

Programme Management Counter Proposal

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v1

Executive Summary

Success of the pan-BBC programme team created as a stand-alone team one year ago has been evidenced by the continued demand for programme, portfolio and project management capabilities, especially where stakeholders and activities span outside of Product Group, and where complexity is high, and / or there are critical high-integrity commitments.

In the Product Group proposal, the team has been sized based on 1-2 (max 3) large scale pan-BBC programmes, alongside the expectation that the pan-BBC programme team manages workstreams of larger programmes, and doesn't lead full programmes that span across the BBC.

We see a large number of risks based on the proposed sizing of the team, and seek to mitigate them with this proposal.

The most critical are:

1. The proposal has accounted for 1-3 pan-BBC programmes only, it has not accounted for the 4 portfolios, 9 programmes and 50 projects that are currently run in Product Group by both Programme and Delivery teams. Even if you assume that the 26 smaller and less complex projects are managed within teams, the load is still critically under-estimated
2. Programmes are by definition a collection of projects, initiatives and change activities. Programme managers rely on project, delivery and change professionals to deliver these activities. Removing delivery managers and leadership from these elements puts delivery of the overall programme at risk.
3. There is no project or programme intake process in place or proposed in the new operating model. There is no clear pipeline of projects. This leads to lack of clear

prioritisation, and the need to move team members frequently from one project to another. It also leads to wrong team sizing and the inability to support the most critical programmes and projects.

4. Controlled start and end to projects / programmes will no longer occur and there is reduced expertise for project set up. This leads to ineffective process and slower time to value. This also leads to work drifting into BAU which leads to unclear ownership of BAU activities and associated risk.

In order to mitigate the business risks for programme and project management, we have proposed an increase team size from 7 to 21. The proposed size has been based on:

- Analysis of programmes and projects being run in Product Group
- Market comparison for size of TPM orgs
- Appropriate skillsets for risk mitigation

A summary of the roles proposed is:

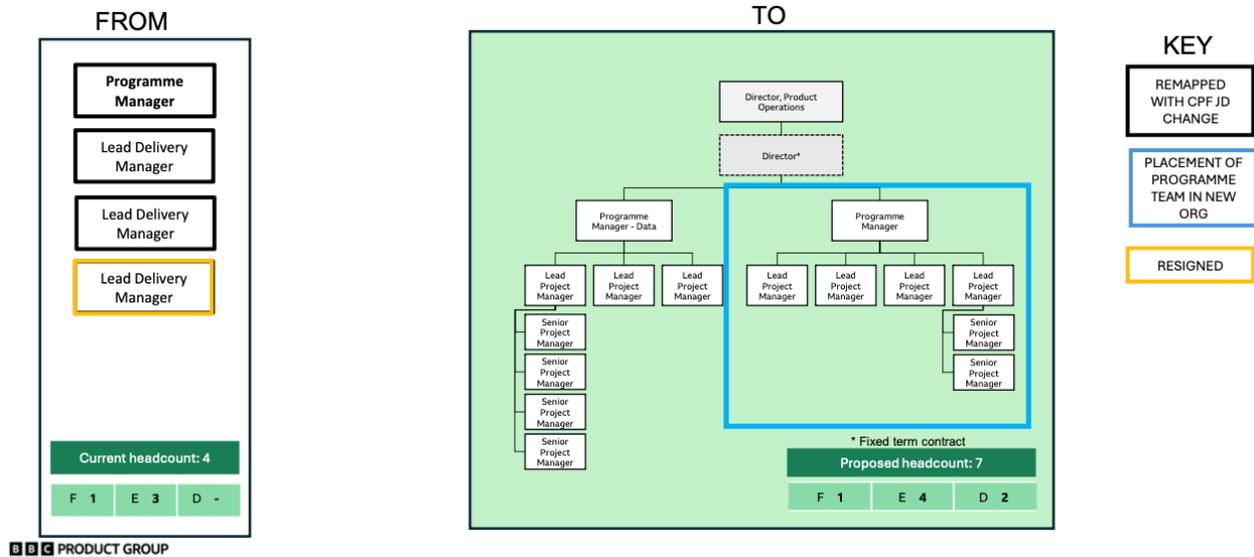
- 1 Senior Programme Manager, 2 Programme Managers and 5 Leads to deliver the 13 programmes and portfolios (including 1 Lead to cover the 3rd party portfolios and projects)
- 8 Seniors to deliver 24 projects
- 4 Senior roles to manage our 3rd party work packages including (but not limited to) Children's games
- Creation of 1 Portfolio Manager role to address risks with intake, standardisation of approach, visibility and alignment

Reference material

Existing proposal for the Pan BBC Programme Management team

PROPOSAL – PROGRAMME MANAGEMENT – PAN-BBC PROGRAMMES

Large-scale pan-BBC programmes, cross-team initiatives and corporate obligations. Enabling Product and Engineering to focus on delivering the product strategy



Reference documentation previously circulated to Product Operations Leadership

- [+Work Type Definitions](#)
- [+Programme Management in Product Group: Structure, Impact, and Value](#)
- [+Overview: Delivery profession at the BBC](#)
- Counter proposal from Data Operations
- Counter proposal from Amanda Eadie for 3rd party project management

Counter Proposal

This counter proposal has been informed by the following analyses which impact the size and shape of the programme team:

1. Work requiring programme or project management support. Programmes, portfolios and projects currently being supported by Delivery or Programme

Management, or would be expected to be supported by Delivery if we were not in consultation

2. Analysis of the risks in the proposal that would be mitigated by additional programme and project support
3. Market comparison

Work requiring programme team support

Based on our analysis of the work being supported by delivery that requires coordination across multiple, teams, areas or divisions we see the following as a snapshot of the current load.

This excludes the Data Strategy and other projects within the Data org that are assumed to be delivered by the Data Programme team. **As detailed below, this proposal assumes that there is additional delivery support outside of the programme team.**

- 4 project portfolios (Large size/High complexity)
 - BBC Studios (HIC)
 - C&E Games (PS-7)
 - Gen AI priority pilots (PS-9)
 - Instrumentation, Experimentation & measurement (PS-1)
- 9 programmes (one is confidential so not listed below)
 - Shortform Video End to End (PS-3)
 - iPlayer and Sounds Webcore Migration
 - Weather partnership (HIC)
 - Bitesize Adaptive Learning acceleration (PS-7)
 - First party data for World Service (HIC)
 - World Cup 2026 (potential HIC)
 - Project Lion - Cat 1 Obits
 - Elections (Locals and US mid-terms)
- 17 Projects that are medium / high complexity and medium / large size
- 7 Projects that are low complexity and large size

Note that there are an additional 26 projects that are low complexity and small / medium size that are assumed to be delivered within product areas, either by Delivery that remains aligned to the Product Areas, or by the Duos / Trios.

Initiatives are also assumed to be delivered within product areas. Note that a project can include one or more initiatives and/or additional activities required to meet those objectives, as per the definitions document referred to above.

Out of the 13 programmes and portfolios, 5 are currently being run by the existing Programme Team.

Based on our knowledge of programmes and portfolios run by the current team, we would expect each team member to be able to run 1-2 programmes / portfolios or 2-4 projects.

Programmes by definition, consist of a set of linked projects, change activities and initiatives. The loading of individual team members proposed above, **assumes for a programme or portfolio that the individual projects and initiatives that sit within the programme have their own delivery or project management support.** If this assumption is incorrect, this will affect the how many programmes or portfolios the team can run and these proposals would need to be examined again.

Note that the analysis above uses the following size / complexity definitions:

Size
Small - delivered in 3 months or less
Medium - delivered in 3-12 months
Large - delivered in one year or more
Complexity
High - Spans across more than one of Platforms / Experiences / Data / pan BBC; and at least 25 teams impacted
Medium - Spans across multiple Product Areas and at least 10 teams impacted
Low - Within one product area or under 10 teams impacted

Risks

Key risks that potentially need to be mitigated by this proposal are:

#	Risk	Impact	How this is mitigated by the proposal (see
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			proposed roles below)
1	<p>The proposed structure has accounted for the pan-BBC programmes only, it has not accounted for the programmes and projects owned by Product Group and currently run by Delivery.</p>	<ul style="list-style-type: none"> • Key projects and programmes lose coordination, increasing the risk of missed commitments, budget overruns, and inconsistent quality. • At a portfolio level, this undermines confidence in our ability to deliver reliably at scale and meet strategic commitments. 	<ul style="list-style-type: none"> • Introduce additional project and programme capacity to better reflect the true scale and complexity of crosscutting programmes and projects. • This ensures more predictable delivery, credible commitments, and clearer accountability across interdependent workstreams.
2	<p>There is no project or programme intake process in place or proposed in the new operating model. There is no clear pipeline of projects.</p> <p>Successful management of Product Group's overall portfolio of work depends on deploying the right support in the right place to ensure</p>	<ul style="list-style-type: none"> • Programme team members are not assigned to the highest value outcomes, and / or are reassigned frequently increasing the delivery risk • The capacity of the team is exceeded and there is no ability to forecast the appropriate team size 	<ul style="list-style-type: none"> • Introduction of a Portfolio Manager role to drive creation and implementation of the intake process and to work with stakeholders to understand the pipeline

	<p>delivery to time, quality and budget.</p>	<ul style="list-style-type: none"> • Programme / project resource is involved in projects / programmes too late - the largest impact in terms of management of budget, time, quality is at the initiation of a project or programme 	
3	<p>Loss of delivery community of practice means that knowledge and opportunity for continuous improvement of delivery capabilities is lost - many of these activities will still continue but assigned to different functions who are not experts in these skills.</p>	<ul style="list-style-type: none"> • Degradation of quality in delivery capabilities - these skills are no longer recognised as being specialist skills requiring experience and training • No ability to continually align to market best practice • Reduced opportunity for career development plans or succession planning for these capabilities • No opportunity to hire and develop junior talent 	<ul style="list-style-type: none"> • Partially mitigated by the introduction of Portfolio Manager role to provide laser focus on best practice for programmes and projects. This does not mitigate the loss of a centre of excellence for Delivery skills that don't overlap with the project / programme skillset • Introduction of additional senior roles to provide further roles at that level and allow succession planning for the Lead and Programme Manager roles

			<ul style="list-style-type: none"> • Retention of capacity within Delivery
4	<p>Delivery of large-scale programmes relies on delivery of the associated projects, initiatives and change activities in order to realise the benefits. Programme managers rely on project, delivery and change professionals to deliver these activities. Removing delivery managers and leadership from these elements puts delivery of the overall programme at risk.</p>	<ul style="list-style-type: none"> • Delay to programme delivery • Reduction in quality of programme delivery • Reduced management of issues, risks, dependencies • Benefits not realised as changes are not embedded 	<ul style="list-style-type: none"> • Additional project management capacity to better reflect the scale and complexity of project and programme work that crosses multiple teams • Retention of capacity within Delivery
5	<p>Positioning “delivery” as unnecessary within Product Group creates the perception that programme and project management are also dispensable, as these are closely related disciplines. This risks devaluing essential organisational capabilities and weakening</p>	<ul style="list-style-type: none"> • Programme / project managers have no understood role within Product Group • This leads to unintentionally removing all delivery capabilities from Product Group • Project / programme team members are excluded from projects / programmes. This 	<ul style="list-style-type: none"> • Introduction of a Portfolio Manager role to drive creation and implementation of the intake process and to work with stakeholders to understand the pipeline • Creation of a Senior Programme Manager role that sits across both programme teams

	confidence in structured delivery leadership.	<p>leads to a further exit of experienced team members from Product Group</p> <ul style="list-style-type: none"> • Programme / project team members lose “bargaining power” and are unable to support delivery appropriately • We are unable to hire / retain skilled staff that understand delivery of initiatives in a product operating model 	and can advocate for programme and project management skills with senior stakeholders
6	More expensive resources (product & engineering) are being used for the delivery capabilities with a potential increase in cost for these activities.	<ul style="list-style-type: none"> • Recruitment of additional Product & Engineering headcount to carry out this activities will be more expensive than Delivery roles for the same bands leading to an increase in EFT costs 	<ul style="list-style-type: none"> • Retention of capacity within Delivery • Additional project management capacity to better reflect the scale and complexity of project and programme work that crosses multiple teams
7	Accountability moves to “all functions” for several of the activities in the proposal. Risk that this means that there is no consistency in	<ul style="list-style-type: none"> • Visibility of information is reduced by disparate processes leading to reduced decision making • Maintenance of multiple sets of 	<ul style="list-style-type: none"> • Creation of a Senior Programme Manager role that sits across both programme teams and can advocate for programme and project

	<p>approach, processes, visibility etc.</p>	<p>processes leading to inefficiency</p> <ul style="list-style-type: none"> • Overlap and duplication of processes leading to inefficiency 	<p>management skills with senior stakeholders</p> <ul style="list-style-type: none"> • Introduction of Portfolio Manager role to provide laser focus on best practice for delivery • Retention of capacity within Delivery
8	<p>No cross-functional collaboration across Product, Eng, Design - this task is stated as stopped in the proposal.</p>	<ul style="list-style-type: none"> • Return to siloed working which will ultimately lead to lower quality solutions, inefficiency and duplication 	<ul style="list-style-type: none"> • Allocation of programme and project management capacity to more complex programmes and projects to coordinate across areas
9	<p>Complexity of the org has been underestimated. The stakeholder and technical landscapes are more complicated than expected both at team and organisation level.</p>	<ul style="list-style-type: none"> • Increase in time to value • Need for coordination between functions within product group and across the wider BBC 	<ul style="list-style-type: none"> • Partially mitigated by additional capacity to better reflect the scale and complexity of project and programme work that crosses multiple teams. This doesn't mitigate the team level aspects of the work
10	<p>Maturity of the POM</p>	<ul style="list-style-type: none"> • Increase in time to 	<ul style="list-style-type: none"> • Retention of

	<p>implementation has been overstated and has been compromised by gaps in trios / duos, the lack of rollout of the PDLC, and the lack of maturity of the planning and prioritisation approach.</p>	<p>value</p> <ul style="list-style-type: none"> • Reduced quality of delivery due to overhead of processes • Blocker to delivery of programmes and projects that rely in team level initiative delivery for success 	<p>capacity within Delivery</p>
11	<p>Controlled start and end to projects / programmes will no longer occur. The drive to stand up and take down projects/initiatives may be impacted. There is reduced expertise for project set up.</p>	<ul style="list-style-type: none"> • Projects are not initiated appropriately leading to inefficient / ineffective progress. Issues during project initiation usually have a more significant impact on value delivery than later when the work is well established • Projects drift rather than moving successfully into BAU which leads to unclear ownership of BAU activities and associated risk 	<ul style="list-style-type: none"> • Additional project management capacity to better reflect the scale and complexity of project and programme work that crosses multiple teams
12	<p>Separate programme management teams for Product Group and Data is a risk to the quality and capacity of programme and</p>	<ul style="list-style-type: none"> • Hiring specialist data project managers reduces the flexibility to move these people onto other projects once 	<ul style="list-style-type: none"> • Creation of a Senior Programme Manager role that sits across both programme teams to align approach and ensure career

	project management.	<p>the data programme is completed</p> <ul style="list-style-type: none"> • Creation of shadow orgs is against the transformation principles and leads to inefficiency, lack of alignment of processes and approach • Shadow orgs also lead to a reduction in career development opportunities 	development opportunities across the whole of programme management
13	Separate programme management teams in Operations and Transformation is a risk to the quality and capacity of programme and project management.	<ul style="list-style-type: none"> • Hiring specialist transformation project managers reduces the flexibility to move these people onto other projects once the transformation is completed • Creation of shadow orgs is against the transformation principles and leads to inefficiency, lack of alignment of processes, approach • Shadow orgs also lead to a reduction in career development opportunities 	<ul style="list-style-type: none"> • Partially mitigated by the Senior Programme Manager role who can interface with the senior stakeholders in Transformation
14	Proposal does not account for career progression and	<ul style="list-style-type: none"> • Lack of talent coming through from more junior 	<ul style="list-style-type: none"> • Introduction of additional senior (Band D) roles to

	<p>succession planning - the org is very top heavy.</p>	<p>roles puts at risk the succession plan for the Ops function</p> <ul style="list-style-type: none"> • Lack of opportunity to support apprentices, 80/20 etc. 	<p>provide further roles at that level and allow succession planning for the Lead and Programme Manager roles</p> <ul style="list-style-type: none"> • More capacity will make it easier to support 80/20 roles and apprentices
15	<p>The current proposal doesn't account for project management of 3rd party delivery</p>	<ul style="list-style-type: none"> • Proper procurement and supplier management processes aren't followed 	<ul style="list-style-type: none"> • Proposal includes a Lead role and 4 Senior Project Managers focused on support for 3rd party delivery
16	<p>The current proposal doesn't account for potential future org design changes</p>	<ul style="list-style-type: none"> • Skilled delivery professionals are lost from the business, and this means that we don't have the skills needed to embed any future transformations • If there is a need to move other parts of the wider organisation towards a product operating model, we are likely to need more staff who have experience and skillsets for delivery within a 	<ul style="list-style-type: none"> • Mitigated by retaining more of the current skilled workforce in the business both by increasing capacity in programme management teams and by retaining some delivery roles

		product-led organisation	
17	<p>Lack of clear understanding of “initiative delivery” what this means and who owns it.</p> <p>In the proposal, under remit, it says the programme team is responsible for: pan-BBC programmes, cross-team initiatives and corporate obligations. However, in the slide describing how the work is reassigned it says that "initiative delivery" moves to the Duo / Trio.</p> <p>In parallel the “Initiative Lead” role has been documented during the consultation which is very similar to a Delivery role.</p>	<ul style="list-style-type: none"> • Lack of clarity of accountabilities for Product Operations which leads to confusion about how we work and ultimately slows time to value 	<ul style="list-style-type: none"> • Partially mitigated by additional capacity that supports the larger and more complex initiatives that span many teams and areas, however further risk about how / where we draw the line between what should be delivered by teams and what needs delivery support
18	<p>The Director of Delivery and Programme Management role (Jaime Toca) is temporary (1 year FTC)</p>	<ul style="list-style-type: none"> • If this role is not made permanent, then there will be no leadership role that sits across the programme management org 	<ul style="list-style-type: none"> • Mitigated by addition of Senior Programme Manager role

Market comparison

Organisation	% of TPMs compared to org size (for detail on this calculation see below)
Current Product Group Proposal	2% (This is for operations as a whole, this is only 0.5% for the Pan BBC Programme team - see below)
Monzo	2% (estimated from the slide below, Kindred have the data)
Trainline	2-3%
Just Eat	4%
Asos	4% (estimated from the slide below, Kindred have the data)
Spotify	6%
T&MO (BBC comparison)	11%
Sky Broadcast	10% (estimated from the slide below, Kindred have the data)
Virgin Media O2	23% (estimated from the slide below, Kindred have the data)
Easy Jet	20% (estimated from the slide below, Kindred have the data)

Current Product Group proposal

In the current proposal, the proportion of Technical Programme Managers (TPMs) is as follows:

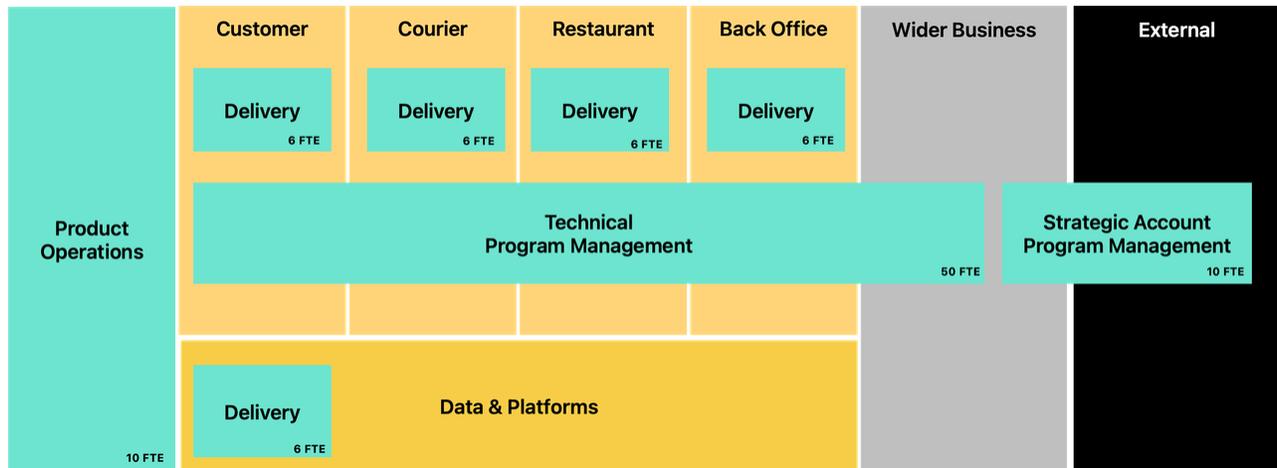
- **Pan BBC Programme team 0.5%** (7 people compared to 1357 EFT in engineering, product and UXD)
- Data Programme team 6% (8 people compared to 132 EFT in Data)
- Operations as a whole 2% (35 people compared to 1653 Product Group EFT)

All numbers are from the November Finance Dashboard Forecast.

Just Eat

Just Eat recently removed Delivery from being embedded in teams and follow a similar operating model. Their proportion of TPMs is 4%. There are 100 FTE Tech Programme Managers for 2300 team members.

The Just Eat operations org is structured as follows:



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Spotify

In Spotify there is a small central team of 5 programme managers.

The teams are organised around value streams, a subset of value streams is shown below.

The following roles are associated to the value streams:

2 Heads

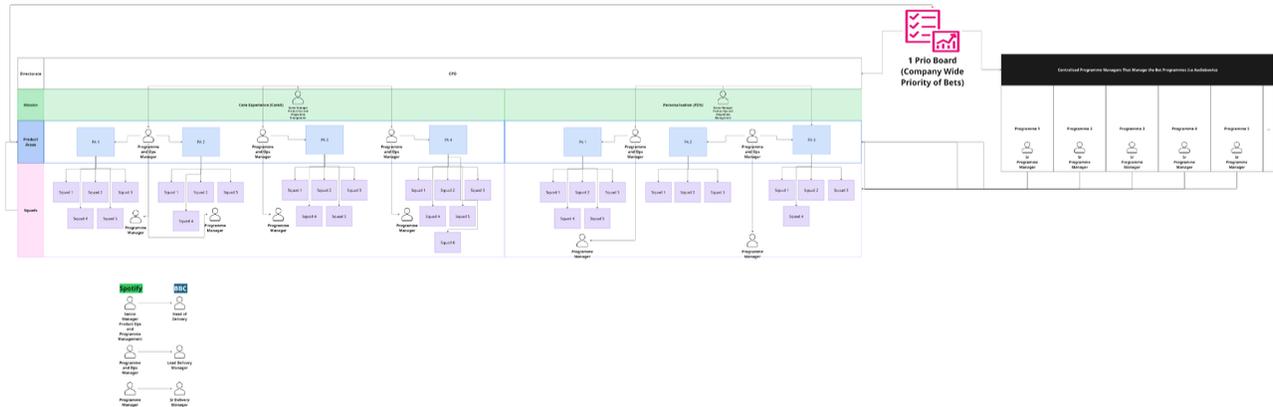
5 Leads

6 Senior DMs

If we assume one of the central programme managers is assigned to this set of value streams, the total TPM allocation is 14 people, for 32 teams.

If we assume a team size of 7, the allocation of TPMs is 6.3%.

The Spotify org is structured as follows:



Trainline

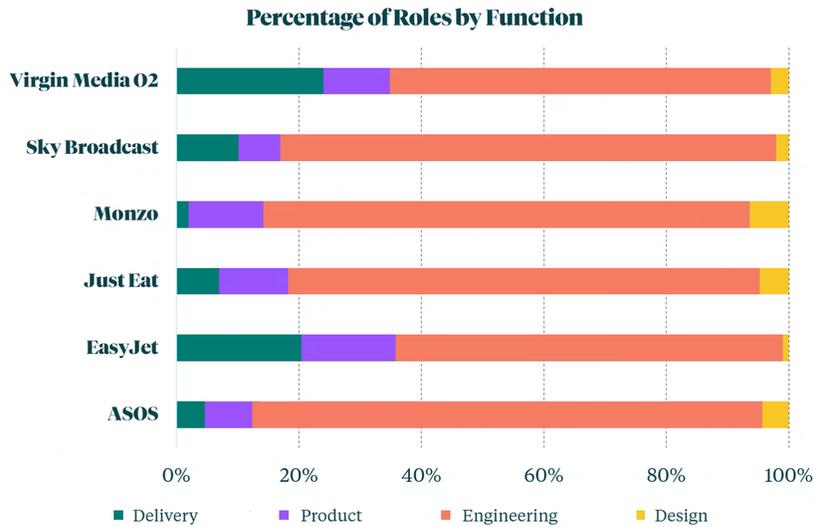
Jon Moore has advised that Trainline have 2-3 TPMs per 15 teams. If we assume a team size of 7 people this would give 2% - 3%.

T&MO

For the teams that work in a product operating model, there are 161 Product Managers & Engineers, and they are supported by 16 delivery managers (10%), plus there are additional TPM project and programme roles that support cross cutting initiatives to accelerate particular objectives in the Product space (2 EFT).

Market Analysis done by Kindred

In addition to the analysis above, the Kindred report presented as part of the org design project included the following slide showing percentages of roles by function in other organisations. You can see from the analysis above, and this diagram, that in the current proposal the % of Delivery is at the lowest end of the % scale.



Sample Roles per Function

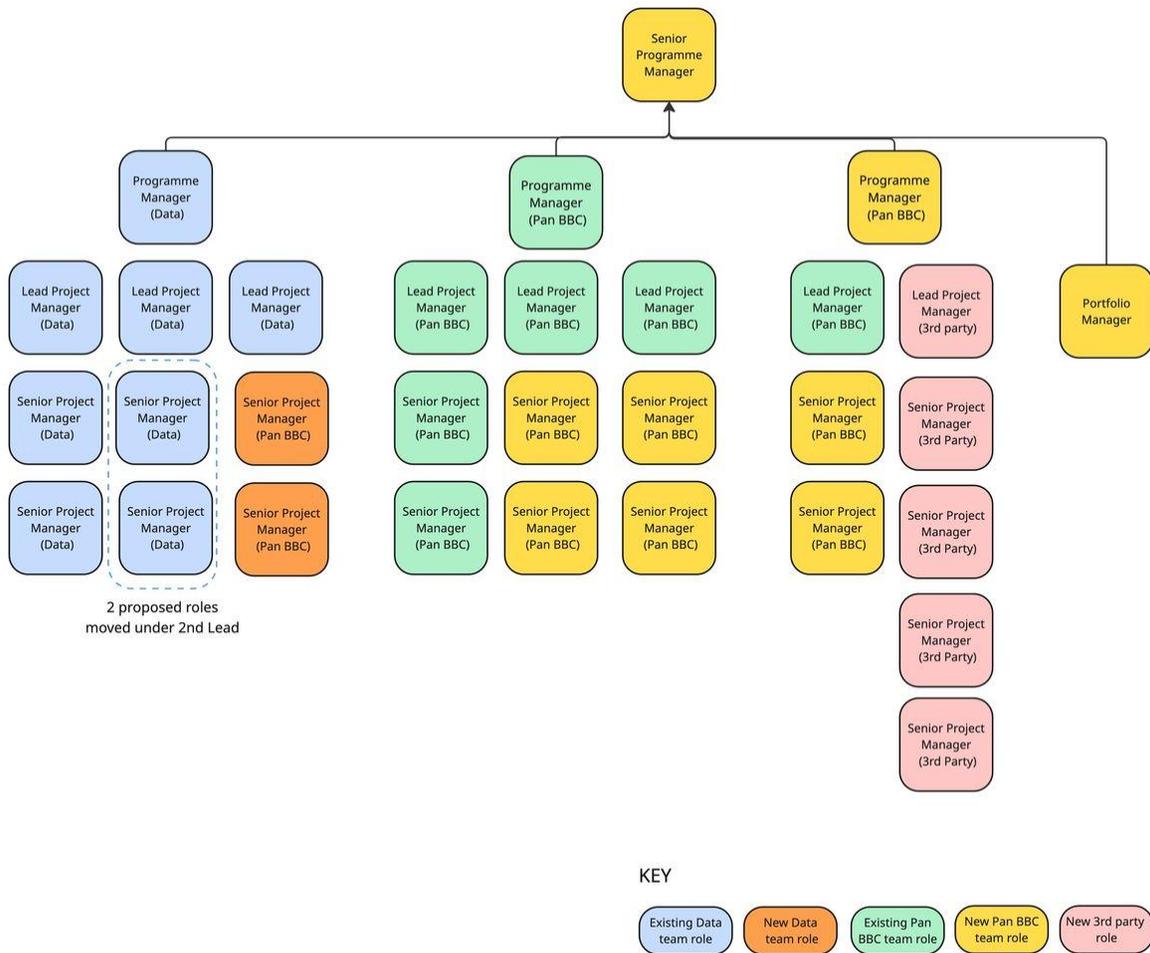
- **Delivery:** Delivery Manager, Agile Delivery Manager, Technical Delivery Lead
- **Product:** Product Manager, Product Lead, Director of Product
- **Engineering:** Software Engineer, Fullstack Developer, QA, Solution Architect
- **Design:** Product Designer, User Experience Designer, Head of Design

As we are early in our implementation of the Product Operating Model, and our level of complexity as an organisation is high compared to the pure product organisations in the slide, the proposed % is not appropriate.

Proposal

This proposal should be read in conjunction with the counter proposals for Portfolio and Operations.

Proposed org structure



Assumptions

- The Pan BBC programme team remit and value remains as described in [this document](#)
- Project management, change management and business analysis capabilities required to deliver programmes with significant level of transformational and organisational change will be provided by the existing Transformation teams (either inside Product Group or centrally)
- System visibility and flow continue to be managed by the Portfolio team aligned more closely to the Product Areas - **see separate proposal.**
- The pan-BBC programme org manages the programmes, portfolios and projects that are medium / high complexity and medium / large size, plus a small number that are low complexity and large size

- Projects / initiatives of small / medium size and low complexity are managed within the Product Areas
- The need for pan BBC programme management increases in the future (as stated in the FAQs v07.01.26)
- This snapshot of programme / project load detailed above is reflective of likely load in the future

Accountabilities

In this model, what would the roles in the Programme team be accountable for, and what would they not be accountable for?

Remit

- Lead delivery of programmes of work which deliver a set of linked projects and capabilities that together enable business benefits e.g. MarkLogic deprecation
- Lead delivery of medium or high complexity projects that deliver a defined output or outcome. This could include our High Integrity Commitments. e.g. Welsh Language, Jira Cloud rollout
- Lead delivery of medium or high complexity workstreams where PG needs to deliver one or more outcomes to a pan-BBC programme e.g. Freely
- Lead delivery of a portfolio of work that meets contractual commitments e.g. BBC Studios
- Lead delivery of strategic product development initiatives such as a Problem Spaces or OKRs where coordination across a complex value stream is required e.g. Discoverability

*Accountable for**

- Working with sponsor and stakeholders to establish the programme / project objectives
- Putting in place the appropriate delivery approach and governance to achieve the aims
- Ensuring scope is defined against outcomes and creating a delivery plan including sequencing deliverables so that benefits are realised as early as possible
- Reporting on overall delivery progress against the delivery plan

- Creating a collaborative project team environment including communication management
- Managing budget and suppliers where appropriate including preparation of business cases and investment proposals
- Ensuring appropriate management of risks, issues, assumptions, dependencies at project, programme and product group level
- Bringing the right people together from across the BBC to ensure the outcomes are met, including stakeholder management where appropriate in collaboration with the Sponsor and Project / Programme Leads
- Working with wider transformation, change and operations teams to support change initiatives where the project / programme leads to significant operational impact
- Providing best practice guidance for project / programme delivery
- Ensuring smooth transition to BAU
- Line management as appropriate

*summary of accountabilities as per CPF and rewording for Product Group context

Not accountable for - would need to be covered elsewhere

- Delivery of team or multi-team initiatives or epics that deliver one or more outputs to the project or programme
- Delivery of small / medium low complexity projects
- Prioritisation and sequencing of team's work including team planning cycles
- Creation of team level delivery plans including release management
- Management of team level risks, issues, dependencies
- Coordination between Duos / Trios / Quads (Engineering, Product, UXD, Data)
- Embedding change at team level
- Providing coaching or best practice support for continuous improvement of team level delivery and the PDLC

Sizing of the team

Based on the loading in the analysis above, and assuming that this reflects an accurate snapshot of the portfolio, programme, and project load we expect going forward, we would expect the following allocations:

- 1 Senior Programme Manager, 2 Programme Managers and 5 Leads to deliver the 13 programmes and portfolios (including a Lead to cover the 3rd party portfolios and projects)
- 8 Seniors to deliver 24 projects
- 4 Senior roles to manage our 3rd party work packages including (but not limited to) Children's games

In addition the proposal recommends the creation of a Portfolio Manager role. See rationale for all these roles below.

This brings the size of the overall pan BBC programme org from 7 to 20 roles which is 1.5% of TPMs which is still right at the low end compared to the industry norm, and assumes further delivery support will be provided to the Product Areas for initiative delivery.

3rd party project management

The sizing of the 3rd party team has been informed by the following workload.

For current work package list see [here](#).

- 3rd party work packages in progress or in consideration with AWS (Data Platform, Data Fluency, Semantic Search Rollout) - 1 Lead
- 18 Digital games under the digital games framework - 2-3 seniors as per Amanda's proposal
- Other 3rd party work packages (e.g. Account RFP, Destination X game, Softwire workpackages) - 1-2 Senior Project Managers

Rationale for the CPF choices

- Introduction of a Senior Programme Manager role (Band F) in order to:
 - Manage the most complex strategic pan BBC programmes
 - Align the processes and approach across both programme orgs (pan BBC and data) - all programme teams would report into this role so mitigating the current "shadow org" approach which is against the transformation principles
 - Ensure more flexibility to move team members between pan BBC and data programmes, and mitigate the risk of the data team rolling off the data programme when that is finished

- Ensure Kelly has appropriate leadership support by mitigating the risk that the Director of Delivery and Programme Management role is not made permanent at the end of the FTC
- Introduction of a Portfolio Manager role (Band E) in order to:
 - Create an intake process and manage intake into the team
 - Support the creation of a centre of excellence and the documentation and template creation (partially mitigates the loss of the delivery community risk)
 - Ensure appropriate visibility of programme progress, risks etc.
 - Provide an additional career pathway
 - Interface with Transformation (both centrally and within Product Group) to ensure transformation and change activities are coordinated
 - Interface with Operations and Portfolio teams and ensure alignment of approach
 - Be first point of contact for requests for project management support
- Introduction of 6 additional senior project manager roles and 1 additional programme manager to:
 - Size the team more appropriately based on the expected load of programmes, projects and portfolios
 - Potential to flex these roles to provide additional support for future transformations
 - Enable more progression - introduces more junior roles than in the original proposal
- Introduction of a Lead and 4 Senior project manager roles for 3rd party delivery**
 - The Lead role would be a role specifically assigned to management of projects with 3rd parties, and would liaise closely with the 3rd party team to align on appropriate frameworks, methods etc. for procurement, and would ensure that the Senior Project Managers in the team comply with the correct procedures. The supplier relationship would be managed by the 3rd party team. The internal stakeholder management would be managed by this role along with the Senior Project Managers, with the Trio / Duo as appropriate.
 - These roles would cover 3rd party games, but also other projects where we work in partnership with a 3rd party such as AWS or Software.
 - Although these are shown as 3rd party on the org chart to clarify the rationale for their inclusion based on the need, we propose that these are not specifically assigned only to 3rd party work, and can move flexibly between projects in the pan BBC programme team. This gives us more flexibility to size the team appropriately going forward.

**Note that 3 of these roles have been referred to in Amanda Eadie's proposal, we anticipate that there is additional 3rd party delivery on top of the need for Children's games

Excluded from the scope of this counter proposal

1. Data. This proposal does not address the size or roles within the Data Programme Manager's team as these have been addressed by a separate counter proposal, the only recommendation made here is that the data programme team reports to the same Senior Programme Manager as the pan BBC Programme team. For completeness we have included the shape of the Data Programme team proposed in that counter proposal.
2. Portfolio - covered in a separate proposal
3. Operations - covered in a separate proposal