



Department
for Transport

Policy vs Delivery

Who Should be Leading the Way
and the role of politics?

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Policy vs Delivery – Who should be leading the way?

There is many a debate about which one is superior or more important, and they are often seen as the key to unlocking the problems that present themselves in our project lives. However, they are of course equally important and it is more about the handling and engagement of these two juggernauts that is the key rather than treating them as individuals. The real challenge and key question for this is how do we get them to work together harmoniously and alongside each other to ensure that the most effective outcomes and outputs are delivered for the end user.”

What do we mean by Policy & Delivery?

POLICY

Rules, principles, or frameworks that are adopted or designed to achieve long term goals. Policies are formulated to direct and exert influence on all the major decisions to be made within the organization and keep all activities within a set of established boundaries.

A high-level overall plan embracing the general goals and acceptable procedures especially of a governmental body.

A set of ideas or plans that is used as a basis for making decisions, especially in politics, economics or business.

DELIVERY

The act of delivering or distributing something (as goods or mail)

A measurable, tangible, verifiable result that must be produced to complete a milestone of the project.

Why are they thought about separately?

Procurement

Legal

People can relate to or understand policy?

Different skill set – policy needs creativity

Policy can evolve due to lack of detail

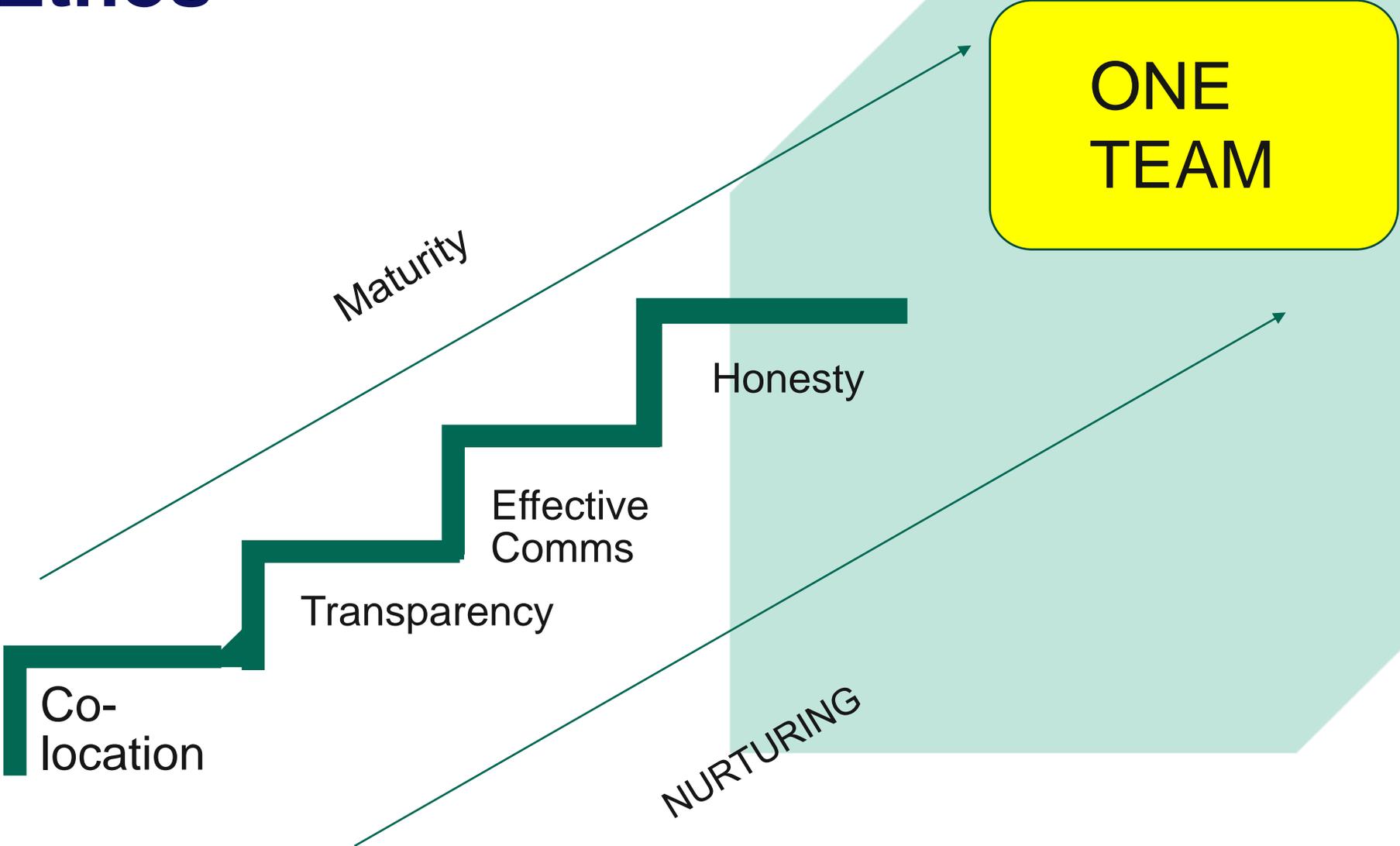
Can be a long time to create policy

Not driven by Politics as much

Perceptions that delivery isn't flexible

Delivery can be too detailed or inflexible

Building a “One Team” Ethos



What has Transport in the UK done in this space?

All the usual good PM activities – but these should not be taken for granted and should also be done well and regularly reviewed.

- **Co-Location**
- **Critical friend reviews / Peer Reviews**
- **Embedding support functions within the team – economists & roads**
- **Management teams that are open to challenge and that can pull teams together**
- **Thinking about the consultancy support used – procuring those that have cross industry knowledge that can be shared.**
- **Lessons from rail funding - roads reform – rail reform – challenging and we MUST LEARN MORE from these experiences**
- **Closer alignment to how it will be managed – no good creating a model that is difficult to operate / manage**
- **However..... Still a long way to go, but any progress is positive!!**

So what is next.....?

Learning and Test Pilots

Sheffield - Rotherham Tram Train

Modernising Project Skills and recognising them

How we learn and share lessons

More one team working and moving into the 'high' performing sphere

What actions can we take to ensure that policy and delivery work together to ensure improved project success?