I help But actually I

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hesitated on the threshold. Then they decided that the best thing I could do is keep doing what I was doing, because he had enough people to sort with the crisis out.

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And I would just keep the original show on the road. And when I left, Blair said that was the single, most important thing about the delivering as he went through 9 over 11 a war in Afghanistan a war in

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Iraq, and all the other things that were going on.

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We were just doing that. So you you want to be not deflected, I think, in Canada specifically in shorten's.

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Question the in the the living that we set up We're just introduced in the cabinet in the first Trudeau term worked pretty well.

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It took a little bit longer to get going than I wanted it to.

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But you have to be patient and getting going But in the last couple of years, and there's independent evidence on this that that Trudeau first Trudeau term they delivered a lot of very big quite challenging outcomes

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that have been determined at the beginning in a Cabinet retreat at the beginning of that term.

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I think the academic who say it said that 90 something percent of the goals have been delivered. it was certainly of that order, and the delivering it did work, and they did get the relationships. right?

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It did have support from the the the head of the Canadian Civil service.

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The clerk, as they call it. it, did have strong sport from Justin, Chicago.

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He made a personal commitment to it and they make good progress, and it's a good example that the different doesn't guarantee electoral success.

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It helps the electoral success generally but that's not the point. The point is to change the lives of people for the better, and to the to those side term and third term have involved minority.

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Governments, and they have found it harder to do that.

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The because of how minority governments but also because, like everyone else in the world, they've been through pandemics and crises and challenges one after the other.

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Through that time I will say this you've those you working in Britain.

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The the Boris Johnson set up a delivery in this time last year.

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It is still working it's it's obviously found the last few months.

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Hard to get through, not least because its leader was transferred back to run the pandemic vaccination program, but she's coming back to it.

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But it has kept going. Boris Johnson did do a stoptake on health recovery only last week.

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So this this agenda can work even through an awful lot of crises.

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So I don't know if alcohol sean's point.

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Yeah, I mean, i'm thinking so, thinking Michael and and Susan perhaps of you experience Michael in a group unit.

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And Susan, can you think about some of the sort of top skills that you've identified?

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I'm sure there are multiple disciplinary teams but some of the top sort of skills or attributes you diet that identified in really effective civil servants.

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Who you can. you can deliver and deliver units themselves as a sort of organism to use first season.

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I think you might be on Mute. so I was just having one of those sticky mute button moments that we've we've learned a lot, Jesse, thank you.

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I mean, I think the the I mean I was asked that question earlier about then bringing departments together around problems, and I think one of the things that's really useful about did every units in the architectures. sometimes I think pointing it to a

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problem. that is kind of holy or mostly owned by a single department, but has been really intractable can be helpful.

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But I think there's particular value to be added when delivery units are pointed at.

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Some of these more cross-cutting problems that require convening trade-offs.

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Kind of the building of different kinds of relationships and clarity about the kind of, as I said, how the single central priority relates to what might otherwise be slightly more siloed and department priorities.

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And that's where i've seen them you know add the most value.

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So We've been working really closely with the with the new delivery unit that Michael describes on some of those skills policies I talked about earlier.

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We do also work with them on some of our schools policies which are a little bit more kind of in our baby wick.

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But we've also used the kind of impetus and thinking around problems that you might think about initially as being more siloed.

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But when you kind of think about them, hard there's a lot more people clustered around them than might first appear, and I do school attendance as an example of that.

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So we've got an attendance challenge coming out of the covid crisis.

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Obviously some of our kind of during covid. attendance has been literally people being in or isolating, but it's masked an increase in persistent absence that we really need to get hold of and try and manage back down

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again, and we've created a thing called the attendance alliance, which is about trying to push a much more kind of collaborative whole system. approach to tackling attendance, because when you look at it, you you've got actually

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quite a lot of different problems that manifest themselves as a child, not turning up to school everything from things that are related to behavior and attitude to things that are much more about the children out to his care as their parents or child

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adolescent mental health, or even things around kind of transport, child poverty.

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And so on, and they take a much bigger and environment and a much more detailed kind of systems.

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Map to get you underneath what are you going to do that's actually going to move the dial on that and shift it forward.

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So that, plus much better data approaches, we're going to real-time daily data on school attendance for the first time would be really exciting, awesome.

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And and before I come back to Michael I just obviously we've only got less than 2 3 min just left

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One of the things we wanted to do is to hear from the audience.

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And 2 things. First of all, you should see a poll question coming up in a second, and on a scale of one to 10.

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We asked this at the end of all of our sessions.

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We want you to rank your agreement with the statement.

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This workshop was a valuable use of my time.

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And yeah, we just want to get your perspective on on how useful you found it.

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And also, if you can share in the chat your one word takeaways

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So something that had stuck with you from big session that you might be able to start applying in your jobs.

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But something that you want to learn more about and to my if I had it back to you just for 30 s, just to give your your your takeaway with them to big session.

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As well like in a be a one or 2 weren't summary.

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But yeah, your question was, what what single skill would would most have?

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Was there enough? I we in the original during I do it now with the staff who work for me.

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We do training in how talented young civil servants or people who work for delivery associates can go into a room with a more senior person, and then maybe a minister, maybe a senior civil servant, deliver, a really tough

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difficult message and leave the room, knowing a that the message has been received, and be that the relationship is stronger than when they went in.

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That is a brilliant skill if you can get it, because and diplomats in specializing this, of being able to go into a room delivered to somebody more senior new a very difficult message, do it in such a way, that when you

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leave the room. The message has been received, and a the relationship is stronger than it was when you went into him.

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That is what you need brilliant. Well, speaking of at least skills. I'm Happy to say that we've been working with some Michael and delivery associates to create an introductory on the fundamental principles and processes

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which underpin delivering the So this is a foundation.

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Of course it to give you an understanding of the fundamental principle and and prices which underpin delivering government, such as prioritizing goals, assessing system, capacity, developing and sort of effective implementation plans and

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also cultivating a culture which I think speaks to some of the things about today.

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It's 11 h course, which is online and will be spread across 8 weeks, and will include a couple of live sessions like today, and also sort of smallest and sessions with like we get to speak to delivery experts starts next month on the

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20 and in the chat right now, you should be seeing a link which I, colleague Taylor should be sharing where you can discover more about the course, and how you can and how you can set up for it, we'd love to

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see you join us in 20 Fifth. My thanks again to our 3 really, really absolutely fantastic speakers.

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Any any a video we shared from today's session tomorrow via email, and you'll also be able to access any resources or links that.

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And the speakers referred to as as well as more information upcourse.

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So thanks once again for everyone that took part. and again to our speakers.