Product Operations Counter Proposal Response

February 2026

SUMMARY

As part of collective consultation and the insights received, the Product Group Operations model has been amended to include **an additional 14 roles** (subject to final job banding and CPF review) **plus 1 additional role in Engineering Enablement.** This results in a Product Group Operations function of **49 EFT**, as opposed to the original proposal of 35.

- **6** additional roles are for teams/areas that were missed during the initial proposal development:

- Third Party management execution / administration activities - Product Group Operations (3 EFT)

- Third Party programme management (e.g. gaming) - Programme Management (3 EFT)

- **9** additional roles to strengthen teams:

- Programme Management pan-BBC and cross-functional Product Group initiatives (4 EFT)

- Portfolio Alignment (4 EFT)

- Agile Coaching – Engineering Enablement (1 EFT)

B B C PRODUCT GROUP

SUMMARY

	Proposal	Counter proposal	EFT impact (Proposal v Counter)	Response to counter proposal	EFT impact (Proposal v Response)
Product Group Operations	10	15	+5	13 *tbc	+3
Portfolio Alignment	4	23	+19	8 **	+4
Programme Management – pan BBC	7	16	+9	11	+4
Programme Management – Third Party	0	5	+5	3	+3
Programme Management – Data	8	10	+2	8	0
Product Group Operations HQ	6	6		6	0
Agile coach (Eng Enablement)				1	+1
Grand Total	**35**	**75**	**+40**	**50**	**+15**

- The proposal in Portfolio Operations results in Band E to Band E reporting. The impact of this is being explored.

** The job description and grading of the Band D role counter proposed in this area is being explored.

A full response will be shared when the above reviews have been concluded.

Key:

| TBC | Implications being explored (e.g. same Band reporting or job description review) |

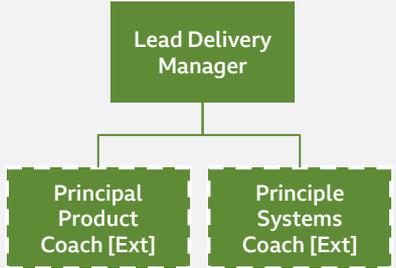🔵 Role approved and will be introduced to the model

🔴 Role not approved and will not be introduced to the model
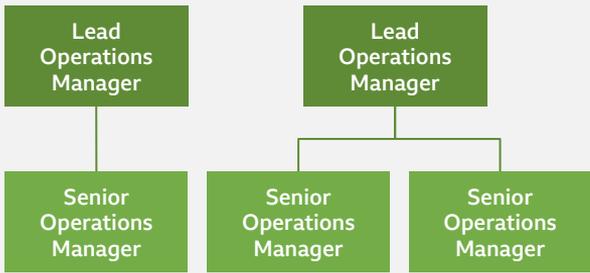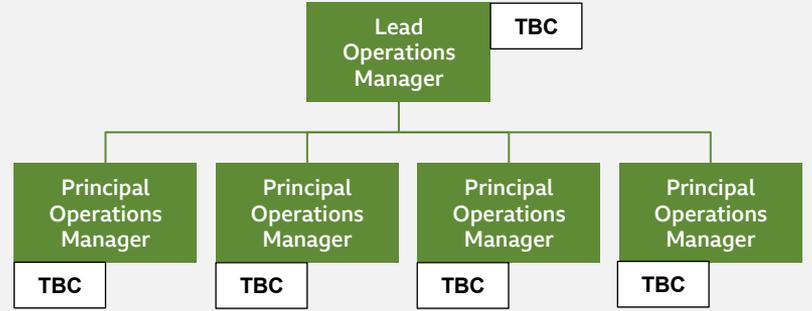
PRODUCT GROUP OPERATIONS DESIGN
PORTFOLIO OPERATIONS

As-Is

Lead Delivery Manager
- Principal Product Coach [Ext]
- Principle Systems Coach [Ext]

As-Proposed

Lead Operations Manager
- Senior Operations Manager

Lead Operations Manager
- Senior Operations Manager
- Senior Operations Manager

Counter Proposal

Lead Operations Manager — TBC
- Principal Operations Manager — TBC
- Principal Operations Manager — TBC
- Principal Operations Manager — TBC
- Principal Operations Manager — TBC

Benefits

- **Clear ownership from end to end:** One Lead owns Portfolio Operations as a whole, instead of responsibility being split across multiple roles.

- **Less coordination, fewer bottlenecks:** The system no longer relies on senior people stitching things together or managing hand-offs between roles.

- **More done with fewer, more senior people:** A small, highly capable team can take on complex work directly, without needing layers of line management to coordinate them.

- **Scales without adding management layers:** The model grows by improving clarity and ways of working, not by adding more people to manage complexity.
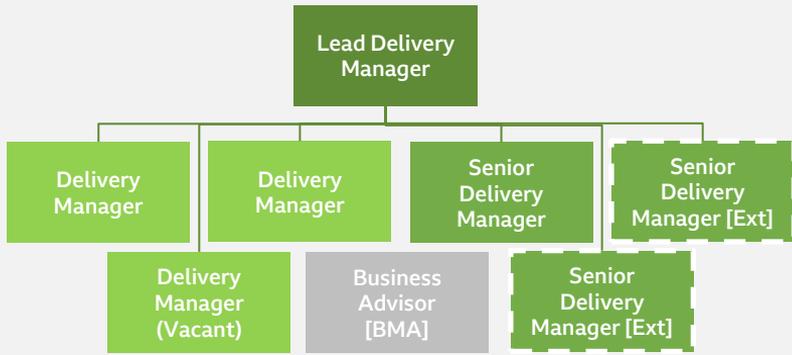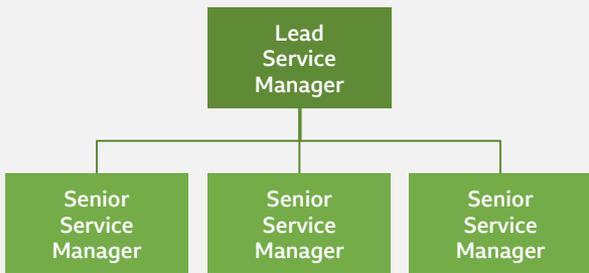
BBC PRODUCT GROUP

| Band E | +3 | Band D | -3 | Band C | - |

PRODUCT GROUP OPERATIONS DESIGN
3rd PARTY ENGAGEMENT

As-Is

```
                    Lead Delivery
                      Manager
                          │
   ┌──────────┬───────────┼──────────────┬──────────────┐
Delivery    Delivery    Senior         Senior
Manager     Manager     Delivery       Delivery
                        Manager        Manager [Ext]
       Delivery       Business       Senior
       Manager        Advisor        Delivery
       (Vacant)       [BMA]          Manager [Ext]
```

As-Proposed

```
                  Lead
                 Service
                 Manager
                    │
       ┌────────────┼────────────┐
   Senior        Senior        Senior
   Service       Service       Service
   Manager       Manager       Manager
```

Counter Proposal

```
            Lead                          Lead
         Operations                      Service
          Manager                        Manager
              │                              │
     ┌────────┴────────┐          ┌─────────┴─────────┐
  Senior          Senior       Senior Service    Senior Service
  Operations      Operations   Manager           Manager
  Manager         Manager
       Senior                       Service          Service
       Operations                   Manager          Manager
       Manager
```

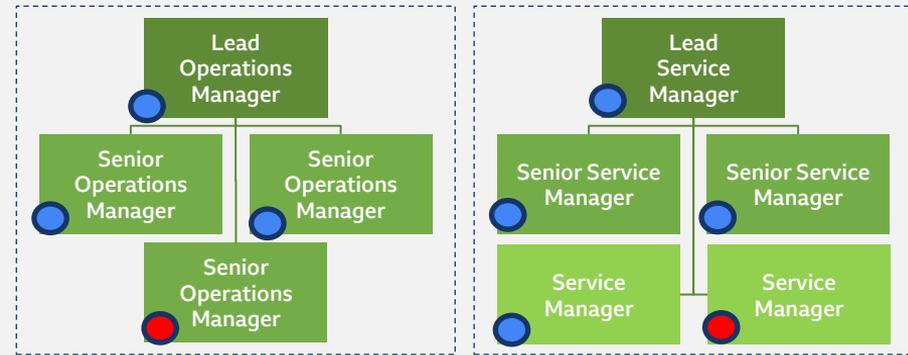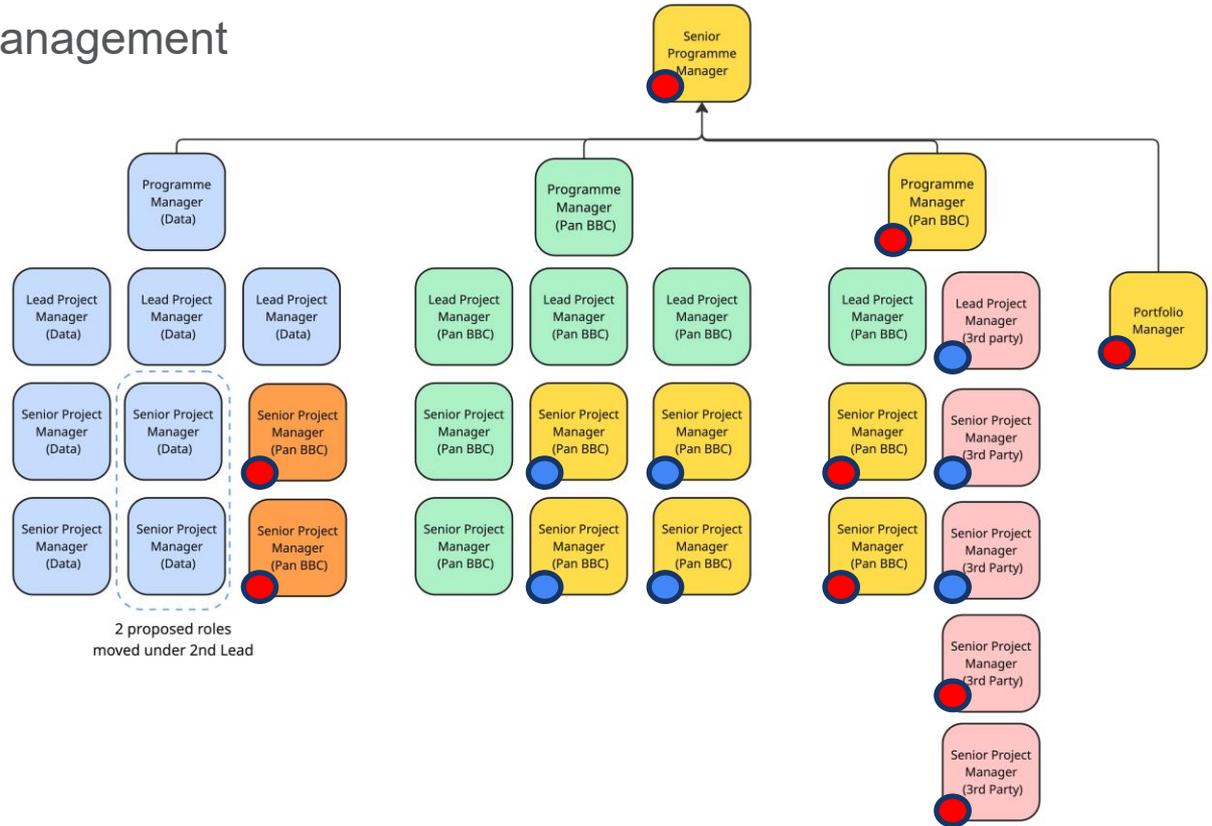### Benefits

- **Makes expectations and accountability for 3rd-Party Operations explicit:** Supplier outcomes, performance, and risk are clearly owned rather than assumed.

- **Separates strategic supplier management from day-to-day administration:** Administrative work is treated explicitly, protecting space for proactive supplier management.

- **More value from a small, senior operations management team:** Experienced managers handle complex supplier relationships directly, without coordination overhead.

- **Provides scalable capacity without losing control:** External capacity can flex with demand while maintaining grip on cost, performance, and risk.

Programme and Project Management Proposed Org Design

Note

This proposal assumes that the increased Portfolio Alignment team later in the counter-proposal is in place.

Without the additional Portfolio roles there would need to be an increase in the roles in this team.

Senior Programme Manager

Programme Manager (Data)

Programme Manager (Pan BBC)

Programme Manager (Pan BBC)

Lead Project Manager (Data) — Lead Project Manager (Data) — Lead Project Manager (Data)

Lead Project Manager (Pan BBC) — Lead Project Manager (Pan BBC) — Lead Project Manager (Pan BBC)

Lead Project Manager (Pan BBC) — Lead Project Manager (3rd party)

Portfolio Manager

Senior Project Manager (Data) — Senior Project Manager (Data) — Senior Project Manager (Pan BBC)

Senior Project Manager (Pan BBC) — Senior Project Manager (Pan BBC) — Senior Project Manager (Pan BBC)

Senior Project Manager (Pan BBC) — Senior Project Manager (3rd Party)

Senior Project Manager (Data) — Senior Project Manager (Data) — Senior Project Manager (Pan BBC)

Senior Project Manager (Pan BBC) — Senior Project Manager (Pan BBC) — Senior Project Manager (Pan BBC)

Senior Project Manager (Pan BBC) — Senior Project Manager (3rd Party)

Senior Project Manager (3rd Party)

Senior Project Manager (3rd Party)

2 proposed roles moved under 2nd Lead

KEY

Existing Data team role | New Data team role | Existing Pan BBC team role | New Pan BBC team role | New 3rd party role
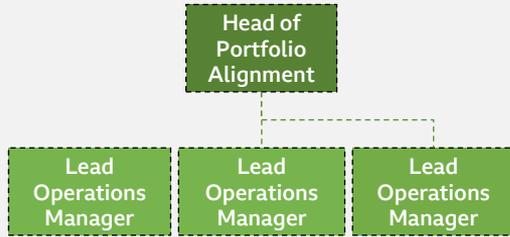
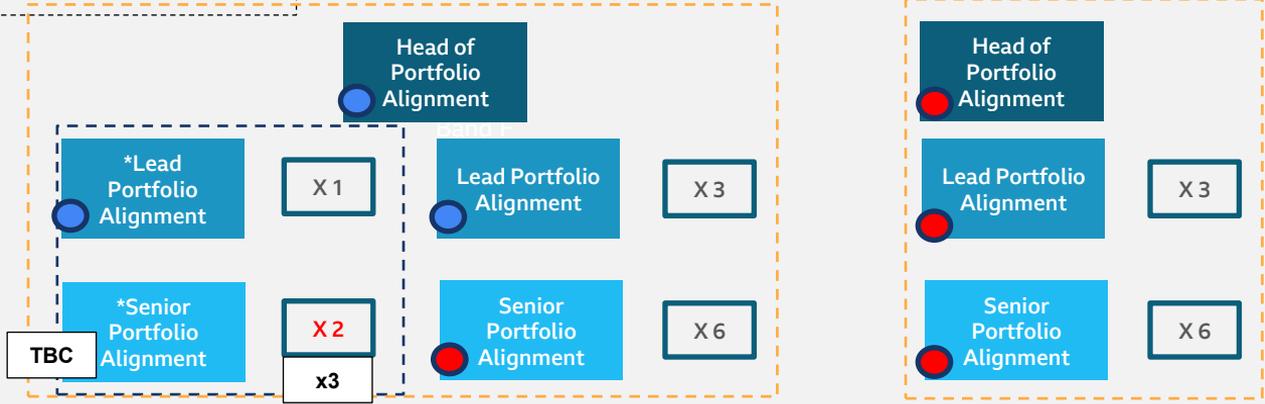Band F [+2] Band E [+2] Band D [+10] Band C [--]

PORTFOLIO ALIGNMENT

This is what will turn Portfolio alignment from passive, lagging reporting to proactive problem-solving

As-Proposed

Head of Portfolio Alignment

Lead Operations Manager | Lead Operations Manager | Lead Operations Manager

Counter Proposal

Allocation would be aligned to the system e.g. to Experiences and Platform. Deployment would be at the points of greatest complexity and risk.

Head of Portfolio Alignment

*Lead Portfolio Alignment — X 1

*Senior Portfolio Alignment — X 2

TBC — x3

Head of Portfolio Alignment

Lead Portfolio Alignment — X 3

Senior Portfolio Alignment — X 6

Head of Portfolio Alignment

Lead Portfolio Alignment — X 3

Senior Portfolio Alignment — X 6

- 1 x Head Of
- 4 x Leads
- 3 x Seniors (subject to job description review)

Band F | +1 | Band E | +4 | Band D | +14 | Band C | -

TEAM-LEVEL SUPPORT

We have heard the concerns raised and risks identified and will enable the following:

- Product Group Operations model now includes more roles in Programme Management and Portfolio Alignment to enable surge capacity on short and long term requirements

- Engineering Enablement will increase Agile Coaching resource by 1 EFT

- Product Engineering will explore the movement of colleagues between SETL and Individual Contributor roles on a headcount neutral / job swap basis

- Redeployment priority will be given to colleagues formally at risk of redundancy to all roles advertised, both in Product Group and pan-BBC wide