

For the attention of Kevin Carson and Arun Devasia

Cc: Anthony Busselier, Gavin Cooke, Holly Christopher, Yameen Rasul, Lisa Singh

15th January 2026

Dear BECTU representatives

Response to fifth collective consultation meeting

Thank you for attending the collective consultation meeting on Friday 9th January 2026.

In attendance at the meeting were the following colleagues:

- BECTU Representatives – Kevin Carson, Lisa Singh (deputising for Holly Christopher), Yameen Rasul, Gavin Cooke, Anthony Busselier and Arun Devasia.
- BBC Business Representatives – Kelly Kowal, Jaime Toca, Alison Ransome, Bridget Kane, Nic Bailey, Claire Sproule.

Below are a summary of the discussion points and our response in writing.

1. Response to the questions received from BECTU dated 7th January 2026.

On what basis was the size of the Pan BBC Programme and Data Programme teams decided in the proposal? What list of projects / programmes was this based on?

We confirmed that, in general, we will run no more than three large-scale pan BBC programmes at any time, declining work that exceeds this capacity. Based on what is known today and potential pipeline, as discussed with Eddy Datubo (Director Transformation BBC), Programme Management capacity is planned to grow from four to seven to reflect growth e.g. Short Form Video and crosscutting initiatives with other divisions prioritised.

In Data, visibility is clearer: the Data Strategy comprises five pillars—we are currently focused on one but expect 2–3 years of phased activation of the remaining pillars, including a change management component. Current team capacity has been reviewed against these plans to ensure deliverability.

Why was the decision made to split the programme management organisation into two parallel teams?

We explained that a reasonable level of data proficiency is essential for those working in the data space, particularly when facilitating workshops or making key decisions. While formal data qualifications are not expected, individuals should understand how data processes operate.

We also clarified the distinction between Pan-BBC programmes and data initiatives:

- Data programme – led by the Product Group for the wider BBC, sponsored by Kerris Bright.
- Pan-BBC programmes – centrally managed by the PMO, with product requirements fed in by relevant teams.
- BSTR – refers to Business Systems, run by the Technology Group.

Why was the data programme team sized at 8 members for one programme, whereas the pan-BBC programme team was sized smaller at 7 members even though the team have a larger scope than the data team (all the pan BBC product group programmes that aren't within data)

As noted above, the vision, scope, and timelines of the data strategy are well-defined, allowing for a more detailed assessment of resource requirements. In contrast, sizing the Pan-BBC programme management team's scope has been more challenging due to limited visibility of future needs across the wider organisation. Based on historical pipeline trends, we believe the proposed headcount increase is sufficient to meet anticipated requirements. Importantly, the Pan-BBC programme does not have a broader scope than currently expected.

2. Status of the 36 questions we received from BECTU dated 19th December.

We explained that we had been through the document and made good progress but requested some additional time to provide the requested information and sought clarity on how this will be used.

Gavin requested more detail to be able to understand more context on alternative models considered, criteria for rejection, and principles applied, which in turn will help with the counter proposals. We confirmed that while external examples (e.g., Monzo, Just Eat) informed thinking, the proposal was not based on adopting another organisation's model. The approach was iterative, guided by principles such as no embedded delivery, clear accountability to product and engineering, defined roles, and no duplication. We committed to sharing a summary of models

reviewed and discounted, without headcount details, and to return with success measures and principles for testing.

We've now concluded our review of those questions and are attaching our response alongside this letter

3. Equality Impact Assessment.

We heard questions on the information provided at BECTU's request on the EIA. Gavin raised concerns around the numbers in the information provided having changed from the initial report. We explained that the number remain unchanged but that we have taken it down to role level as per the request. This information will be uploaded to the annex of the initial report so have a full in-depth report.

We acknowledged the Equality Impact Assessment and discussed the potential diversity implications of the proposal. It was noted that Delivery roles are more female-biased, while Engineering roles are male-biased, meaning changes could disproportionately affect female colleagues if redeployment is not successful. The proposal was designed to meet business needs, with diversity impact assessed afterward, and we committed to due diligence and providing opportunities for counter-proposals. We remain committed to taking the feedback from collective consultation to see if we can go any further at maintaining a more balanced male/ female workforce both within Delivery and subsequently across Product Group.

4. Volume of work for colleagues in Product Management and Engineering

We discussed the redistribution of tasks under the proposed operating model. While some activities, such as planning and reporting, will remain, they will become automated where possible, along with shifting primarily to product teams rather than disappearing. The new model focuses on outcome-driven planning and product-led development, supported by tools like Dragonboat to streamline data and reporting. We acknowledged concerns about workload distribution and committed to reviewing evidence of overlap and clarifying roles and responsibilities. We heard concerns around the lack of data presented to date to support decisions and concerns at the volume of work for Product Managers and SETLS.

We have provided our written response and more detail on this in the response to BECTUs questions, which has now been shared with you.

5. Transformation roles

The transformation consultation is also ongoing, and Gavin notified us of a counter-proposal being prepared in relation to the roles potentially affected. We understand that a request has been made to ring fence 3 vacant roles in the transformation team to allow the affected colleagues to apply. We have taken this away and will provide you with an update by close of play Friday.

6. Treatment of Delivery colleagues and feedback from Product Management/Engineering teams

We heard that the representatives have concerns about how Delivery colleagues have been treated since consultation commenced and that there is a perception that requesting delivery support signals a weakness in teams, creating a culture of fear. We reiterated that these are proposals and that ways of working should not change, and this has been the message the business has been giving. Gavin raised concerns about the limited feedback channels for Product and Engineering; we confirmed that multiple sessions were held across both functions with Heads Of as part of the feedback loop, alongside a Microsoft form for more anonymous feedback where required. The HRBPs for Product and Engineering agreed to work with representatives more closely to address concerns where possible and ensure feedback loops are well publicised.

In summary the main actions from this meeting:

- We will provide more detail on the models reviewed as part of the process.
- We will respond to the 36 questions submitted on December 19th with a view to providing enough detail for BECTU to work on their counter-proposal.
- We will review metrics/data that could help explain the distribution of work and changes to ways of working.
- We will follow up with the Transformation team regarding the ringfencing of vacant roles.

We trust this summarises the main points of the fifth consultation meeting. We have a further meeting scheduled for Friday 16th January.

With regards

Kelly Kowal
Director of Product Operations