

Potential work redesign – Engineering focus

Proposed Operations restructure



OVERVIEW

This is a build upon the BECTU deck shared on 21 November 2025 that focuses specifically on how the workload of SETLs specifically would be managed if the proposals proceed,

While not every Delivery Manager performed all the activities covered in these slides, the list represents the tasks Delivery described during our engagement with the external organisational design consultancy, Kindred.

The tasks covered in these slides focus on Engineering only because Product Managers already perform many of activities as listed in the 21 November deck.

The main ways that capacity will be created are:

1. **Removing duplication.** Having accountability sit with one person will free up time by not involving an intermediary in the conversation eg:

Moving from: SETL 1 talking to Delivery 1, who talks to Delivery 2, who talks to SETL 2

Moving to: SETL 1 talks to SETL 2

2. **Team ownership culture:** SETLs are accountable but have the ability to **delegate** to Senior Engineers (increase from 190 to 265), Principal Engineers (EFT increase from 64 to 76) , Senior Principal Engineers (EFT increase from 4 to 13) and Engineering Managers (EFT increase from 26 to 31). It is the extended Agile team who would share work aligned with the model of empowered teams.

3. A **fundamental shift in the way that we are working** and optimisation / simplification of processes. Examples include automation / JIRA Cloud / Dragonboat.

We can't prove empirically that a future proposal will be successful, but we are confident that this will work and provide better outcomes because it's a commonly adopted model in industry. Many technology organisations including those of similar or larger scale as ourselves, and including competitors, operate software engineering groups without an explicit delivery function at team level (for example Meta, Google, Netflix, Spotify).

THIS IS NOT A LIFT AND SHIFT OF ALL WORK CURRENTLY DONE BY DELIVERY

Removing Delivery Management from embedded Product teams is not about simply transferring all their responsibilities to Product, Engineering, and/or Design and Data.

Under the Product Operating Model (POM), the nature of work changes significantly:

1. Some work will **stop entirely** as certain activities are no longer needed in a modern product organisation.
2. Some work will and will continue to be **automated** through improved tooling and processes, reducing manual overhead.
3. Some **accountabilities will be reinforced within relevant roles**, such as product managers and software engineering team leaders (SETL) - ensuring clarity and efficiency.

This is a deliberate redesign, **not a redistribution of the same amount of work**.

The goal is to create a leaner, more directly empowered structure where each role focuses on its core strengths.

We will also be **unlocking capacity** and supporting Product and Engineering through this change.

UNLOCKING CAPACITY IN PRODUCT & ENGINEERING

- **Existing ownership:** Most activities supported by Delivery are already part of Product Managers' and Software Engineering Team Leads' (SETLs) accountabilities and CPFs.
- **POM efficiencies:** Daily collaboration within Trios/Duos removes the need for formal alignment meetings or playbacks. Stakeholder engagement is faster, and plans are co-created.
- **Engineering Capacity unlocked via POM:**
 - ❑ **Software Engineering Team Lead (SETL) focus:** A team ownership culture where the extended agile team execute tasks on the SETL's behalf. A SETL is accountable for ensuring the activities take place, rather than leading on them personally. This combined with automated reports and metrics, the time efficiencies of the Product Operating Model, and the dedicated coaching and support by EMs and HoSE in Product Areas means we are confident SETLs will not be overwhelmed by workload.
 - ❑ **Senior Principal and Principal Software Engineers:** Provide deep technical leadership, support stakeholder communication, and uphold quality standards. The numbers of Principal Engineers have increased from 64 to 76, and Senior Principal Engineers have expanded from 4 in March 2024 to 13 today (including those being actively recruited).
 - ❑ **Software Engineering Managers:** Increased from 26 to 31, offering more targeted support and coaching for SETLs.

AGILE & DELIVERY PLANNING

TASK	ACCOUNTABILITY SITS WITH	HOW THIS WILL BE ENABLED
Facilitate team sprint planning	Engineering	<p>The extended Agile team should <i>share the work here as per the model of empowered teams</i>. The role of the SETL is to ensure ceremonies run, not necessarily run them. Leading agile planning sits explicitly in the Senior Engineer job description.</p> <p>Other sources of delegation include technical leaders (Principal Engineers), Senior Engineers, and Test Leads.</p> <p>Between March 2024 and today, the numbers of roles have expanded as below:</p> <ul style="list-style-type: none"> • Senior Engineers: 75 • Principal Software Engineer: 12 • Senior Principal Software Engineer: 9 • Engineering Manager: 5 • SETL: 21
Facilitate team daily stand ups		
Facilitate team sprint reviews and retrospectives		
Facilitate team epic kick-offs and trio sessions		
Facilitate team backlog refinement and ticket refinement reviews		
Facilitate team estimation sessions		
Booking team agile ceremonies		
Capture team retrospective outputs and next steps		
1:1 coaching for team members needing support	Eng & Enablement	
Run and coach story mapping and epic breakdown sessions	Product, Eng & Enablement	
Produce and circulate fortnightly sprint updates	Stopped - Task no longer required	N/A
Contributes to Community of Practice for delivery / agile		
Facilitate collaboration between product, engineering, design and cross-functional teams		

DELIVERY EXECUTION

TASK	ACCOUNTABILITY SITS WITH	HOW THIS WILL BE ENABLED
Team performance/team dynamics (e.g.. team health dashboards, performance interventions)	Engineering	<ul style="list-style-type: none"> Investment in agile tooling to provide self-service insights enabling faster decision-making. Agile coaches teaching standard approaches across teams. SETLs using the team around them to manage throughput and address impediments to that. The SETL will be delegating, for example to the Senior Engineer underneath them. Execution efficiency through SETLs being empowered to collaborate rather than through Delivery as an intermediary.
Optimise delivery flow across the team or product area		
Improve team progress towards goals using delivery dashboards		
Making team work visible in tooling		
Improve team progress towards goals using delivery dashboards		
Monitor delivery health in relation to delivery metrics	Product + Engineering	<ul style="list-style-type: none"> Improved tooling: investment in agile tooling to provide self-service insights enabling faster decision-making. Team ownership culture: SETL is able to delegate across to Senior Engineers and Principal Engineers (or upwards to their EM) which have grown in recent years.
Track team delivery metrics and create narratives on progress		
Regular team Jira/Dragonboat updates and housekeeping		
Liaise with other groups to understand and manage team dependencies	Stopped - Task no longer required	N/A
Run team BAU projects and report progress		
Produce and circulate fortnightly sprint updates		

TEAM HEALTH AND CULTURE

TASK	ACCOUNTABILITY SITS WITH	HOW THIS WILL BE ENABLED
Provide support during incidents	Engineering	<ul style="list-style-type: none">• Delegation across the agile team (particularly incident support that Senior Engineers typically lead on).• Release of capacity to SETLs through empowerment and clarified lines of accountabilities making decision-making faster. Ownership of end-to-end outcomes.
Monitor and collect team health data		

HOW WILL ENGINEERING & PRODUCT BE SUPPORTED THROUGH THIS CHANGE

- **Product Management:** Many of these activities are already being performed by Product Managers.
- **Engineering:** Activities sit within SETL accountabilities (as reflected in CPFs). Work already commenced to strengthen and standardise expectations on team leadership. A programme of refreshing on skills covering both team leadership through change, agile skills and improved networking.
- **Agile Coaches and training:** Reviewed Engineering activities and noted strong alignment with practices they already support. More Agile training to also be provided to SETLs and Engineering leadership.
- **Product Training:** Recent Reforge modules for Product Managers directly cover these activities.
- **Automation:** Tasks handled manually by Delivery Managers (e.g., performance dashboards) can now be automated via Jira Cloud, with the Belfrage Engineering team a successful case study.
- **Stop-Start-Continue:** Review supported by HR clarifies where SETLs can reallocate work (e.g., to Principal Engineers) to focus on leadership.
- **Tooling:** Jira Cloud and Dragonboat provide visibility, metrics, and data needed for team management, product performance, and reporting.