Delivery & Operations Current State
& Re-Thinking the Future

September 2025

Kindred

PROJECT CONTEXT

- This organisational design proposal was based on our Product Operating Model principles. This was our starting point for the new model.

- The Kindred work was an input and a consideration into the final design of the new proposed Operations structure and some of these findings were taken as directional and advisory in nature. They were brought in as an injection of capacity and momentum supporting leadership, who are the ultimate drivers and decision makers.

- For clarification, the words Delivery and Operations are used interchangeably.

- This view contains workings and output over the duration of the project synthesising outputs, views and opinions from different sessions including workshops and discussions.

- We are sharing this detail and these findings to help drive a meaningful consultation process.

WE USED THE PRODUCT OPERATING MODEL PRINCIPLES TO SHAPE OUR ORG DESIGN

We are moving from portfolio 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

A different type of Delivery is needed in the new model

Evolving *"Delivery"* to add value in the new model

- The Product Operating Model is shifting the way of working to empowered teams, focussed on outcomes and driving continuous improvement.

- Teams are trios comprised of Product, Engineering and Design (duos in some cases) and are working to the principles of the POM.

- Today, Delivery plays an active role in supporting teams. But trios/duos do not include Delivery.

- Delivery's current team-level duties need to transition into trio roles
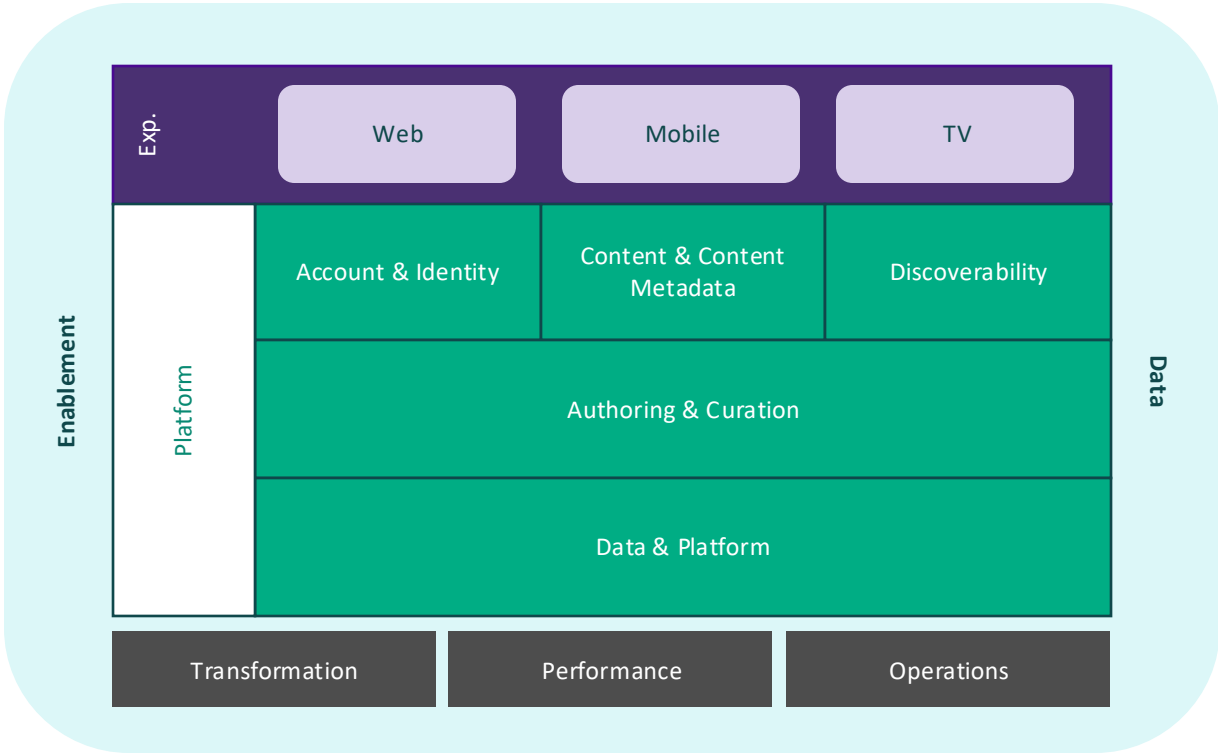
Our starting assumption: there is a role for *"Delivery"* in the new model. Our job is to think about **what** it's there for, and **how** it should operate.

How we approached the Operations operating model work

Org design is part art and part science. It draws on evidence, but also on expert judgement about what will work in a given context. By taking a participative, iterative approach and testing perspectives across the system, leaders make informed choices about the model that best fits their circumstances and the organisation's needs.

We brought a wide range of voices and inputs together to understand Delivery today and what the future needs, including:

- Discovery conversations across PGX and PLT

- Capability, activity and role mapping with Delivery Heads to understand current work

- Product Operating Model insights and principles alongside Delivery CPF analysis, and how it reshapes responsibilities, capabilities and accountabilities

- Workshops with Delivery Heads (and some Delivery Leads) to explore future expectations

- 1:1s with relevant stakeholders from Product Group (Product, Engineering, Data) and Technology Group

- PGX/PLT working sessions to test direction and constraints

- External reference points and initial high-level benchmarking

- Working sessions with Operations leadership and HR to develop potential functions and roles

This created a shared evidence base for shaping the future model.

Perspectives on Delivery
Themes from our discovery conversations

We spoke to a range of stakeholders (consisting of PGX, some PLT & Ops & External stakeholders) to get their perspectives on Delivery and potential shifts.

These slides capture the reason for change and the assumption underpinning this work, and the themes and key question that arose for Kindred through these conversations.

What we heard

Current State

Lack of clarity in roles & responsibilities

Delivery has shielded other issues

Inconsistent Delivery capability

Measurement / data is missing or weak

Value is real, but uneven

Role at team level is under challenge

Direction of travel

Delivery should enable... not command

Need for planning and programme leadership

Future role is at the system, not team level

Principles must be clear, but adaptable

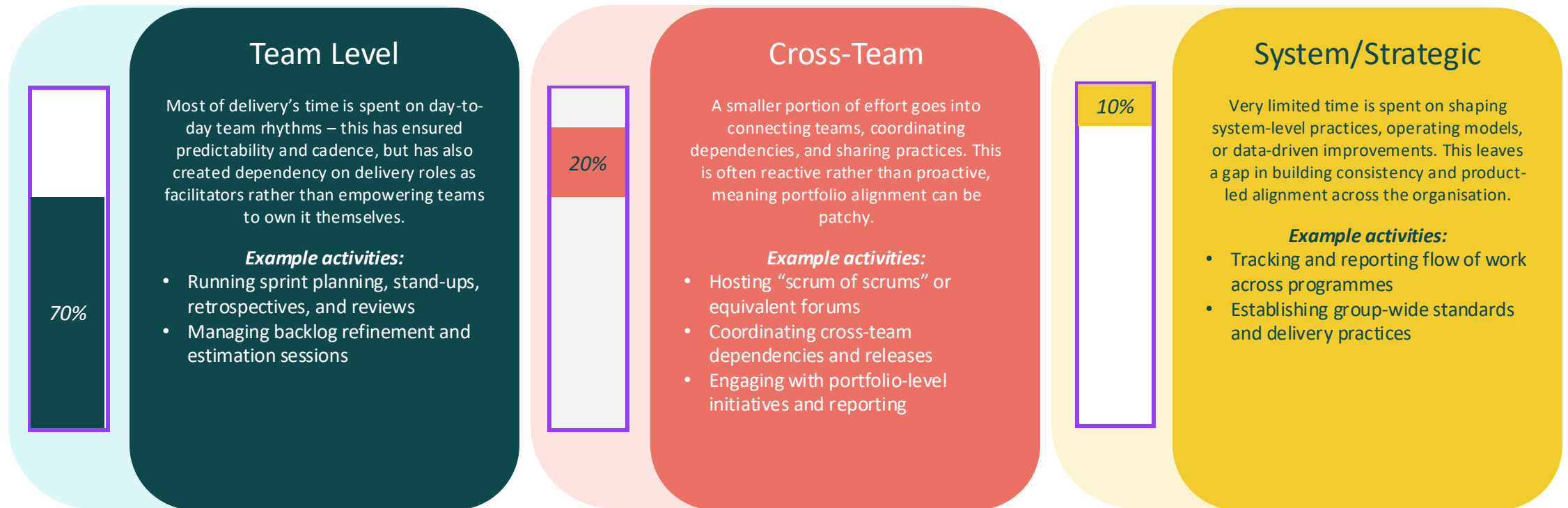## Making the Jump

Scale of variation in the current model, and embedded behaviours

Investment required to shift into a system orchestrator model

Delivery identity and resilience

Historical change efforts have not landed

Today, Delivery is weighted heavily towards team-level execution

Currently, around 70% of Delivery effort sits at the team level, focused on maintaining predictable flow and operational stability.

Much of this work centres on team routines, backlog management, and reporting. While this supports the flow of outputs, there is currently a lack of consistency in the way work is delivered across all teams, and in some, it has created dependencies on Delivery roles to facilitate routine practices, rather than enabling teams to own them fully themselves.

Team Level

70%

Most of delivery's time is spent on day-to-day team rhythms – this has ensured predictability and cadence, but has also created dependency on delivery roles as facilitators rather than empowering teams to own it themselves.

Example activities:
- Running sprint planning, stand-ups, retrospectives, and reviews
- Managing backlog refinement and estimation sessions

Cross-Team

20%

A smaller portion of effort goes into connecting teams, coordinating dependencies, and sharing practices. This is often reactive rather than proactive, meaning portfolio alignment can be patchy.

Example activities:
- Hosting "scrum of scrums" or equivalent forums
- Coordinating cross-team dependencies and releases
- Engaging with portfolio-level initiatives and reporting

System/Strategic

10%

Very limited time is spent on shaping system-level practices, operating models, or data-driven improvements. This leaves a gap in building consistency and product-led alignment across the organisation.

Example activities:
- Tracking and reporting flow of work across programmes
- Establishing group-wide standards and delivery practices

A future view of more cross team, system and strategic work for delivery

With the proposed future focus for delivery, 25% of Delivery effort sits at the cross-team level, with 75% focusing on system and strategic level work.

Delivery's portfolio of work could shift to enabling Product Group to operate at scale in an efficient and effective way, creating more centralised, standard ways to working and enabling trios and duos to focus on their work, avoiding operational distractions.

Team Level

POM means majority of Team Level delivery work would be carried out by other teams within Product Group.

Cross-Team

25%

A small increase of work would go into connecting teams, coordinating dependencies across teams and sharing practices. This would shift to being proactive, using effective planning processes to be on the front foot to create strong alignment.

Example activities:
- Running continuous planning across PG
- Creating a culture of proactive risk management to avoid escalations

System/Strategic

75%

A significant shift would move focus to shaping system-level practices, operating models, or data-driven improvements. This should support making PG work in a more consistent way and ensure alignment.

Example activities:
- PG prioritisation framework development
- Strategic workforce planning across PG
- Manage external suppliers linked to planning

Purpose – what *should* Delivery be here to do?

System Orchestrator

A function focused on enabling flow and performance across the product operating system, ensuring that the hundreds of teams operating through the POM are connected to strategy, synchronised across dependencies, and continuously improving how they deliver.

Strategic Initiative Office

A function focused on leading and coordinating the most complex, cross-functional strategic initiatives that sit outside or across the POM – where teams alone cannot manage complexity, scale, or pace.

Expert Deployment Capability

A central pool of highly capable delivery professionals who can be deployed into teams for fixed periods to support specific goals – capability lift, temporary orchestration – or to stabilise in challenging contexts.

Potential *"Delivery"* Principles

Orchestrate for Strategic Outcomes

We create alignment across portfolios and teams, working horizontally to uncover interdependencies, risks and constraints that hinder progress – and keep teams connected to strategy in a practical sense. Our role is to keep the whole system flowing, not to drive at the team level.

Create Visibility That Enables Better Decisions

We connect the dots across Product Group, creating group-wide visibility into what's working and what's not – so issues are spotted early and trade-offs are clear. Our role is to bring transparency to the system, and enable colleagues to take the right decisions, faster, so there are no surprises.

Support Adoption of New Ways of Working

We help teams transition into new expectations – from navigating the POM to adopting new practices and behaviours. We guide and equip, but never own the delivery of the work itself.

Enable Product Group to Scale Smart

We meet complexity with tooling and automation, not headcount. We maintain repeatable, scalable system-wide processes that support speed, consistency, and coherence across 130+ teams. Where friction builds up, we investigate and identify opportunities to improve – as enablers, not owners.

Refined with Delivery Heads: Operating Principles

*We're using this to refer to the functions currently called Delivery & Delivery Operations

Connect Strategy to Execution

[Delivery Operations] ensures intent turns into outcomes by aligning planning, prioritisation, and resourcing with organisational goals. We operate as a strategic partner, making sure the right work is resourced and sequenced to maximise impact.

Orchestrate Flow at the System Level

We manage dependencies, surface risks, and reduce friction across teams, value streams, and suppliers. By keeping work moving coherently through the system, [Delivery Operations] enables fast, aligned decisions and protects strategic outcomes.

Create Transparency Through Evidence

We provide a single, trusted view of performance across the Product Group. By surfacing insights on progress, risks, and outcomes, we enable accountability and ensure decisions are based on evidence, not assumptions.

Empower Teams to Continuously Improve

[Delivery Operations] equips teams with clarity, frameworks, and support to own and optimise their ways of working. By simplifying the environment around them, we free teams to focus on delivering value and raising their performance over time.

Delivery Heads' view of the future
Delivery Heads view of working at a 'system-level' & PGX/PLT steer
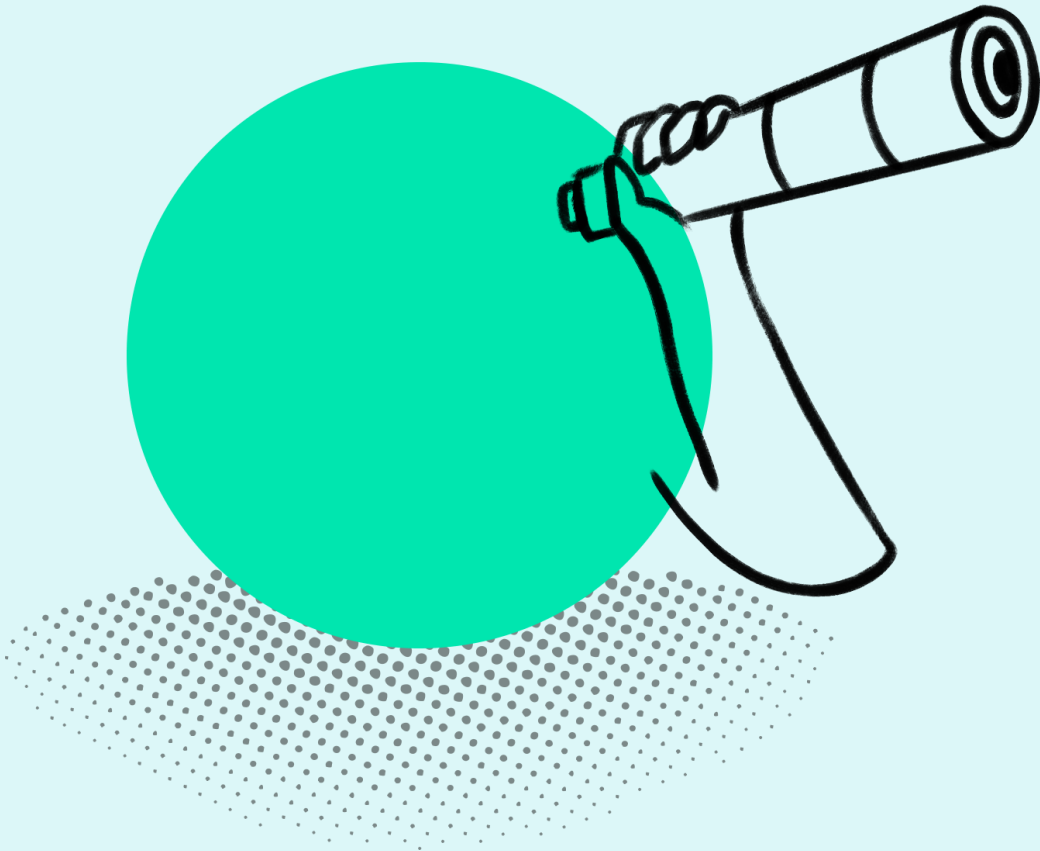
We worked with Delivery Heads to envisage what Delivery could be doing to have 'system-level' impact and play an orchestrating role across teams. This was intended as an opportunity for Heads to influence the future direction of their function.

The following content was shared as an input to a PGX & PLT working session where we explored potential activities and functional scope.

Key themes we heard from Delivery Heads

Across multiple workshops, Delivery Heads raised themes about how they believe Delivery could evolve:

Shifting to predictive delivery management.	Strategic portfolio management.	An elevated group-level capability.	Operational execution to a driver of system-wide change.
Delivery Heads described potential activity areas focussed on upstream/predictive delivery management to improve the flow of work and better align capacity with strategic priorities. Delivery Heads suggested they could work on the systemic issues or sources of friction that slow down entire product areas.	Delivery Heads suggested evolving Planning, Prioritisation & Portfolio Management into a more strategic portfolio management role. This shift would allow Delivery to focus resources on the highest-value initiatives, adjust priorities dynamically as conditions change, and directly link delivery outcomes to organisational goals. In doing so, Delivery can improve predictability and enable faster, better-informed decisions	Delivery Heads suggested developing Delivery into a recognised group-level capability that's fully aligned to POM, focused on people, skills, and tools. This would strengthen resilience, enable scaling, and move Delivery beyond team-level support. With standardised tooling and data governance, leadership can trust the insights they receive, while targeted coaching ensures the right skills are in place to deliver outcomes.	Delivery Heads suggested positioning Delivery as a driver of change that connects transformation vision with day-to-day operations. By managing supplier capacity and aligning the organisation, Delivery ensures the right capabilities are in place, accelerates adoption of new ways of working, and protects the value of change. This enables system-wide alignment, reduces duplication, and ensures transformation delivers lasting impact.

These inputs informed our framing but were not an agreed set of activities.

PGX/PLT Steer on Delivery's Input

PGX/PLT reviewed the perspectives shared by Delivery Heads and provided clear direction:

- Agreement that system-level enablement, visibility and orchestration will be important

- Recognition that planning and prioritisation need consistent frameworks

- Confirmation that team-level delivery responsibilities move into functional accountabilities (i.e.: Engineering, Product and where relevant Design/Data/Other supporting partners)

- Confirmation that system-wide change is a Transformation responsibility

- Reinforcement that Delivery does not "own delivery" in the new model

- Need to incorporate Product and Engineering viewpoints before finalising any remit

Leadership input shaped the boundaries and expectations for the future Operations model.

Potential model

A function focused on enabling work to flow, ensuring that product group can execute in line with the Product Group Operating Model with minimal friction, have appropriate support for their work and continuously improve and scale processes that enable.

How it works: Operations provides the foundational systems for planning, investment alignment and process optimisation. It also manages the orchestration of complex initiatives and programmes.

The benefit: ongoing strategic alignment across the portfolio, with operational support where it's needed.

Org. coherence: partners with Enablement to ensure product group wide alignment – regular linking up on priority areas of focus will reduce risk in duplicating effort.

Implications: enhanced capabilities needed around planning, portfolio management, process design and investment analysis.

Assumptions: Pending validation in next phase - Current Data Ops. is distributed into relevant parts of Product Group Operations and Programme Management.

Alignment between Enablement and Product Group Operations is key.

Experiences & Platform Teams

Exp. Team	Exp. Team	Exp. Team
Platform Team	Platform Team	Platform Team

Enab.

Data

Operations

Product Group Operations
Provides the Product Group with the structures, processes, and insight needed to run effectively and scale.

Programme Management
Owns delivery of large, complex initiatives, managing risk and cross-system dependencies.

Product Group HQ & Strategy
Acts as a force multiplier, ensuring strategy is translated into outcomes across the Product Group.

Transformation

Where does work sit in this model?

Splitting out work in this way should bring greater consistency, visibility, and scale, while freeing Product and Engineering leaders to focus on product and technology rather than operational overhead.

Below outlines the 'buckets of work' you might see in each function. Through detailed design, these buckets would evolve into distinct departments or teams.

Buckets of work you might see in each function…

Product Group Operations

Provides the Product Group with the structures, processes, and insight needed to run effectively and scale.

Planning
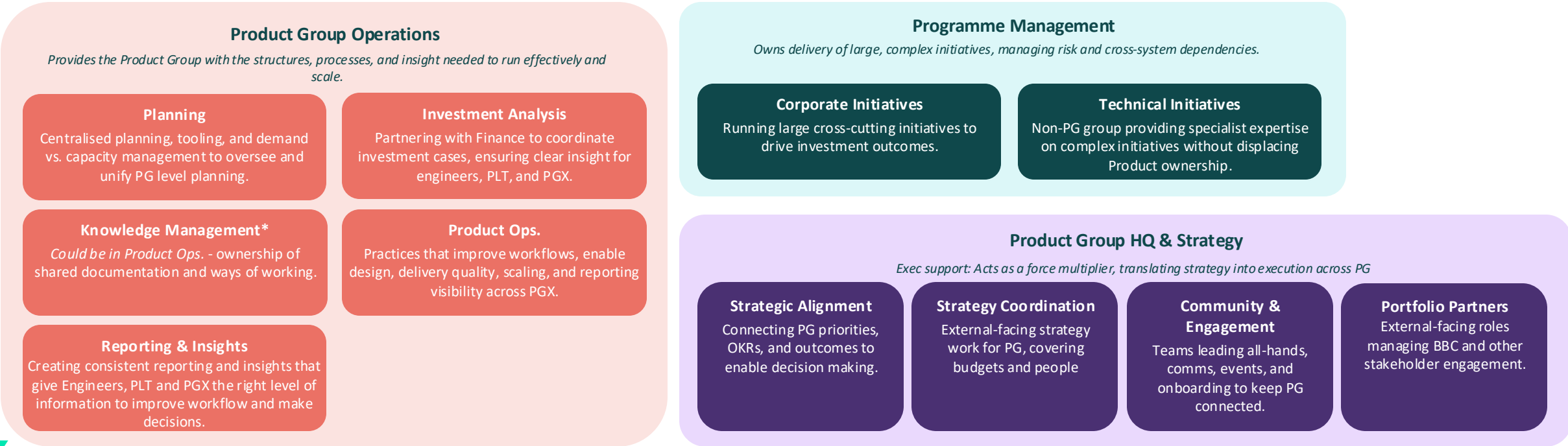Centralised planning, tooling, and demand vs. capacity management to oversee and unify PG level planning.

Investment Analysis
Partnering with Finance to coordinate investment cases, ensuring clear insight for engineers, PLT, and PGX.

Knowledge Management*
Could be in Product Ops. - ownership of shared documentation and ways of working.

Product Ops.
Practices that improve workflows, enable design, delivery quality, scaling, and reporting visibility across PGX.

Reporting & Insights
Creating consistent reporting and insights that give Engineers, PLT and PGX the right level of information to improve workflow and make decisions.

Programme Management

Owns delivery of large, complex initiatives, managing risk and cross-system dependencies.

Corporate Initiatives
Running large cross-cutting initiatives to drive investment outcomes.

Technical Initiatives
Non-PG group providing specialist expertise on complex initiatives without displacing Product ownership.

Product Group HQ & Strategy

Exec support: Acts as a force multiplier, translating strategy into execution across PG

Strategic Alignment
Connecting PG priorities, OKRs, and outcomes to enable decision making.

Strategy Coordination
External-facing strategy work for PG, covering budgets and people

Community & Engagement
Teams leading all-hands, comms, events, and onboarding to keep PG connected.

Portfolio Partners
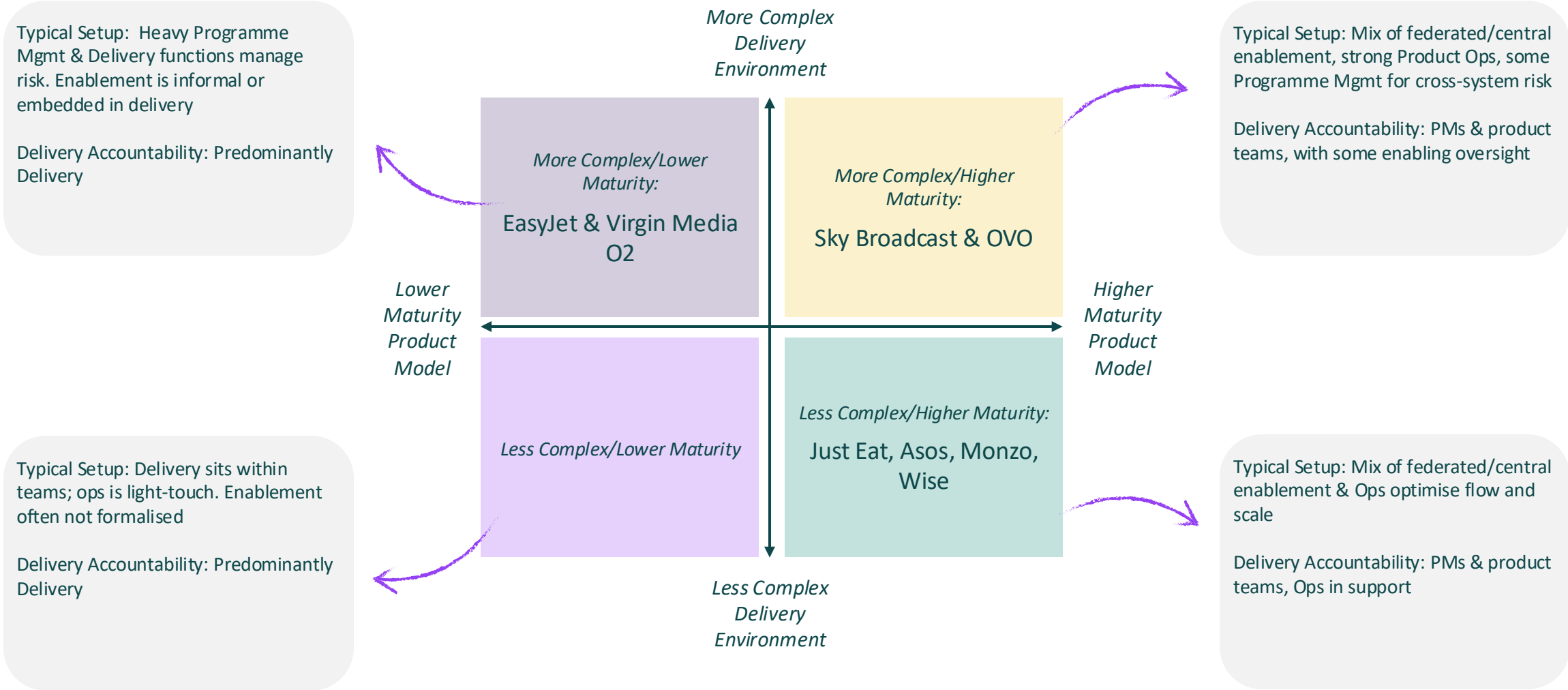External-facing roles managing BBC and other stakeholder engagement.

Proposed future Operations model

The proposed model reflects the direction shaped through successive rounds of input, supported with org design expertise. Leadership were clear that the future remit should focus on system-level enablement, visibility and orchestration; and ensure delivery responsibilities sit within the POM. This structure brings requirements together and organises the work in a way that supports how the Product Group needs to operate.

PRODUCT GROUP OPERATIONS	PORTFOLIO ALIGNMENT	PROGRAMME MANAGEMENT	PORTFOLIO PARTNERS
• Works in partnership with Product & Design, Engineering & Data and Transformation. • Provides the shared systems, services and operational practices that keep Product Group running smoothly. • Focuses on PG-wide infrastructure – the common tooling, reporting, supplier services and rhythms that enable teams to deliver efficiently, at pace and with confidence.	• Provides Product Group's single source of truth (the PG Dashboard). • Tracking portfolio-level metrics that give leaders visibility of PG's performance and outlook. • Supports the portfolio rhythm, providing decision-ready options and consequences. • Works with PG Operations to enable self-serve portfolio intelligence.	• Two current focus areas: Data Strategy Programme & pan-BBC Programmes. • Provides structured, outcome-driven support for large-scale, pan-BBC programmes, cross team initiatives and corporate obligations. • Uses time-boxed, adaptive approaches that taper off once embedded. • Provides alignment with pan-BBC stakeholders where there is a dependency on PG teams.	• Managing out to BBC Corporate and translating information back into Product Group. • Leading on governance requirements and securing long-term strategic alignment. • Connects today's portfolio with 3–5 year BBC strategy and long-term investment cycles. • Strategic communications and narrative setting in PG and pan-BBC.

Provides an aligned structure that meets the needs of PG, connects to the wider BBC, and creates the operational foundations required to deliver the POM at scale.

Role of Delivery & Enablement across different types of organisations*

Typical Setup: Heavy Programme Mgmt & Delivery functions manage risk. Enablement is informal or embedded in delivery

Delivery Accountability: Predominantly Delivery

Typical Setup: Mix of federated/central enablement, strong Product Ops, some Programme Mgmt for cross-system risk

Delivery Accountability: PMs & product teams, with some enabling oversight

More Complex Delivery Environment

More Complex/Lower Maturity:
EasyJet & Virgin Media O2

More Complex/Higher Maturity:
Sky Broadcast & OVO

Lower Maturity Product Model

Higher Maturity Product Model

Less Complex/Lower Maturity

Less Complex/Higher Maturity:
Just Eat, Asos, Monzo, Wise

Less Complex Delivery Environment

Typical Setup: Delivery sits within teams; ops is light-touch. Enablement often not formalised

Delivery Accountability: Predominantly Delivery

Typical Setup: Mix of federated/central enablement & Ops optimise flow and scale

Delivery Accountability: PMs & product teams, Ops in support

*This analysis is grounded in data but a full competitive landscape was not commissioned. This was used illustratively and for context setting, not for decision making purposes

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