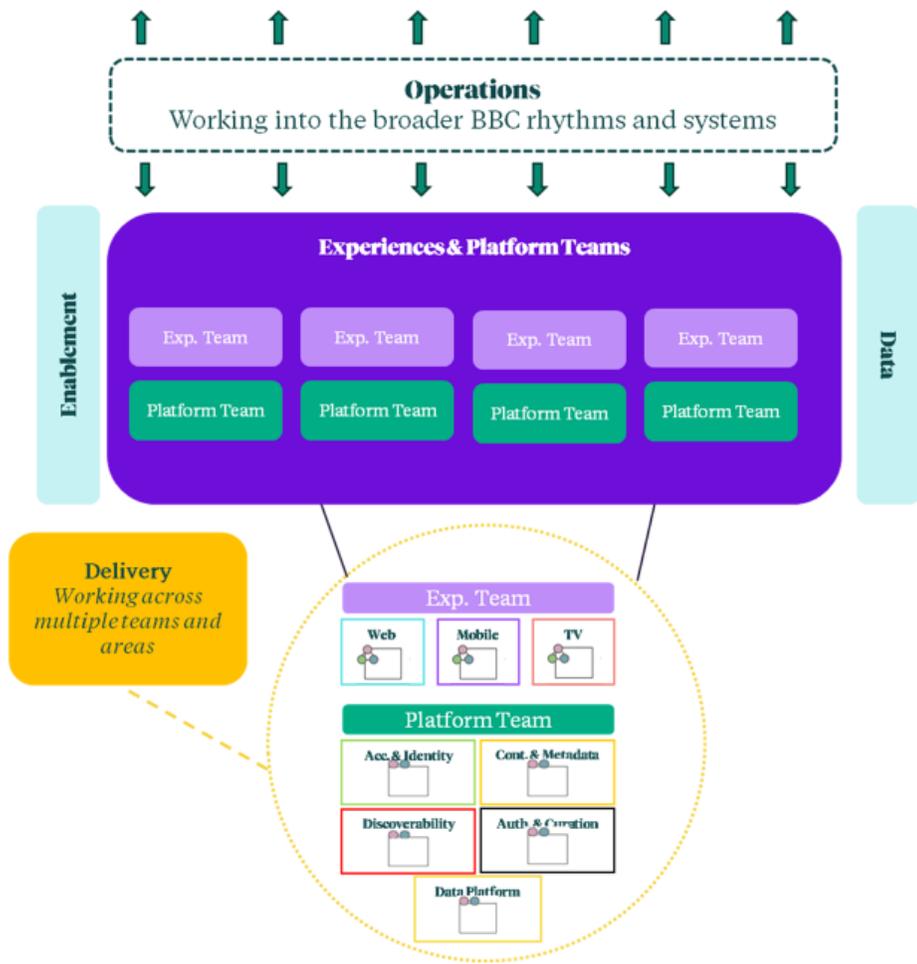


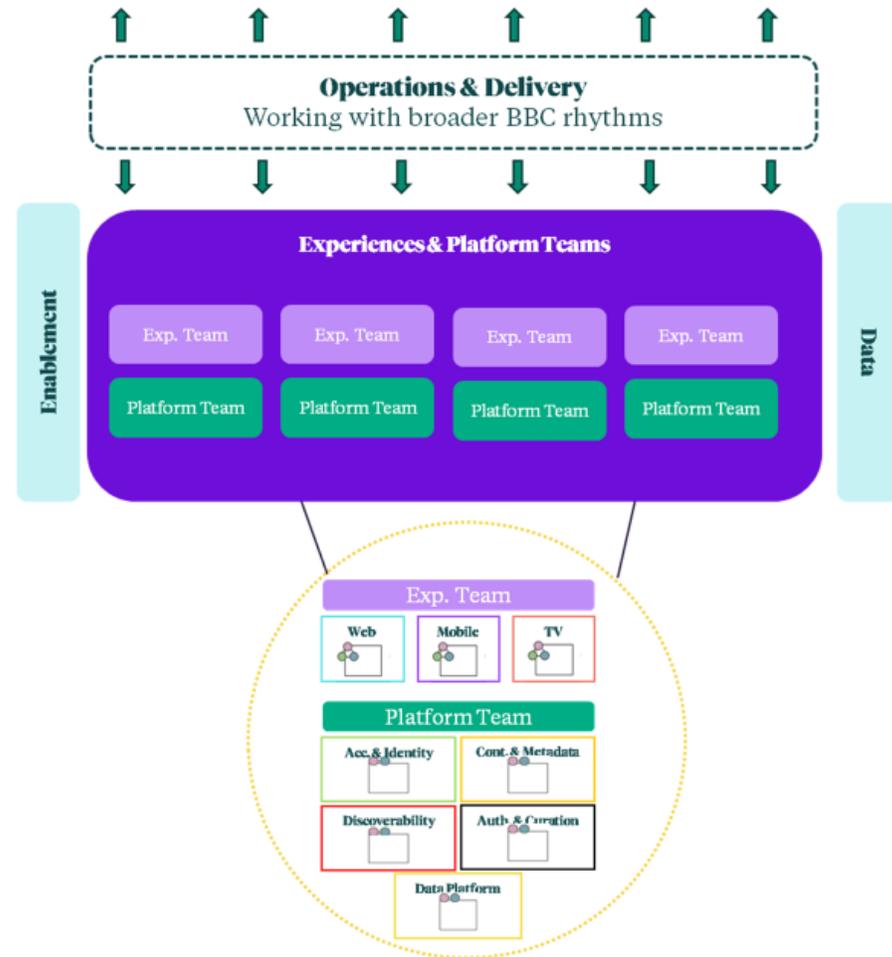
Option 1: System orchestrator

A system-level function that runs portfolio planning and visibility, ensuring teams stay connected to strategy, synchronised across dependencies, and continuously improving delivery performance.



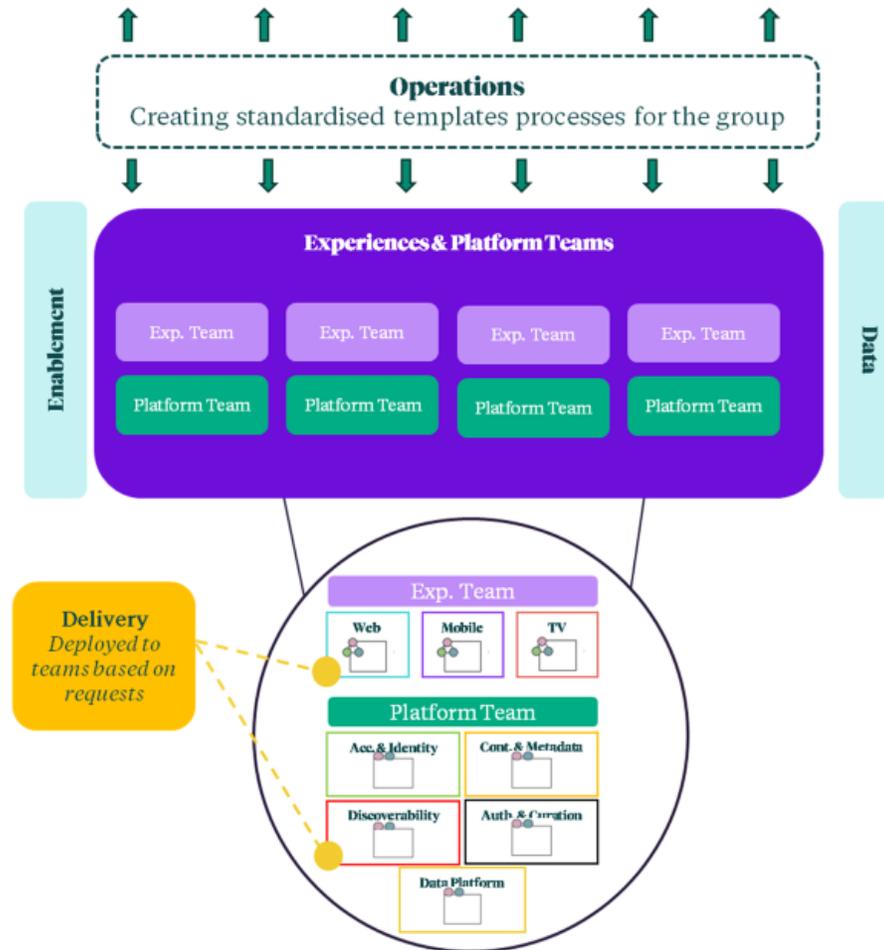
Option 2: Complex cross-org programme delivery

Strategic Initiative Office that leads and coordinates complex, multi-team initiatives that sit outside or across the PDLC – providing delivery certainty, managing scale and interlocks, and reducing risk for high-stakes programmes.



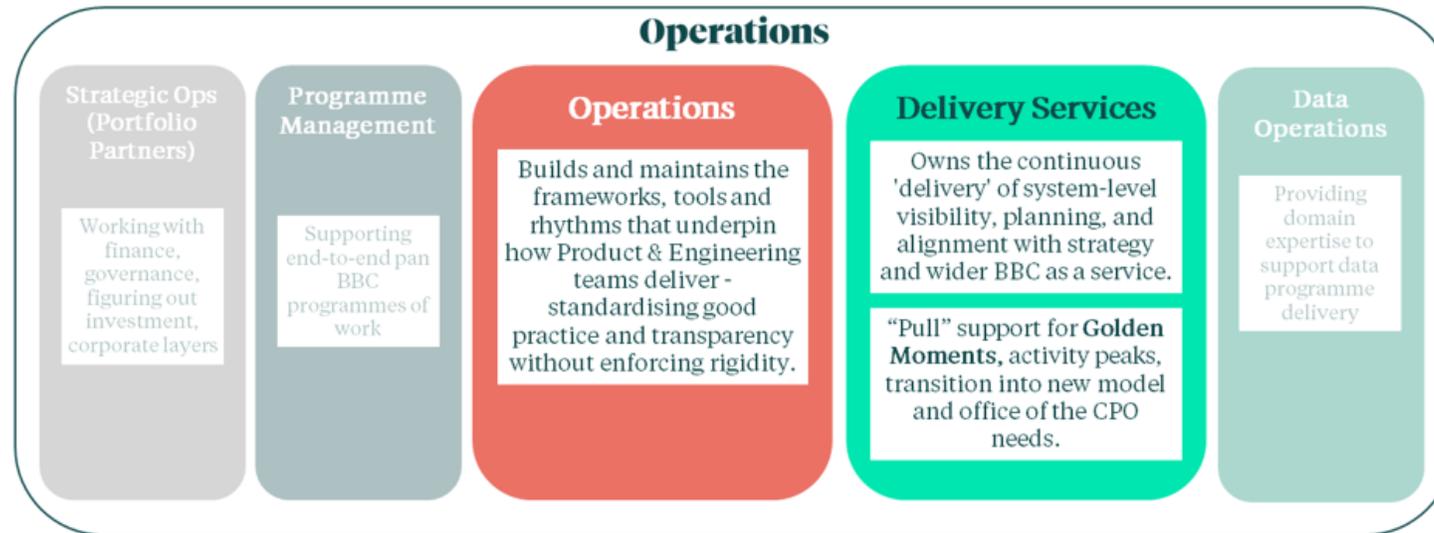
Option 3: System orchestrator with deployable support

A system orchestration function (portfolio-level flow and visibility) combined with a pool of Delivery professionals who can be deployed into teams to provide time-bound support for capability lift, stabilisation, or complex challenges.



Option 4: Transition-state model

A transitional structure with “Operations” (maintaining frameworks, tooling, and cadences) and “Delivery Services” (system-level visibility, planning, and pull-based support for peaks and transitions), reducing the need for embedded Delivery roles while keeping the organisation stable during PDLC rollout.



Implications

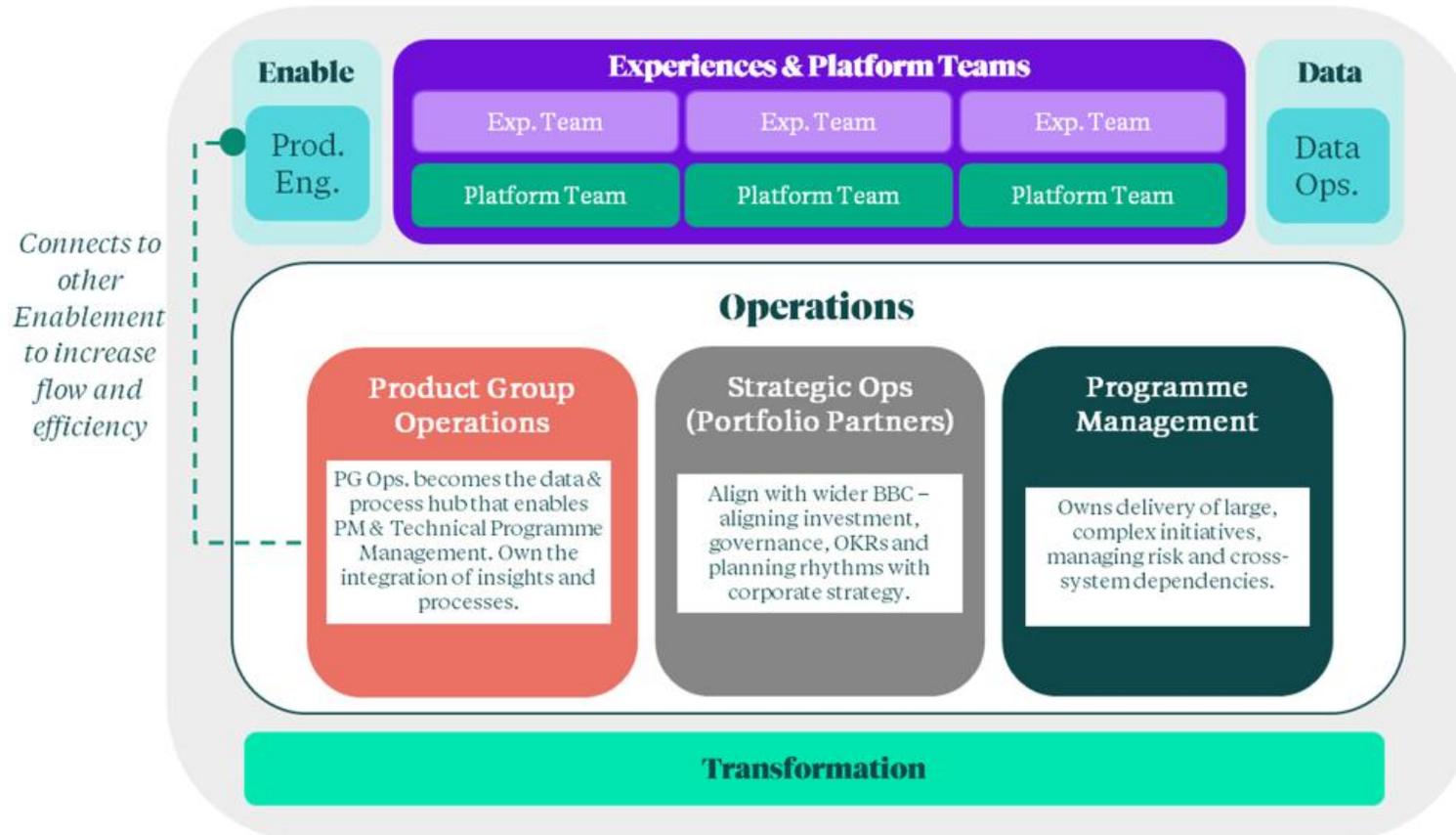
- New Delivery Services largely* removes need for team-facing Delivery roles (ADM/DM/SDM)
- *some Delivery resource needed for “pull support”
- May require additional Operations headcount (compared to current Delivery Operations) in-line with need

Other considerations

- Won't be a long-term model (*evolution of current, not full redesign to support POM/PDLC maturity journey*)
- Does not address current opportunities to simplify (e.g. Strategic Ops vs. Ops)

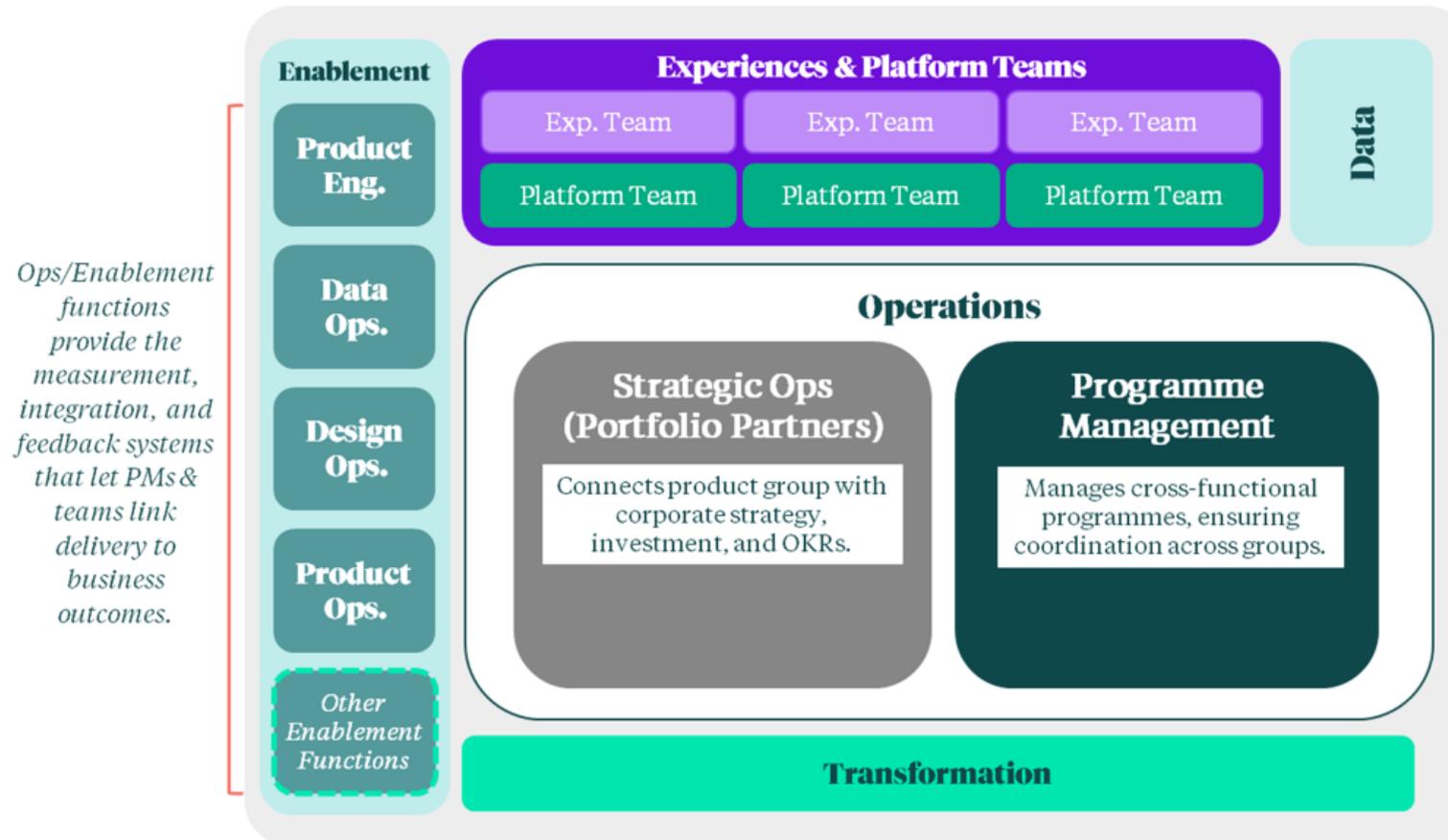
Option 5: Programme Management-Heavy

Product teams own day-to-day delivery, while Programme Management absorbs programme and strategic delivery responsibilities, and Product Group Operations provides the data and process hub - removing the need for embedded Delivery roles and distributing Ops into clearer specialist functions.



Option 6: CoE-led Enablement Function

Delivery dissolves into discipline-led Centres of Excellence, with each owning flow within its domain, while Strategic Ops and Programme Management coordinate cross-cutting initiatives.



Option 7: Product-led Execution

Delivery driven 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.

