

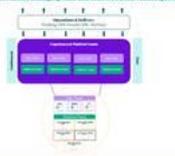
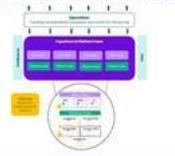
BECTU Questions

Questions Received 19.12.25

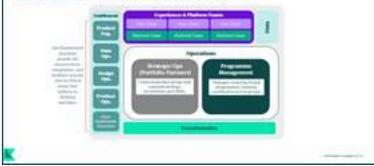
Alternatives considered

1. Could you share the alternative structures and headcount models that were considered during OD workshops and why each was rejected?

We explored a range of potential operating model options to understand how Delivery, and ultimately Operations, could best support the Product Operating Model (POM) and the Product Development Lifecycle (PDLC) which is the mechanism for our adoption of empowered, outcome-oriented product teams. These included seven high-level model territories which are detailed below and include a brief summary of limitations identified during discussion. The purpose of this work was not to shortlist or select a single “preferred” model, but to test assumptions, surface risks, and understand trade-offs.

Model	Structure	Summary of Limitations
System Orchestrator	<p>Option 1: System orchestrator</p> <p>A system level function that runs portfolio planning and delivery, connecting teams into connected strategy, orchestrated across dependencies, and continuously improving delivery performance.</p> 	Strong on visibility, but “System Orchestrator” is too abstract on its own.
Complex Cross-Programme Delivery	<p>Option 2: Complex cross-org programme delivery</p> <p>Specialist delivery office that leads and coordinates complex, multi-team initiatives that sit outside or across the PDLC - governing delivery variables, managing risks and interlocks, and reducing risk for high-stakes programmes.</p> 	Too narrow; it focuses on complex programmes rather than enabling the POM.
System Orchestrator + Deployable Support	<p>Option 3: System orchestrator with deployable support</p> <p>A system orchestrator function (portfolio level) that combines with a pool of delivery professionals who can be deployed into teams to provide close, front-line support for capability lift, stabilisation, or complex challenges.</p> 	Risks prolonging existing patterns (deployable support can delay full PDLC adoption and increased POM maturity).
Transition-State Model	<p>Option 4: Transition state model</p> <p>A transitional structure with “Operations” (combining front-line work, enabling and delivery) and “Delivery Services” (system level visibility, planning, and post-hoc support for peaks and transitions) reducing the need for embedded delivery roles while keeping the organisation stable during PDLC rollouts.</p> 	Does not provide a stable, long-term operating model.
Programme Management-Heavy Model	<p>Option 5: Programme Management Heavy</p> <p>Product teams are able to deliver, while Programme Management oversees programme and strategic delivery responsibilities, and Product Level Operations provides the close and precise help - ensuring the need for embedded delivery roles and distributed operations across specialist functions.</p> 	Over-emphasises programme control without corresponding need and risks duplicating some Technology accountabilities.

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<p>CoE-Led Enablement Model</p>	<p>Option 6: CoE-Led Enablement Function <small>Delivers shared enablers through a set of centers of excellence, with each owning flow within its domain, skills, knowledge, tips and programmes. Management coordination across enabling initiatives.</small></p> 	<p>Capability dependency risks adding governance overhead before PDLC behaviours are consistently embedded.</p>
<p>Product-Led Execution Model</p>	<p>Option 7: Product Led Execution <small>Delivers defined by Product teams with shared accountability across functions, supported by Product Ops, and Programme Management for scale and coordination. Strategic Ops and Data Ops remain unchanged.</small></p> 	<p>Too close to current state. Does not address the need for stronger system-level coordination and consistency at scale.</p>

2. What criteria were used to evaluate those alternative models?

The evaluation was wide-ranging and iterative, and considered:

- Alignment to the key product operating model principle of having empowered teams
- Removing connector/ structural roles that sit between teams and outcomes. Specifically, we decided that Delivery could not continue to be embedded at a team level if the Product and Engineering teams were to be accountable
- Compatibility with the Product Development Life Cycle process (further documents have been shared on this) as the primary mechanism for team-level planning, prioritisation, delivery, and continuous improvement, rather than parallel delivery structures.
- Product and Engineering managers actively shaping behaviours and expectations, managing team health and capacity / resourcing, rather than relying on intermediary structures.
- Team ceremonies and ways of working being embedded into how Product and Engineering teams operate day-to-day, rather than delivered to teams by a dedicated in-team role.
- Structural simplicity and coherence, avoiding unnecessary hand-offs or fragmentation across functions.
- Ability to enable visibility, coordination and decision-making across 100+ teams without introducing or retaining embedded team-level delivery structures.
- Reduction of structural overlap, particularly between Delivery, Programme Management, Product Operations, Data Operations, and Portfolio Partners.
- Credibility as a future-state model, rather than a transitional or holding structure that would require further re-organisation once PDLC maturity increased.

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3. What analysis was carried out to compare the rejected options with the proposed model? What specifics did you reject on?

The limitations of each model are shown in table above.

Kindred undertook detailed current-state analysis, including activity mapping of Delivery roles, and assessed the impact of the Product Development Lifecycle (PDLC) on those activities. This provided a clear view of how work currently associated with delivery would change, reduce, or be replaced as the PDLC was implemented.

The options explored during the OD work were compared through qualitative analysis rather than a quantitative scoring exercise. Options were stress-tested through discussions with PGX and PLT against a consistent set of considerations, including:

- Whether the model reinforced or duplicated the Product Development Life Cycle (PDLC) process.
- The extent to which it removed or preserved intermediary delivery structures at team level.
- Clarity of ownership across Product, Engineering, Transformation, Programme Management, and Operations.
- Degree of overlap or fragmentation introduced across Operations functions.
- Credibility as a sustainable future-state operating model at BBC scale.

Through this analysis, certain options were set aside because they addressed only specific aspects of the challenge, were transitional, or conflicted with the principles of empowered teams and the PDLC (*see Question 1 for more detail*).

Rather than selecting a single option wholesale, insights from across the models were used to shape a broader, operations-wide direction that better aligned with the Product Operating Model, reduced duplication, and clarified accountabilities.

4. What scenarios and structures (for example comparisons with other organisations) did Kindred share and what was the rationale for rejecting these?

Kindred shared illustrative scenarios drawn from other product-led organisations; OVO Energy, Wise & Just Eat (they were explicitly caveated as directional rather than robust or decision-grade options). These included examples of how delivery and product operations are structured at different stages of product maturity, and how

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delivery responsibilities are distributed differently as organisations move towards empowered product teams.

These scenarios were not presented as prescriptive models or direct comparators for the BBC. Their purpose was to:

- demonstrate that there is no single standard structure for delivery in a product-led organisation;
- illustrate how the role of delivery changes as product maturity increases; and
- support discussion about the direction of travel implied by the Product Development Life Cycle process and accountabilities of Engineering, Product and Design teams, rather than to recommend replication of any specific external structure.

The scenarios were therefore not “rejected” in the sense of being considered and ruled out as options. Instead, insights from them were used to inform thinking about how Delivery and Delivery Operations might evolve in a way that aligns with the BBC’s context, scale, and emerging ways of working.

a. Were these alternatives presented as part of key OD decision making sessions? If not, why?

The external scenarios were discussed in forums with PGX and PLT as inputs to sense-check and challenge assumptions. They were intentionally not treated as decision options because the organisations referenced operate in materially different contexts to the BBC, including scale, governance, and funding models, and were based on high-level illustrative information rather than decision-grade analysis.

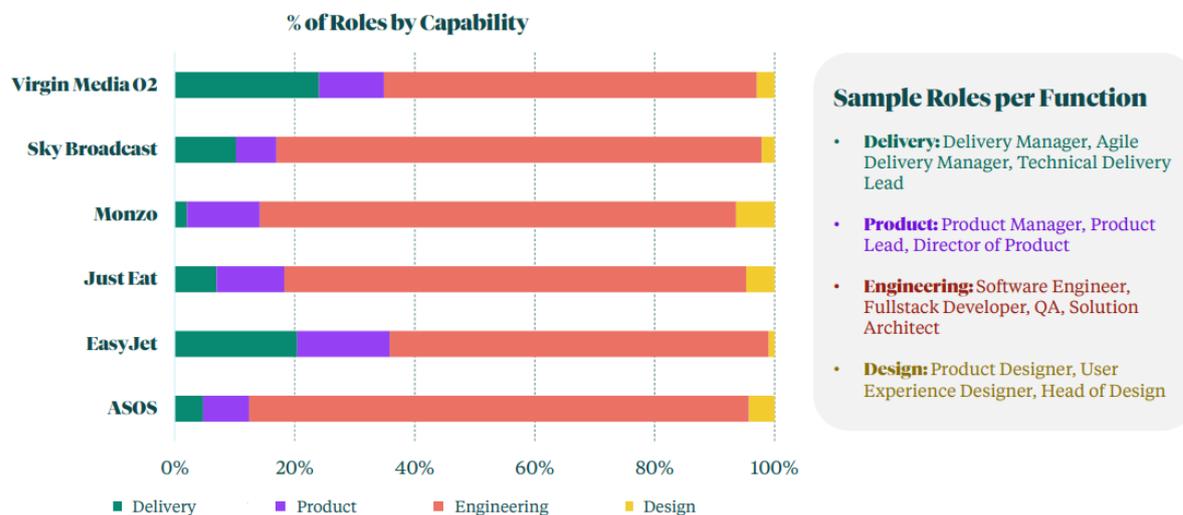
OD decisions were therefore explicitly anchored in how the model would align to the Product Development Life Cycle: (i) Discovery (ii) Design and Development (iii) Release Strategy and Planning and (iv) Post -launch and Optimisation as well as our core good practice principles: empowered teams, clear accountabilities, no duplication, faster decision making and constant iteration, alongside internal current-state analysis and role impact work, rather than external imitation.

5. What other comparisons with wider industry benchmarks have been used, for example delivery/operations headcount ratios compared to number of teams/full population? Were the benchmarks shared by Kindred presented as part of key OD decision making sessions? If not, why?

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Kindred used Aura, a Bain & Company platform, to review publicly available role data from a small number of organisations operating with product models (Monzo, ASOS, Just Eat, Virgin Media O2, Sky and easyJet). This was used to explore the relative presence of delivery roles across organisations at different stages of product maturity.

The Aura data was taken in raw form, based on role titles only. To produce robust, decision-grade benchmarks would have required extensive role mapping, reclassification, and contextual analysis, which was not included in the scope of Kindred's engagement. As such, this work was intentionally quick and indicative, designed to provide illustrative reference points rather than comparative benchmarks or target ratios. (see table below)



These reference points were discussed in key forums to sense-check and challenge assumptions, particularly to demonstrate that there is no single standard or “correct” level of delivery roles in a product-led organisation. They were not used to determine the proposed organisational structure and were not treated as decision inputs. OD decisions were instead anchored in the BBC POM and the PDLC, alongside internal current-state analysis, activity mapping, and assessment of role impact within the BBC context.

Role mapping & why delivery cannot be mapped

6. What competency framework or skills assessment was used to evaluate whether Delivery colleagues could map into roles in Product, Engineering, Transformation or Operations?

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We did not carry out a competency framework or skills assessment to evaluate whether roles mapped in Operations. We looked at the work that each role currently does (based on actual work rather than the generic JD), and if a colleague was doing around 70%-80% or more of the same work, and had no critical skills, qualification or experience gaps to a role in the proposed organisation model then we assumed they would map in.

7. *Did you evaluate individuals' full experience, including prior roles in Product or Engineering, secondments, cover periods, or mixed-role work?*

No, we did not evaluate individuals full experience when assessing whether colleagues mapped into the proposed new organisation. It was based on their current role and current work, and whether 70%-80% or more of their current tasks were reflected in the new role, in addition to having no critical skills, qualification or experience gaps.

8. *Based on the assessment process, what specific criteria were used to conclude that Delivery colleagues were not suitable matches for roles such as Product Manager, SETL, Transformation roles, Programme roles, or Technical Project Manager roles?*

We looked at whether colleague's current role and current work were 70%-80% or more of new role, in addition to having no critical skills, qualification or experience gaps.

Colleagues can still apply for roles in the proposed new structure and may have suitable skills for other roles. This will be assessed through an interview and evaluation process. For the avoidance of doubt, we disagree that a Delivery Manager is interchangeable with a Senior Engineering Team Leaders and Product Managers. These three roles hold three different functions.

9. *What alternatives to redundancy were explored, such as training, transition support, or mapped hybrid roles?*

We remain in collective consultation on these proposals. The following measures will be put in place in order to minimise the number of compulsory redundancies:

- Offering voluntary redundancy to those who prefer to leave
- Priority application to roles for colleagues at risk of redundancy
- Retraining and redeployment fund to support colleagues who are interested in staying at the BBC so that we can support training needs for a critical skill that may be missing.
- LHH Penna outplacement support

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In addition, we remain open to providing some training support for colleagues interested in applying for roles in the new proposed structure and have stated this in our FAQs. Colleagues should inform us what those training needs are, and we can look at proportionate way to address this.

Evidence for rationale (inefficiency, POM maturity, thriving teams)

10. What metrics are particularly in mind when you say Product Group is inefficient?

In this context, efficiency is used to describe how effort is consumed in the current operating model to enable the Product Group to operate. The assessment of inefficiency comes from structural and qualitative indicators such as:

- Amount of effort spent on coordination and low-leverage reporting activity.
- Inconsistent ways of working across teams.
- Slow decision-making due to the need to align multiple roles and forums.
- Effort spent on maintaining operational stability vs. improving the system itself.

As the Product Group is transitioning to the POM and PDLC, existing delivery metrics reflect performance in a model that is being exited and are therefore not reliable indicators of future-state efficiency in this context.

11. What evidence shows POM maturity is sufficient to support the removal of Delivery?

The POM was first introduced to Product Group over a year ago. Since then, teams have started to embrace certain concepts in their journey

Over the past 12 months, it has become clear that the lack of clear accountabilities was a significant barrier to the successful implementation of the model. Therefore, we believe that in order to move Product Group to the next phase of the POM and continue to advance the maturity of our ways of working, we needed to make these proposed changes now.

Further progress towards greater maturity in the Product Operating Model cannot be achieved within the current operating structure. The proposed changes are therefore necessary to remove structural constraints that are holding maturity back, such as intermediary roles that compensate for responsibilities that should be embedded within existing SETLs, rather than being dependent on the POM achieving greater maturity first.

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12. What dependency analysis was used to show a reduction in cross-team coordination needs?

The proposed changes do not assume coordination disappears. They are intended to shift coordination away from reactive, team-level dependency management towards more planned, system-level mechanisms. This includes clearer planning rhythms, shared visibility, and earlier alignment, which are expected to reduce the need for repeated cross-team intervention. The focus is therefore on changing how coordination is handled, rather than proving a numerical reduction in dependencies within the current model.

13. Which BBC teams have ‘thrived without Delivery’, and what performance data supports this?

In Engineering, the principal example for this is the Belfrage and FABL teams. Since April 2025 they have adopted mature agile practices with automation wherever possible, experimentation and frequent feedback loops, and delegation wherever possible. Successful measures such as retros exploring the gap between estimation and delivery reality for self-improvement, automated delivery data reports populated totally from JIRA, and team members owning team health metrics have increased the effectiveness and efficiency of the team. The Engineering Managers’ role has been focussed on consistency and identifying areas for improvement. Team success has included iPlayer serving its first page via Belfrage by mid-January, and Local Belfrage becoming live. Others include the Cloud Engineering, Cloud Platform, Short Form Video, Visual Journalism team and Information Syndication teams.

In general, given teams have only been working to dev team standards since April 2025 and the baseline for agile metrics only started from June 2025 meaning they don’t yet show a full picture. Agile practices are being adopted and, as above, where embedded delivery teams no longer form part of teams they are proving to work. However, we are confident this will work and provide better outcomes because it’s a commonly adopted model in the industry (for example Meta, Google, Netflix, Spotify). 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.

14. What success metrics will be used in future to evaluate whether removing Delivery was successful? If this fails to materialise, what would the mitigation steps be? Who would be accountable?

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Success will be assessed using a combination of outcome-level and system-level indicators, rather than a single metric. These include improvements in organisational responsiveness and decision-making efficiency, alongside contribution to wider organisational outcomes.

Organisation-wide measures such as WAA and Reach provide contextual signals of overall performance, but success will primarily be assessed through qualitative and structural indicators within Product Group, including clearer planning, reduced duplication, and faster alignment and decision-making.

Given the scale of change, outcomes will be monitored closely by Transformation and Operations through existing governance. Where indicators do not materialise as expected, mitigations may include additional training and support, change management, refinement of processes and ways of working, or targeted changes to how the model is implemented.

Work that continues (95% still exists)

15. Given the published task analysis shows most Delivery work continues, how does this represent a reduced need for work of this kind?

As the work that continues overlaps with the accountabilities of other disciplines across the Product team; for example 10 of the 13 responsibilities listed in the Delivery Manager job description overlap with that of a SETL. What is proposed is the potential removal of intermediary roles and the reinforcement of accountability/decision making into the hands of those with the greatest agency to affect a positive outcome, negating the need for delivery at a team level.

Capacity is released to SETLs through:

1. A team ownership culture: delegation of accountability across the agile team, for example to Senior Engineers whose JDs already explicitly outline responsibility for running agile events. The numbers of Senior Engineers have expanded by 75 since March 2024.
2. An expanded cohort of Engineering Managers and Head of SW Engineering dedicated to Product Areas (from 3 to 11) to offer coaching and support.
3. The ceasing or automation of work that no longer needs to take place; like fortnightly spring updates, and more efficient collaboration through the duo/trio model of empowered product area leadership.

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16. Why are key Delivery responsibilities listed as moving to SETLs and Product if the work is claimed to be diminishing?

These are not responsibilities moving to SETLs but responsibilities they already possess. Some of the work that sits with Delivery Managers overlaps with the accountabilities of other disciplines across the Product team. An example is the responsibility to manage flow, blockers and risks. In agile methodology approaches, it is the team responsibility to manage throughput and address blockers/risks to that. A SETL is accountable for team performance and sprint outcomes, and they would be supported by the entire extended agile team.

For Product Managers this is a reaffirmation of their role and responsibilities, and they are already doing most of this work already. The current CPF supports this alongside emphasising the soft skills we would expect of a Product Manager.

We recognise that this exists today in different forms. Some agile teams are already working in this way. Others rely heavily on Delivery and will have to significantly change their way of working.

17. What analysis has been done to assess whether these SETL and Product roles can absorb the volume of tasks and thrive in their core accountabilities?

The proposal was made based on capability, activity and role mapping to understand current work, Product Operating Model insights and principles, qualitative feedback on current ways of working, and external reference points and benchmarking. We believe that combined with the work that is automated or is made more efficient through the Product Operating Model, alongside mitigations, the work can be comfortably absorbed.

Mitigations include a greater team ownership culture (e.g. the responsibilities of Senior Engineers or individual contributors), or enhanced coaching and support from an expanded Engineering Manager and Head of Software Engineering cohort, grouped into focussed product areas.

18. What risk analysis has been done to mitigate potential attrition in Product and Engineering as a result of these changes?

Turnover across Product Group remains low (4.2%). We're aware that change programmes can bring about some anxiety for colleagues and we're putting in place a programme of work that will support colleagues to be effective following the changes, if they go ahead:

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1. A programme of training and support (for example in how to use JIRA Cloud or Dragonboat optimally), support from Engineering Managers and Head of Software Engineering;
2. Greater clarity in roles and responsibilities;
3. Potential options (for consideration on a case-by-case basis) for them to step into individual contributor roles (Senior Engineer or Principal Engineer).

We accept that during periods of change some colleagues may choose to leave the organisation. We intend that the interventions above will minimise that but ultimately colleagues must make choices that are right for them.

19. What task-level time analysis was done to support this?

We have not carried out time level analysis, as this is not a matter of directly transferring work from Delivery Managers to other members of the Product team.

Elements of the Delivery Manager role already overlap significantly with the role of the Software Engineering Team Lead, this has long sat within their existing job descriptions. If the proposal progresses, we would seek a consistent model of ways of working where team leaders spend the majority of their time leading their team (as opposed to active software development themselves), using the agile team around them to delegate responsibility to (for example in the running of agile ceremonies on the SETL's behalf, or Principal Engineers to lead technology change).

There are time efficiencies from focussing work in the hands of those best placed to make decisions impacting the sprint. Combined with the work that stops, is automated, or made more efficient, the impact on SETLs is neutralised. Any risk of additional work for SETLs is mitigated further by an expanded cohort of Engineering Managers and Heads of Software Engineering.

20. Has a skills assessment been conducted to confirm that Product or Engineering colleagues have the capability required for delivery orchestration at team level?

The skills for delivery orchestration are already reflected in the job descriptions for Software Engineering Team Leads and Product Managers. Team-level delivery orchestration is already successfully fulfilled by some Software Engineering Team Leads such as the FABL and Belfrage teams operating without embedded delivery support. For those who would benefit from additional training, they can seek this from their Engineering Manager or Head of Software Engineering and training on key topics

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like agile ceremony facilitation, best use of Dragonboat or JIRA Cloud, and key people manager skills will be provided to ensure consistent skills.

21. *Given that the Stress Risk Analysis was based on assumptions that much Delivery work was stopping, will a revised assessment be conducted using accurate workload assumptions?*

The stress risk assessment was based on the current proposal. It is believed that combined with the work that is stopping, automated or made more efficient, there will be no increase in the workload of SETLs. This is mitigated further by encouraging the adoption of a team ownership culture with SETLs delegating accountability to colleagues like Senior Engineers who can run agile ceremonies on their behalf, or individual contributors (SETLs accountable but those around them supporting/responsible). SETLs also benefit from an enhanced degree of support from Engineering Managers and Head of Software Engineering. In addition, the extent of embedded delivery support varies significantly across teams, so in many cases some SETLs already fulfil responsibilities overlapping with a Delivery Manager. There is therefore no need to revisit the stress risk analysis.

Work at Head Of / Lead level

22. *The task analysis only addresses team-level responsibilities. What analysis has been completed for the Band E and F Delivery roles whose work operates at Product Area and Portfolio scale?*

Our analysis concluded that portfolio level activities will remain a key responsibility of the Product Group Operations team. These activities will be picked up by the new Portfolio Alignment team, which will work closely with stakeholders across Product Group. In addition, we are strengthening the Product Operations area to help drive efficiencies and standardization, as well as adding resources to the Programme Management team, which will be looking after our Portfolio of work.

In addition, the current management responsibilities for Bands E and F are assumed to stop if the proposals are accepted.

23. *The Initiative Lead responsibilities represent work currently carried out by senior Delivery colleagues. What analysis has been done to confirm that Product Managers at the proposed level have the capability, seniority, and organisational influence required to perform this work effectively?*

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The Initiative lead document which is being referred to is not meant to be any form of job description. Its primary purpose is to provide clarity for product managers on ownership and collaboration, especially where initiatives span multiple teams. The guidance was created in response to some tensions around ownership. Most PMs are already working in this way and as such this is just a reaffirmation and clarity for PMs on ways of working, accountability and ownership. There will need to be a review of Product capabilities as we recognise all PMs will work differently as with any team. We are committed to working with PMs to understand capabilities and provide upskilling if needed.

24. If initiative-level delivery is being absorbed by Product, has any assessment been done of the impact on Product's core responsibilities (strategy, prioritisation, outcome definition)? Has this been modelled at Product Area or Portfolio scale?

The document of which has been shared, refers to the Initiative Lead as explained below, and as such the current CPF supports this way of working, even if it doesn't explicitly list tasks like supporting clear communication, prioritisation or encouraging collaboration. These are core skills that we would expect from all functions that typically wouldn't be called out in a CPF.

25. Initiative-level delivery responsibilities do not appear in existing Product CPFs or job descriptions. Has a CPF review or role evaluation been carried out to confirm that these responsibilities sit at the appropriate level and within the Product job family? If so, can this be shared?

The initiative lead document as shared, does refer to skills and tasks that are already covered by Product Manager CPFs, but it also refers to softer skills of which we would not expect a CPF to be explicit on. As above, this is not a new role and is purely to provide clarity for existing Product Managers where they are working on initiatives that span multiple teams. It highlights ownership and collaboration and pulls on the soft skill set which we would expect a Product Manager to exhibit, all of which are skills that enable the responsibilities listed in the CPF.

26. What analysis has been carried out to identify all active projects, commitments, multi-team initiatives and workstreams currently managed or coordinated by Delivery, and where this work will transition in the proposed structure? Could this analysis be shared?

A high-level analysis was conducted during the proposal development stage based on feedback from Kindred as well as the information available at the time. This analysis

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focused on core activities and the main responsibilities of a delivery manager to help design a model that we feel is fit for the future. In addition, we also reviewed active programs and high integrity commitments that were above and beyond the main responsibilities of a delivery manager.

The proposal shared as part of the consultations process suggests that, going forward, these cross-functional initiatives would be managed by key stakeholders in the duos/trios or in function. Given the nature of our analysis, we remain open to reviewing alternative proposal to address any perceived gaps in this area.

Questions received 07.01.26

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?

These Programme Management teams were sized based on the information available at the time of our assessment. The Data programme had a clearer vision, scope, and timelines, which were identified as part of the data strategy programme. Therefore, we had a better understanding of the type and volume of work required over the coming years, and ultimately our resourcing needs.

For the Pan-BBC team the sizing exercise was less detailed as the team's scope of work was harder to predict since we don't have foresight into the wider pan-BBC programme management needs. Therefore, we job sized the team based on industry standards for modelling a Programme Management team (1-2 large programmes or work per lead), as well as looking at the current team capacity and the strategic direction of travel of the organisation. It is anticipated more pan-BBC strategic work as well as a handful of smaller projects will come through, and this is reflected by the growth of this team from 4 to 7 EFT. It is important to note that in our proposal the Pan-BBC team will be focused on the high priority Product Group projects (e.g., SFV), and not on other product group cross-functional initiatives currently managed by DMs.

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

We decided to create a dedicated Data Programme Management team as we need resources with a level of data proficiency not usually available in our business PMs. In addition, we are leading the data programme for the wider BBC, whereas, our existing set up typically is Product inputs into pan-BBC initiatives led by the central PMO team. This structure requires a level of senior stakeholder management that will need to be driven by a seasoned dedicated Head of Data Programme Management.

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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 were clearer and allowed us to conduct a more detailed analysis of our needs. The sizing of the Pan-BBC PM team's scope of work was harder to predict based on currently available information as we don't have foresight into the wider pan BBC programme management needs. Ultimately, we believe that based on our historical pipeline the increased headcount included in our proposal is sufficient to address our expected needs. Finally, we do not believe the pan-BBC programme team has a larger scope of work than the data team since they are leading the data programme for the wider BBC, and not just the Product inputs into pan-BBC initiative.