BECTU BRIEFING

For 21 November 2025

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.

WE CONTINUE TO MOVE TOWARDS THE PRODUCT OPERATING MODEL

We are moving from a portfolio brand approach → platform approach with greater execution capacity

SIMPLIFY
Lines of Execution & accountability

REMOVE
Technical & organisational bottlenecks

EFFICIENCY
Through platform thinking

DEFINE
Behaviours & decision making

ADOPT
To a more typical Product Operating model

Product Operating Model

- User-centric, outcome focused, data driven
- Cross-functional leadership
- Product ownership
- Very short cycle time; *experiment, measure, learn, iterate*
- Agile 'empowered' culture
- Automation
- Consistency through principles, standards and strategy
- OKRs for strategic alignment and prioritisation
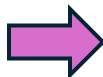
= <u>FASTER</u> TIME TO VALUE

1 - THE POM ELIMINATES PREVIOUSLY REQUIRED TASKS, REDUCING OVERALL WORKLOAD

A significant proportion of the work delivery have been doing will stop because of new ways of working in the POM:

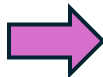## CHANGING FROM

UNDER THE POM

1. Managing handoffs and rework

Delivery managers coordinate hand offs between Product, Design and Engineering. Product write requirements, hands this off to designers to design, who hands this off to Engineering to build. This handoff process often leads to rewriting of requirements, code and miscommunication along the lifecycle.

As Product, Engineering and Design/Data are continuously collaborating and co-creating the solution, **the handoff is effectively eliminated.** Instead, work is jointly agreed from the start, reducing any work to chase missing context or resolve specification conflicts.

2. Helping remove technical blockers and schedule adjustments

Delivery Managers often manage the risk of the development team hitting a major technical roadblock late in the process.

With the Engineering Lead as an equal partner in the Duo/Trio in Discovery, technical risks are identified and de-risked before the solution is committed to. This prevents the primary cause of delivery delays and **negates the need to resolve subsequent technical blockers** or adjust schedules.
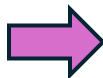
1 - THE POM ELIMINATES PREVIOUSLY REQUIRED TASKS, REDUCING OVERALL WORKLOAD

A significant proportion of the work delivery have been doing will stop because of new ways of working in the POM:

CHANGING FROM

UNDER THE POM

3. Facilitating decision gates and approvals

Delivery managers facilitate decision gates and/or secured external approvals.

Product teams are empowered with all the necessary expertise to make trade-off decisions (e.g..: do we sacrifice this feature for a faster launch). This means decisions are made instantly at the team level, so external approval cycles are no longer needed to be managed.

4. Designing, implementing and enforcing standardised processes.

Some delivery managers determine how teams execute their work.
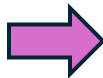
In an empowered model, the Product team is responsible for determining how they will execute their work within the expected standards set.
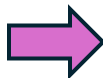
1 - THE POM ELIMINATES PREVIOUSLY REQUIRED TASKS, REDUCING OVERALL WORKLOAD

A significant proportion of the work delivery have been doing will stop because of new ways of working in the POM:

CHANGING FROM

UNDER THE POM

5. Bridging discovery and delivery

Delivery managers are sometimes the bridge between "discovery accountability" and "delivery accountability".

When the Product team is held accountable for a specific product outcome (e.g.., "increase user retention by 10%"), they assume ownership of the full cycle - from identifying the problem to shipping the solution. This singular focus means there is no division between "discovery accountability" and "delivery accountability." The Product team ensures the alignment necessary for delivery success.

The empowered Product team's continuous, collaborative approach transforms the delivery phase from a complex, coordinated effort into the straightforward execution of a validated plan, reducing the need for coordination.

2 – SOME WORK WILL BE AUTOMATED AND WILL CONTINUE TO BE AUTOMATED

CHANGING FROM

UNDER THE POM

1. **Managing handoffs and rework**

Delivery Managers manually create and maintain performance dashboards.
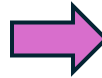
Performance dashboards can now be automated through modern tooling like **Jira Cloud and Dragonboat**.

This automation not only saves time but also improves accuracy and consistency, giving teams real-time visibility into progress, quality, and performance without the need for manual intervention, thereby reducing administrative overhead.

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**: Role boundaries are being clarified to allow SETLs to concentrate on leading high-performing teams, rather than being stretched across technical or operational tasks:

  - ❑ **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.

WHERE THESE ACCOUNTABILITIES WILL BE REINFORCED

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

AGILE DELIVERY & PLANNING

TASK	ACCOUNTABILITY SITS WITH
Weekly team leads meetings between product, engineering and delivery	All Functions
Create inputs for planning sessions	
Facilitate team sprint planning	Engineering
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	
Ensure team level outcomes are linked to strategy	Product
Ensure team delivery plans are aligned to objectives and portfolio goals	
Build relationships across the BBC to enable team / product area's work	

WHERE THESE ACCOUNTABILITIES WILL BE REINFORCED

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

AGILE DELIVERY & PLANNING - CONTINUED

TASK	ACCOUNTABILITY SITS WITH
Coach team ways of working towards a continuous planning cycle	Enablement
Rollout and coach team standards for consistent ways of working	
Team-level coaching on agile practices	
Team level coaching on ways of working	
Coach teams to use data to improve delivery	
Run planning at product group level	Operations
1:1 coaching for team members needing support	Engineering + Enablement
Accountable for Audit actions at PG and Group level	Operations as conduit + All functions Audit Action Owners
Run and coach story mapping and epic breakdown sessions	Product + Engineering + Enablement
Produce and circulate fortnightly sprint updates	Stopped - Task no longer required
Contributes to Community of Practice for delivery / agile	
Facilitate collaboration between product, engineering, design and cross-functional teams	

WHERE THESE ACCOUNTABILITIES WILL BE REINFORCED

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

DELIVERY EXECUTION

TASK	ACCOUNTABILITY SITS WITH
Monitoring team progress and providing regular updates	
Facilitation of team events	
Use of metrics to manage performance	
Streamline processes and suggest efficiency improvements	
Quarterly team updates for SLT	
Shields the team from distractions	
Manage changes to delivery plans in line with portfolio changes	All Functions
Support delivery of products through all phases of lifecycle	
Ensure deliverables are defined and in line with agreed outcomes	
Resolve team blockers and impediments	
Manage team-level risk logs and risk registers	
Unblocks team risks where possible	
Escalates risks where they can't be resolved to senior leadership	

WHERE THESE ACCOUNTABILITIES WILL BE REINFORCED

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

DELIVERY EXECUTION - CONTINUED

TASK	ACCOUNTABILITY SITS WITH
Team performance/team dynamics (e.g.. team health dashboards, performance interventions)	Engineering
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	
Stakeholder reporting and management on team progress	Product
Supports updates to roadmaps and communication to stakeholders	
Coordination with stakeholders across BBC on team's work	
Defines risk management process	Operations
Track team delivery metrics and create narratives on progress	Product + Engineering
Regular team Jira/Dragonboat updates and housekeeping	
Liaise with other groups to understand and manage team dependencies	
Identifying operational changes and scaling ways of working, tooling, and processes at the Product team level.	Operations + Transformation + Enablement

WHERE THESE ACCOUNTABILITIES WILL BE REINFORCED

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

DELIVERY EXECUTION - CONTINUED

TASK	ACCOUNTABILITY SITS WITH
Run team BAU projects and report progress	Stopped - Task no longer required
Produce and circulate fortnightly sprint updates	

WHERE THESE ACCOUNTABILITIES WILL BE REINFORCED

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

TEAM HEALTH AND CULTURE

TASK	ACCOUNTABILITY SITS WITH
Agree multidisciplinary team ways of working and meeting culture	All Functions
Bring the team together on ad-hoc basis	
Celebrate team successes and communicate wins	
Line Management, pastoral care, performance management	
Provide support during incidents	Engineering
Monitor and collect team health data	

WHERE THESE ACCOUNTABILITIES WILL BE REINFORCED

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

FINANCIALS AND SUPPLIER MANAGEMENT

TASK	ACCOUNTABILITY SITS WITH
Manage budgets, PIC processes, and contractor approvals/renewals.	Operations
Manage supplier relationships	Operations + Enablement
Onboard contractors	

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.

- **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.

CPF ANALYSIS, PROPOSED JOB DESCRIPTIONS & PROPOSED MAPPING

The following slides summarise:

- A comparison of SETL, Product Manager & Delivery Manager job descriptions (CPFs), highlighting where there are overlaps between roles.

- The proposed job descriptions for consideration. For new job descriptions, the proposed job bands are confirmed however full evaluation would take place after feedback is considered through consultation.

- The proposed approach to mapping colleagues into the proposed model.

JOB DESCRIPTION ANALYSIS

SETL

- The SETLs are responsible for managing and leading a Software Engineering team. A SETL is primarily a management role focused on ensuring team performance and outputs.

- Shaded wording indicates overlap between Delivery and SETLs

	Software Engineering Team Lead
Job purpose	Responsible for managing and leading a Software Engineering team in the effective design, implementation and operation of BBC software products and services.
Key responsibilities and accountabilities	· Accountable for the design and development of effective software that meets given complex, strategic business needs for immediate team and broader BBC.
	· Ensure the team's software works well in its operating environment.
	· Recruit, mentor and manage an effective software engineering team.
	· Ensure alignment of the team's products and services with BBC technology and architecture strategy.
	· Support product and departmental managers in communicating strategy, product fit and effectiveness to stakeholders at all levels.
	· Provide technical knowledge and insight to colleagues.
	· Ensure the team's approach to testing is fit for purpose.
	· Ensure integration of the software with monitoring and support tools.
	· Review and give constructive feedback on others' code.
	· Ensure that the team's technical product documentation is complete, accurate and coherent.
	· Ensure troubleshooting and resolution of issues throughout the product life cycle including out- of hours support for incident resolution.
	· Work with technical leaders in the broader organisation to define, document and distribute best practice and standards.
	· Define, lead and encourage continuous improvement of the team's delivery and development processes.
	· Work with project and product leads to design software and create implementable specifications and tasks at product and roadmap level.
	· Work with third party partners where necessary providing direction, support and documentation.
	Keep informed of existing and new introducing them where appropriate.

JOB DESCRIPTION ANALYSIS

PRODUCT MANAGER

- Product Managers are responsible for assessing opportunities, defining the product to be built and communicating with stakeholders.

- Shaded wording indicates overlap between Delivery and Product Managers

	Product Manager
Job purpose	The Product Manager is responsible for implementing the product strategy for a segment of the BBC's products or services. The post holder has three key responsibilities: assessing product opportunities, defining the product to be built and communicating to stakeholders. The role works with key editorial, commercial and technical stakeholders to design and deliver the required product, measure its success, lead the prioritisation process and the creation and maintenance of the roadmap. The post-holder works with the technical team to create a product that is useful, usable and feasible.
Key responsibilities and accountabilities	· Define and develop a single proposition product strategy for a product, service or feature area - based on the strategic vision for the division and wider BBC. · Use analytics and audience research to investigate user behaviour; to establish insight into product performance and to use this data to drive ideas, features and product improvements. · Monitor, summarise and report analytics and feedback from the user base or audience to measure performance of the product. · Continuous improvement of the product, identifying and prioritising enhancements, communicating them to the business as required. · Work with stakeholders, key technical staff and within governance groups to understand business needs and drivers, and confirm objectives and priorities. · Build and maintain a product roadmap and backlog consistent with the BBC's wider digital strategy and product portfolio. · As a product moves from discovery to definition, work with engineering teams to create an appropriate delivery strategy. · Product managers play a key role in leading agile delivery teams, working with Project Managers, Engineering and User Experience leads to deliver products to deadlines. · During build, optimise the product for the needs of the business, bringing together user experience, business and technology. Contribute to contracts with vendors. · Develop relationships with pan-BBC and external stakeholders, delivery partners and suppliers as well as with colleagues and senior internal stakeholders. · Propose, agree and work within product budget. Develop and maintain business case in support of product(s).

BBC PRODUCT GROUP

PROPOSED JOB DESCRIPTIONS: PG OPERATIONS

Proposed title	Proposed band	New or existing BBC CPF	Proposed job description
Head of Product Group Operations	F	Existing (with annex) BBC CPF : Head of Delivery	Head of Product Group Operations- ANNEX.pdf
Lead Operations Manager *	E	New	Lead_Operations_Manager_Job_Description.pdf
Operations Manager	D	New	Operations_Manager_Job_Description.pdf
Lead 3rd Party Service Manager	E	Existing BBC CPF : Service Management Manager	Lead 3rd Party (Service Management Manager).pdf Lead 3rd Party - PG overview.pdf
Senior 3rd Party Service Manager	D	Existing BBC CPF : Principal Service Manager	Senior 3rd Party (Principal Service Manager).pdf Senior 3rd Party PG overview.pdf

* One new job description to cover 3 specialisms – Tooling & Process in Product Operations and Insights in Portfolio Alignment

PROPOSED JOB DESCRIPTIONS – PORTFOLIO ALIGNMENT

Proposed title	Proposed band	New or existing BBC CPF	Proposed job description
Head of Portfolio Alignment	F	New	Head_of_Portfolio_Alignment_Job_Description.pdf
Lead Operations Manager *	E	New	Lead_Operations_Manager_Job_Description.pdf

* One new job description to cover 3 specialisms – Tooling & Process in Product Operations and Insights in Portfolio Alignment

BBC PRODUCT GROUP

PROPOSED JOB DESCRIPTIONS – PROGRAMME MANAGEMENT

Proposed title	Band	New or existing BBC CPF	Job description
Programme Manager	F	Existing BBC CPF : Technical Programme Manager	technical-programme-manager.pdf
Lead Project Manager	E	Existing BBC CPF : Lead Technical Project Manager	lead-technical-project-manager.pdf
Senior Project Manager	D	Existing BBC CPF : Senior Technical Project Manager	senior-technical-project-manager.pdf

PROPOSED JOB DESCRIPTIONS − PORTFOLIO PARTNER

Title	Band	New or existing BBC CPF	Job description
Portfolio Partner	F	Existing	Portfolio Partner.pdf
Portfolio Manager	E	Existing	Portfolio Manager.pdf
Executive Lead	F	Existing	Executive Lead.pdf

PROPOSED MAPPING – PG OPERATIONS

Proposed title	Proposed band	Proposed approach	Rationale
Head of Product Group Operations	F	Map	70% + duties match No critical skills gap
Lead Operations Manager	E	Closed recruitment	No one person has a 70% + job match Band F role & contractors contribute
Operations Manager	D	Closed recruitment	No one person has a 70% + job match Band F role & contractors contribute
Lead 3rd Party Service Manager	E	Closed recruitment	70% + duties match Critical skills gap
Senior 3rd Party Service Manager	D	Offer as proposed suitable alternative role	70% + of current duties exist in proposed role. Align to profession specific CPF

PROPOSED MAPPING – PORTFOLIO ALIGNMENT

Proposed title	Proposed band	Proposed approach	Rationale
Head of Portfolio Alignment	F	Closed recruitment	New capability that does not currently exist in PG
Lead Operations Manager	E	Closed recruitment	New capability that does not currently exist in PG

PROPOSED MAPPING – PROGRAMME MANAGEMENT

Proposed title	Band	Proposed approach	Rationale
Programme Manager	F	Map	70% + duties match No critical skills gap
Lead Project Manager	E	Map	70% + duties match No critical skills gap
Senior Project Manager	D	Closed recruitment	Currently mixture of embedded team level work and programme management. Proposal is 100% programme management

PROPOSED MAPPING – PORTFOLIO PARTNER

Proposed title	Band	Proposed approach	Rationale
Portfolio Partner	F	Map	70% + duties match No critical skills gap
Portfolio Manager	E	Closed recruitment	New capability that does not currently exist in PG Operations
Executive Lead	F	In active recruitment	N/A