



**Product Operations
Counter Proposal**

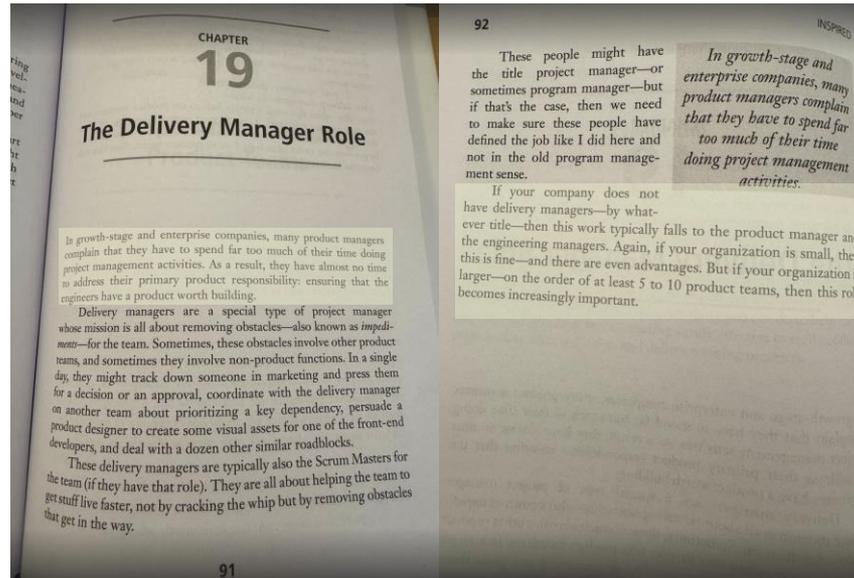
February 2026

Counter proposal design principles

- We recognise and support the need for change in how Product Group operates, and the adoption of the product operating model to achieve this at scale
- Our focus is on strengthening the proposal where it introduces unintended risks to effectiveness, responsiveness or sustainability, and on clarifying accountabilities for new and evolving roles
- We have designed for a future Product Group where the product operating model is fully embedded and operating at scale, rather than optimising for current structures or transitional complexity

ALIGNMENT WITH THE PRODUCT OPERATING MODEL

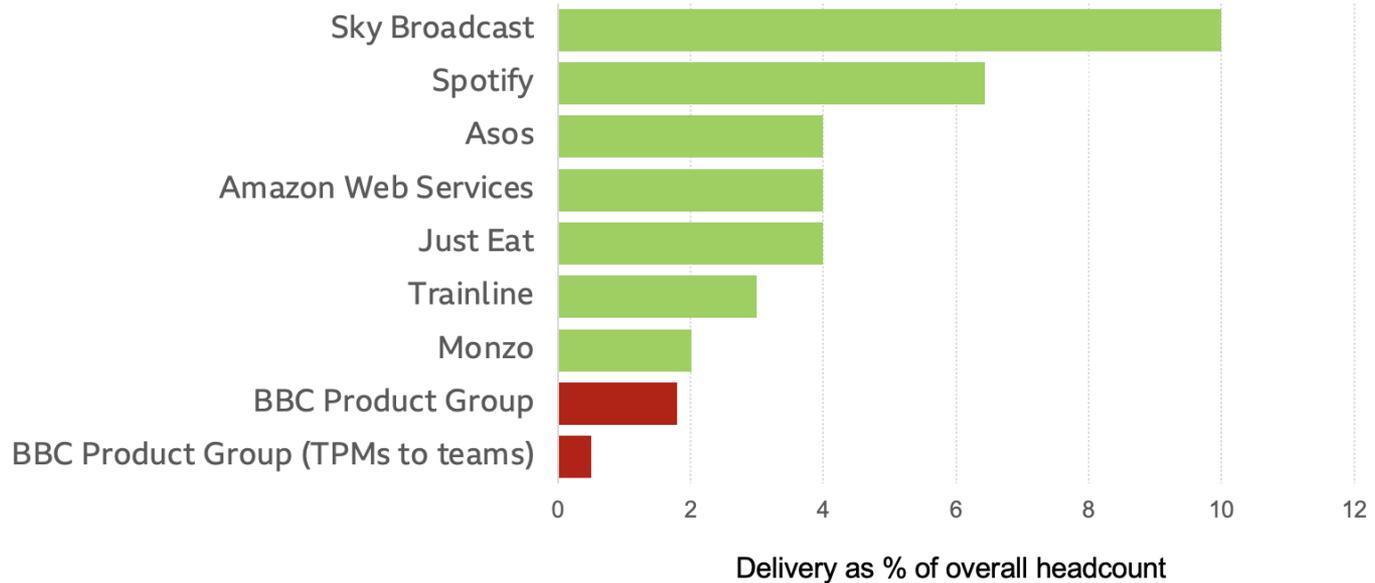
Delivery is an important role in a scaled POM organisation



Chapter 19, 'Inspired' by Marty Cagan

ALIGNMENT WITH THE PRODUCT OPERATING MODEL

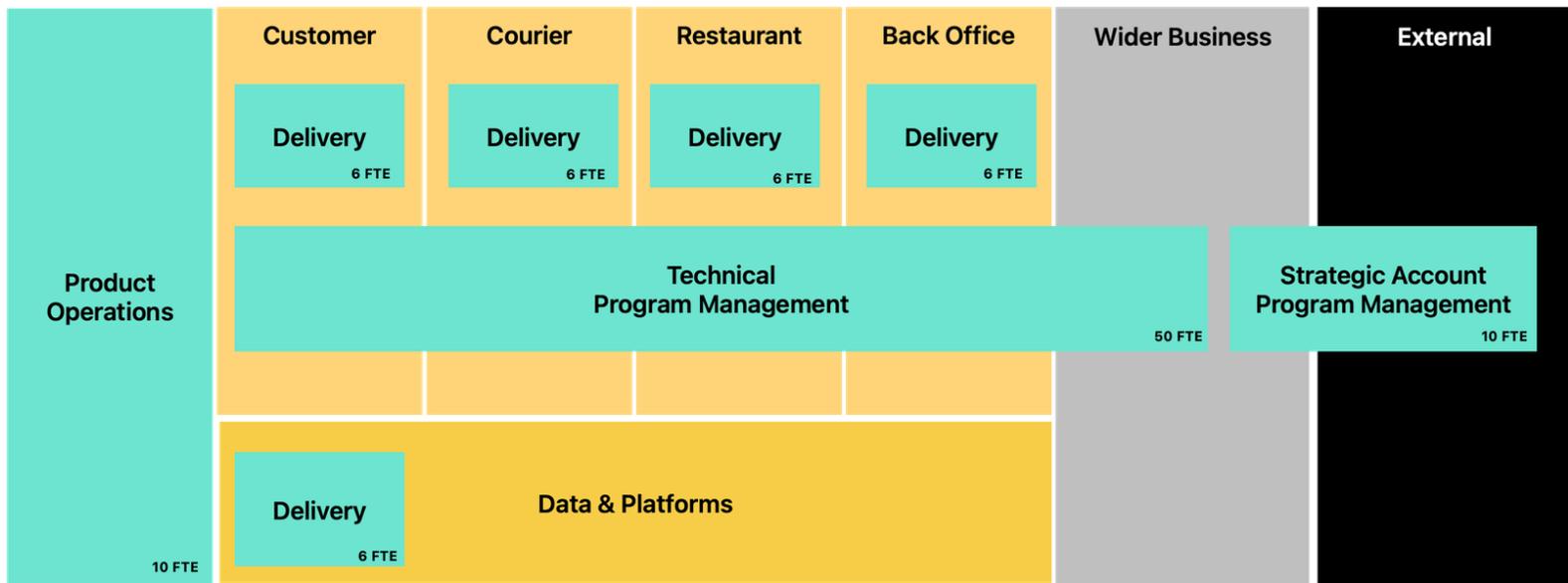
The Product Group proposal is severe compared to our target models:



** More information is available in the counter proposal document

ALIGNMENT WITH THE PRODUCT OPERATING MODEL

Example Operations org structure from Just Eat Takeaway, who recently removed Delivery from being embedded in teams and follow a similar operating model. Their proportion of Operations is 4%.



1. PRODUCT OPERATIONS

PRODUCT GROUP OPERATIONS DESIGN

Product Group Operations can be understood as two distinct but connected sub-functions:

PORTFOLIO OPERATIONS

Owens the end-to-end operating system that turns strategy into plans, plans into execution, and execution into value.

Connects strategy, intake, insight, funding, and governance

Facilitates turning strategic ambition into **credible, capacity-aware** plans

Designs how **work enters, flows through**, and exits the system

Creates portfolio **insight by design**, not manual reconstruction

Enables timely, durable **decision-making** at the right level

Removes ambiguity to reduce **cognitive load** on teams

Reinforces **consistent** ways of working through common standards

Provides **foresight** on risk, capacity, and investment pressure

Portfolio Operations turn complexity into clarity

3rd PARTY ENGAGEMENT

Ensures the BBC can **safely, strategically and effectively** use external suppliers to flex capacity and capability.

Connects product strategy, delivery risk, and sourcing decisions

Shapes a resilient supplier ecosystem aligned to Product Group priorities

Manages supplier performance end-to-end against delivered value

Provides insight into third-party cost, demand, and spend pressure

Creates confidence in third-party delivery through clear governance

Identifies and mitigates supplier, concentration, and continuity risk

Translates future product plans into external capacity and cost outlooks

Runs compliant, repeatable third-party administration at scale

3rd-Party Operations provide scalable capacity

PRODUCT GROUP OPERATIONS DESIGN

The top 3 risks affecting the Product Group Operations teams are:

Fragmented end-to-end ownership across the operating system

Impact:

Decisions slow down, issues escalate upward, and the operating system relies on individual intervention rather than clear ownership.

Linked Risks

- **PO Risk 1:** *Fragmented system ownership and accountability*
- **PO Risk 2:** *Strategic capacity diluted by coordination overhead*
- **3PE Risk 1:** *Unclear accountability and mandate for Third-Party Management*

Strategic capability constrained by administrative load.

Impact:

If administrative work is not explicitly designed and resourced, it absorbs strategic capacity, limiting proactive management of risk, value, and long-term outcomes.

Linked Risks

- **PO Risk 2:** *Strategic capacity diluted by coordination overhead*
- **PO Risk 3:** *Change does not land or sustain without active stewardship*
- **3PE Risk 2:** *Strategic capability eroded by operational load*

Insight exists but cannot reliably trigger timely decisions or action

Impact:

When authority, adoption, or escalation are unclear, available insight remains observational rather than decision-ready, leading to slower decisions, prolonged risk exposure, and declining confidence.

Linked Risks

- **PO Risk 4:** *Insight exists but is not decision-ready or actionable*
- **3PE Risk 3:** *Reactive supplier management and late risk discovery*
- **3PE Risk 5:** *Insight without authority to act*

PRODUCT GROUP OPERATIONS DESIGN

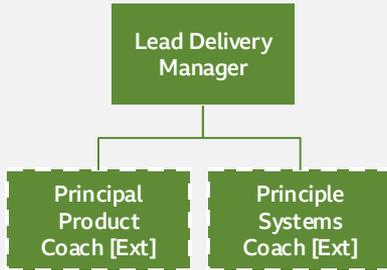
PORTFOLIO OPERATIONS

Band E

Band D

Band C

As-Is



As-Proposed



Counter Proposal



Benefits

- **Clear ownership from end to end:** One Lead owns Portfolio Operations as a whole, instead of responsibility being split across multiple roles.
- **Less coordination, fewer bottlenecks:** The system no longer relies on senior people stitching things together or managing hand-offs between roles.
- **More done with fewer, more senior people:** A small, highly capable team can take on complex work directly, without needing layers of line management to coordinate them.
- **Scales without adding management layers:** The model grows by improving clarity and ways of working, not by adding more people to manage complexity.

B B C PRODUCT GROUP

Band E

+3

Band D

-3

Band C

-

PRODUCT GROUP OPERATIONS DESIGN

PORTFOLIO OPERATIONS – CAPABILITY MODEL

Band E

Band D

Band C

Lead
Operations Manager

Principal Operations Manager

Strategy & Planning

Owns how intent enters the system and becomes executable

- Translates organisational strategy into clear priorities and planning intent
- Designs strategic intake and prioritisation so trade-offs are explicit and capacity-aware
- Connects objectives, initiatives, and delivery plans into a single planning view
- Maintains coherence between long-term strategy and near-term execution

Product / Operations

Principal Operations Manager

Delivery & Insight

Owns how work flows and how performance is understood

- Designs how work is structured, tracked, and progresses end to end
- Establishes consistent delivery standards and flow practices
- Produces reliable delivery and flow insight for teams and leaders
- Surfaces risks, bottlenecks, and trends early enough to act

Engineering / Agile Coaching

Principal Operations Manager

Knowledge & Reporting

Owns how information is created, structured, and reused

- Defines clear knowledge structures and reporting standards
- Ensures progress, decisions, and context are easy to find and understand
- Reduces duplication and narrative rebuilding across the organisation
- Enables consistent, low-effort reporting for teams and leadership

Engineering / Dev Ops

Principal Operations Manager

Funding & Governance

Owns how investment, capacity, and decisions are governed

- Aligns funding decisions to strategy, plans, and delivery reality
- Designs governance that enables timely, durable decisions
- Clarifies decision rights, forums, and escalation paths
- Maintains visibility of financial, delivery, and investment risk

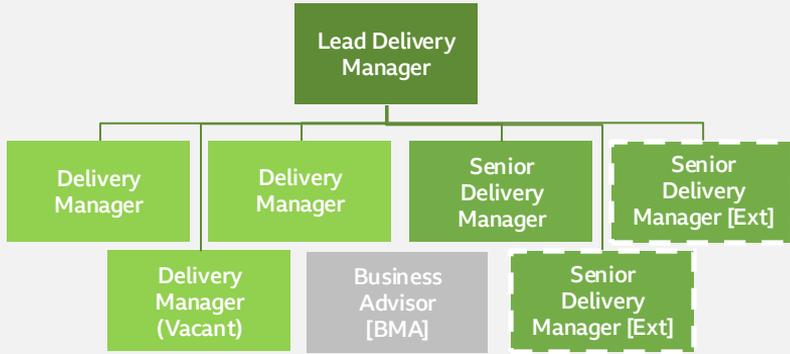
Finance / Operations

PRODUCT GROUP OPERATIONS DESIGN

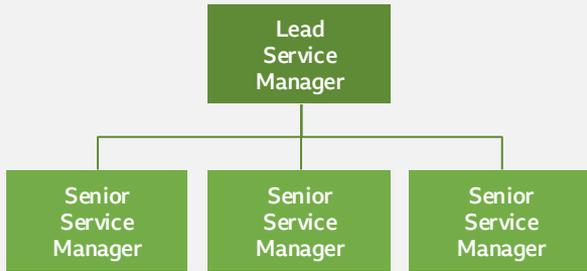
3rd PARTY ENGAGEMENT



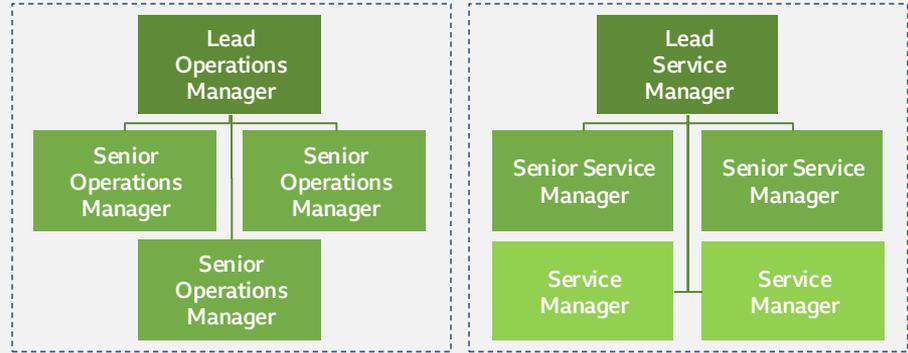
As-Is



As-Proposed



Counter Proposal



Benefits

- **Makes expectations and accountability for 3rd-Party Operations explicit:** Supplier outcomes, performance, and risk are clearly owned rather than assumed.
- **Separates strategic supplier management from day-to-day administration:** Administrative work is treated explicitly, protecting space for proactive supplier management.
- **More value from a small, senior operations management team:** Experienced managers handle complex supplier relationships directly, without coordination overhead.
- **Provides scalable capacity without losing control:** External capacity can flex with demand while maintaining grip on cost, performance, and risk.

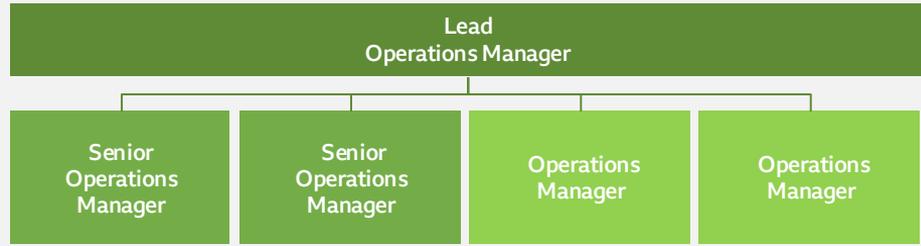
PRODUCT GROUP OPERATIONS DESIGN

3rd PARTY ENGAGEMENTS – CAPABILITY MODEL

Band E

Band D

Band C



3rd Party Advisory & Governance

- **Enabling informed sourcing and commercial decisions:** Supporting Product and Engineering to choose appropriate sourcing routes with Procurement and Legal.
- **Governing supplier performance and relationship management:** Setting standards and oversight for supplier performance, escalation, and remediation.
- **Managing third-party risk and resilience:** Identifying and addressing dependency, concentration, and continuity risk.
- **Providing forward-looking cost and demand insight:** Forecasting third-party spend and demand to inform planning and investment decisions.
- **Advising and guiding teams through third-party procedures and compliance:** Helping teams navigate policy, approvals, and governance without slowing delivery.

This work relies on senior judgement and sustained focus and is most effective when operational administration is handled separately.

3rd Party Business Operations

- **Augmentation request and extension management:** Coordinating new and extension requests through approved routes and approvals.
- **Onboarding and offboarding coordination:** Managing contracts, access, start dates, and clean exits for third-party resources.
- **Billing, goods receipt, and issue resolution:** Enabling accurate billing and resolving discrepancies with suppliers and Finance.
- **Financial approval routing and compliance control:** Verifying approvals, maintaining audit trails, and enforcing financial controls.
- **Knowledge management, self-service enablement & Single source of truth:** Maintaining guidance, FAQs, and standard processes to reduce ad-hoc handling.

This work is essential, repeatable, and operational by nature and must be explicitly designed for rather than absorbed informally by senior roles.

“ Closing remarks

The risks identified in this document are not about people or effort, they are about **design**.

This model addresses those risks directly by **removing fragmented ownership, protecting strategic capacity, and making expectations explicit** across Portfolio and 3rd-Party Operations.

By doing so, Product Group Operations becomes a **clear, accountable, and sustainable function**, capable of supporting the organisation as delivery models and dependencies continue to change.

”

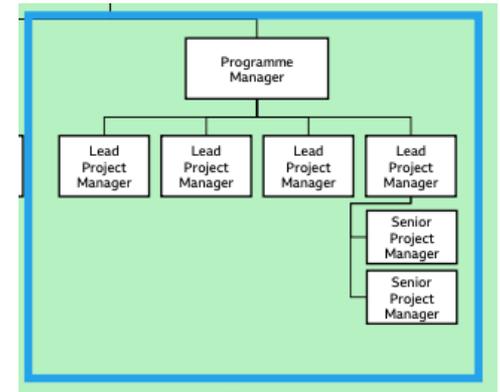
2. PROGRAMME & PROJECT MANAGEMENT

Programme and Project Management

The pan-BBC programme team, established a year ago, has demonstrated clear value through continued demand for its programme, portfolio, and project management expertise, particularly where complexity is high, and stakeholders sit beyond Product Group.

The proposal sizes the team for 1–2 (maximum 3) large scale pan-BBC programmes. Our assessment of demand and associated risks indicates this is insufficient, so we propose scaling the team from 7 to 20 roles, plus a Band F leadership role.

The team's remit would be to deliver the **9 programmes, 4 portfolios and 24 projects** that are **medium / high complexity and medium / large size**. There are an additional 27 projects that are low complexity / small or medium size that are assumed to be delivered within the Product Areas.



Product Group current load:
4 portfolios
9 programmes
50 projects

PROGRAMME & PROJECT MANAGEMENT

The top 3 risks affecting the Programme Management team are:

Missing coverage of Product Group owned programmes and projects

Impact:

Key programmes and projects lose coordination, increasing the risk of missed commitments, budget overruns, and inconsistent quality. Undermines confidence in our ability to deliver reliably at scale and meet strategic commitments.

Linked Risks

- *R2. No intake process*
- *R5. Perception that programme and project management are dispensable*
- *R6. More expensive resources*
- *R7. Lack of consistency*
- *R9. Maturity of org has been overstated*
- *R11. Controlled start & end*

Removal of Delivery from projects and activities which deliver into programmes

Impact:

Introduces systemic risk to programme execution. Programme delivery becomes slower, lower quality, and more vulnerable to unmanaged risks and dependencies. Benefits are not realised as changes are not embedded

Linked Risks

- *R7. Lack of consistency*
- *R9. Maturity of org has been overstated*
- *R11. Controlled start & end*
- *R15. 3rd party delivery*
- *R17. Lack of understanding of initiative delivery*

No intake process or pipeline for programmes and projects

Impact:

The programme team is not consistently deployed to the highest-value work, faces frequent reassignment and cannot forecast capacity. When brought in late, they miss the initiation stage where they have greatest influence on budget, time and quality.

Linked Risks

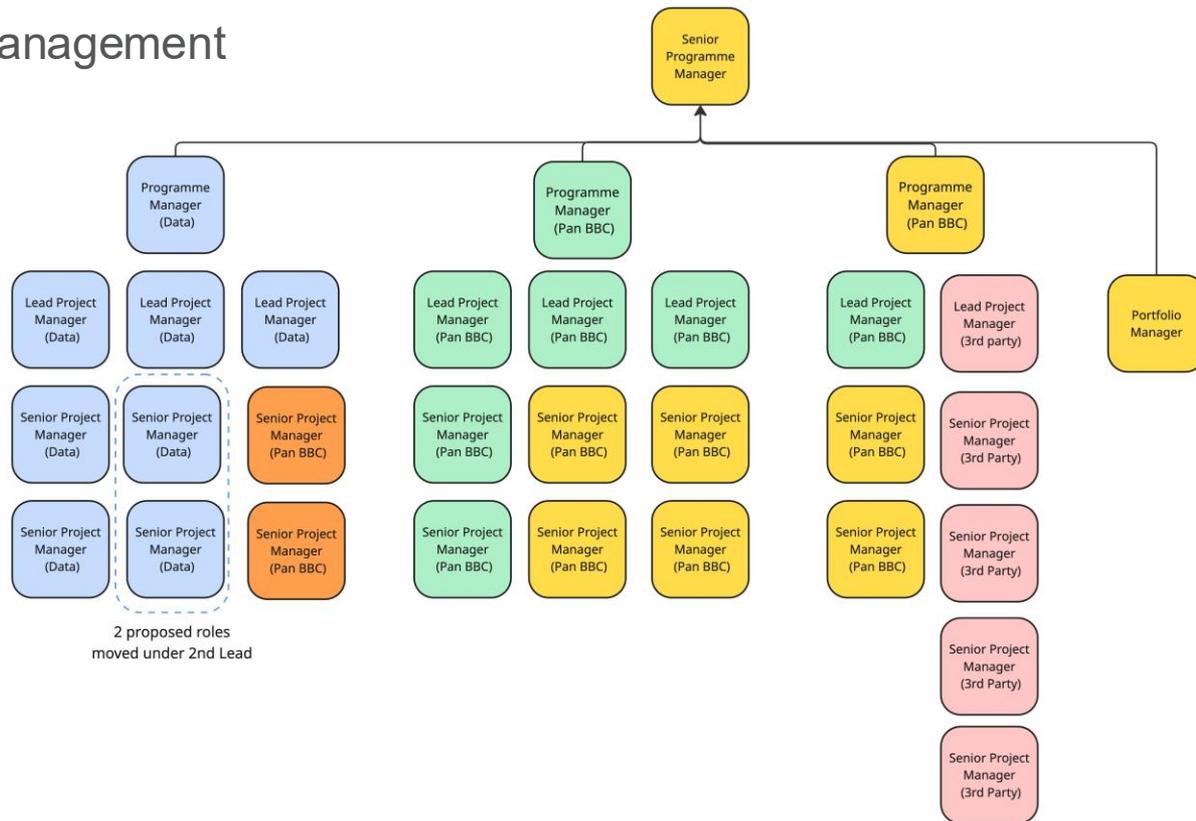
- *R7. Lack of consistency*
- *R12 Separate programme teams for product and data*
- *R18. Proposal doesn't account for future org design*

Programme and Project Management Proposed Org Design

Note

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

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



Band F **+2** Band E **+2** Band D **+10** Band C **--**

KEY

Existing Data team role New Data team role Existing Pan BBC team role New Pan BBC team role New 3rd party role

PROGRAMME & PROJECT MANAGEMENT RATIONALE FOR INTRODUCING NEW ROLE CPFs

Senior Programme Manager Role (Band F)

- Manage the **most complex strategic pan BBC programmes**
- **Align the processes and approach** across both programme orgs (pan BBC and data)
- Ensure **more flexibility** to move team members between pan BBC and data programme teams, and mitigate the risk of the data team rolling off the data programme when that is finished
- Ensure Kelly has **appropriate leadership support**

Portfolio Manager (Band E)

- Create an **intake process** and manage intake into the team
- Support the creation of a **centre of excellence** and the documentation and template creation
- Ensure **appropriate visibility for programmes**
- 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 the **first point of contact** for requests for project management support

PROGRAMME & PROJECT MANAGEMENT ACCOUNTABILITIES

Our remit is unchanged, our scope is significantly increased

Accountable For:

- Working with sponsor and stakeholders to **establish the programme / project objectives**
- Putting in place the **governance and delivery approach**
- Ensuring **scope is defined** against outcomes
- Creating a delivery plan so that **benefits are realised as early as possible**
- **Reporting on overall delivery progress**
- Creating a **collaborative project team environment**
- **Managing budget** including preparation of business cases
- 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**
- Providing **best practice guidance** for project / programme delivery
- Ensuring **smooth transition to BAU**
- **Line management** as appropriate

Not Accountable for:

- **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

PROGRAMME & PROJECT MANAGEMENT

An expanded Programme team that ensures benefits are realised for our most critical programmes and projects

It creates a flexible, scalable workforce that:

- Is sized more appropriately to deliver for Product Group and the BBC (TPM level proposed at 1.5% rather than 0.5% for the pan-BBC team)*
- Has a consistent approach and clear intake process to ensure we work on the right things in the right way, with visibility and accountability
- Works hand in hand with the Data Programme, Operations, Portfolio and Transformation teams to transform how we work
- Partners with Operations to ensure we deliver work successfully via 3rd parties and roll out ways of working improvements, e.g. Jira Cloud
- Ensures that Kelly is supported by appropriate leadership across programme management

Data supporting Programme Team Sizing

PROGRAMME & PROJECT MANAGEMENT – DEFINITIONS: WORK TYPE

Definition: Work Type (see fuller definition in document)	Example
<p>Initiative A coherent stream of work that delivers a measurable outcome for audiences or the organisation, typically within six months. Links strategy to execution and focuses on value delivered, not organisational effort.</p>	<ul style="list-style-type: none">•Start ingesting viewability events via BAG (PS1 - Data Platform).
<p>Project A time-bound, temporary piece of work undertaken to deliver a defined change or objective. May include one or more initiatives plus additional activities needed to complete the change.</p>	<ul style="list-style-type: none">•Roll out the standardised risk management process•Met Office digital integration•Jira Cloud rollout
<p>Programme A temporary strategic vehicle that coordinates multiple related projects, initiatives, and change activities to realise a set of organisational benefits. Typically higher-stakes, more complex, and often sponsored at senior organisational levels.</p>	<ul style="list-style-type: none">•Freely•Met Office Partnership
<p>Portfolio A grouping of work (programmes, projects, and/or initiatives) aligned to a shared strategic theme or boundary. Usually continuous, used to prioritise, balance, and govern investment, rather than deliver change directly.</p>	<ul style="list-style-type: none">•Product Group's SLA with BBC Studios•Children's 3rd party games

PROGRAMME & PROJECT MANAGEMENT – DEFINITIONS: SIZE AND COMPLEXITY

Definition: Size

Small - delivered in 3 months or less

Medium - delivered in 3-12 months

Large - delivered in one year or more

Definition: 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

Assumptions on Scope

- The Data Programme team will lead the projects / programmes / portfolios which are driven by the data strategy
- The pan-BBC programme team will lead the projects / programmes / portfolios that impact Product Group excluding those covered by the data programme team above
- The pan-BBC programme team's remit assumes focus on the larger and more complex items as follows:
 - Project portfolios
 - Programmes
 - Projects that are medium / high complexity and medium / large size
 - Projects that are low complexity and large size

Additionally, there are projects that are low complexity and small / medium size that are assumed to be delivered within product areas.

PROGRAMME & PROJECT MANAGEMENT – ASSUMPTIONS: WORKLOAD

Assumptions on workload

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.

PROGRAMME & PROJECT MANAGEMENT: SIZING OVERVIEW

Team sizing – pan-BBC team

- 1 Senior Programme Manager, 2 Programme Managers and 5 Leads to deliver 13 programmes and portfolios
- 8 Seniors to deliver 24 projects
- 4 Senior roles to manage our 3rd party work packages (see next slide)

Team sizing – data programme team

- Based on the data team counter proposal: 1 programme manager, 3 leads, 6 seniors

This sizing assumes a similar load of projects, programmes and portfolios as we have now.

For a snapshot of current data see here: [Snapshot of Projects & Programmes being run by the Delivery Function \(Dec 2026\) - snapshot 2026-01-26.xlsx](#)

PROGRAMME & PROJECT MANAGEMENT: SIZING 3rd PARTY

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 work packages) - 1-2 Senior Project Managers

*Note: further discussion required on where the responsibility for Data Platform and other data work sits between the pan-BBC programme team, data programme team and the portfolio team.

3. PORTFOLIO ALIGNMENT

PRODUCT GROUP PORTFOLIO ALIGNMENT

The current proposal includes a small Portfolio Alignment team:

- To enable clear decisions, effective governance, and clear, joined-up insight
- Run and evolve the operational infrastructure for the Product Group, ensuring teams work at pace with confidence.
- Own and optimise systems, processes, planning frameworks, reporting structures, and clear, joined-up insights to sustain momentum, manage risks, and enable data-driven decision-making.

If successful, the intended impact could mean things like:

- No hidden work
- Show us where we need to be smart with our time
- Where we are spending time but not making impact
- What's stopping us delivering faster



However, we feel that the scope, scale and skillsets in the current proposal will make it difficult to fully achieve the full potential of this vision

PRODUCT GROUP PORTFOLIO ALIGNMENT

What the current proposal does not yet fully address

At the current headcount, this capability is likely to remain reactive and blind to the true picture.

Leaders will lack clear, joined-up insight at decision points

Impact:

Prioritisation decisions are made without a clear, shared view of scope, sequencing, and dependencies, leading to late discovery of issues:

- Strategy is agreed, but teams interpret it differently
- Plans exist at team level, but don't add up to a coherent cross-team view
- Dependencies and constraints are not visible early enough
- Intervention happens late and expensively

It will be difficult to see how initiatives fit together

Impact:

The proposal assumes that portfolio-level visibility of multi-team work will emerge naturally from team-level planning, without a dedicated capability to structure, size, and surface it early:

- Large initiatives lack a clear, shared view of scope, sequencing, and ownership
- Dependencies are surfaced late or negotiated under pressure
- Portfolio outlook changes too late to act

Governance and tooling produce lagging insight

Impact:

While governance frameworks and tooling are defined, there is a risk they do not produce trusted, decision-ready views without active stewardship and integration across teams:

- Portfolio views are incomplete, inconsistent, or unreliable
- Dashboards surface status but don't resolve trade-offs or align teams
- Interfaces between areas delay progress

PRODUCT GROUP PORTFOLIO ALIGNMENT

Absorbing this work into existing roles creates hidden operating costs: late escalations, repeated re-decisions, and delayed value.

Product & Engineering do this – but locally

Product Managers and Engineering Managers are optimised for team and domain success.

They are excellent at:

- prioritising their roadmap
- sequencing their work
- resolving their dependencies
- optimising their outcomes

They are not designed to:

- reshape initiatives that span multiple Areas
- rebalance capacity across other people's teams
- make trade-offs that disadvantage their own roadmaps for system benefit

System optimisation requires a different accountability otherwise we get:

- local wins
- global drag

Senior leaders already pick this up - but only at crisis points

The work doesn't disappear. It moves to:

- Group Leads
- Product Area Leads
- Directors

But only when signals spike:

- missed dependencies
- delivery confidence drops
- escalations hit

At that point:

- options are narrower
- costs are higher
- decisions are reactive

This creates a hidden operating cost:

- leadership time spent untangling work
- repeated re-decisions
- delayed value

Why “just add it to the role” doesn't work at scale

You are no longer dealing with:

“Can a capable leader coordinate some extra things?”

You are dealing with:

“Who wakes up every day accountable for whether the system flows?”

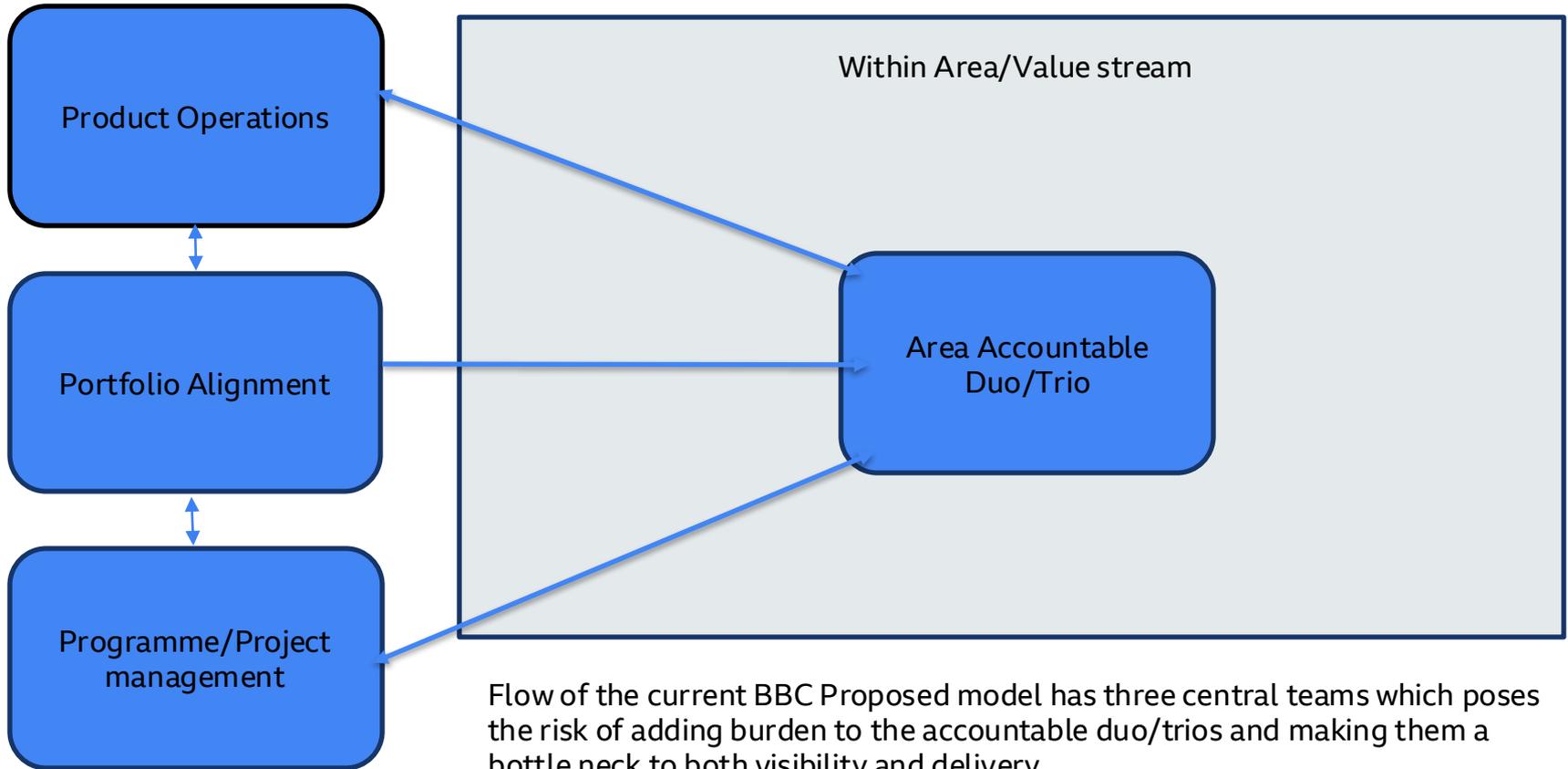
When this work is part of everyone's job:

- it becomes no one's job
- it is done late
- and only under pressure

That's when:

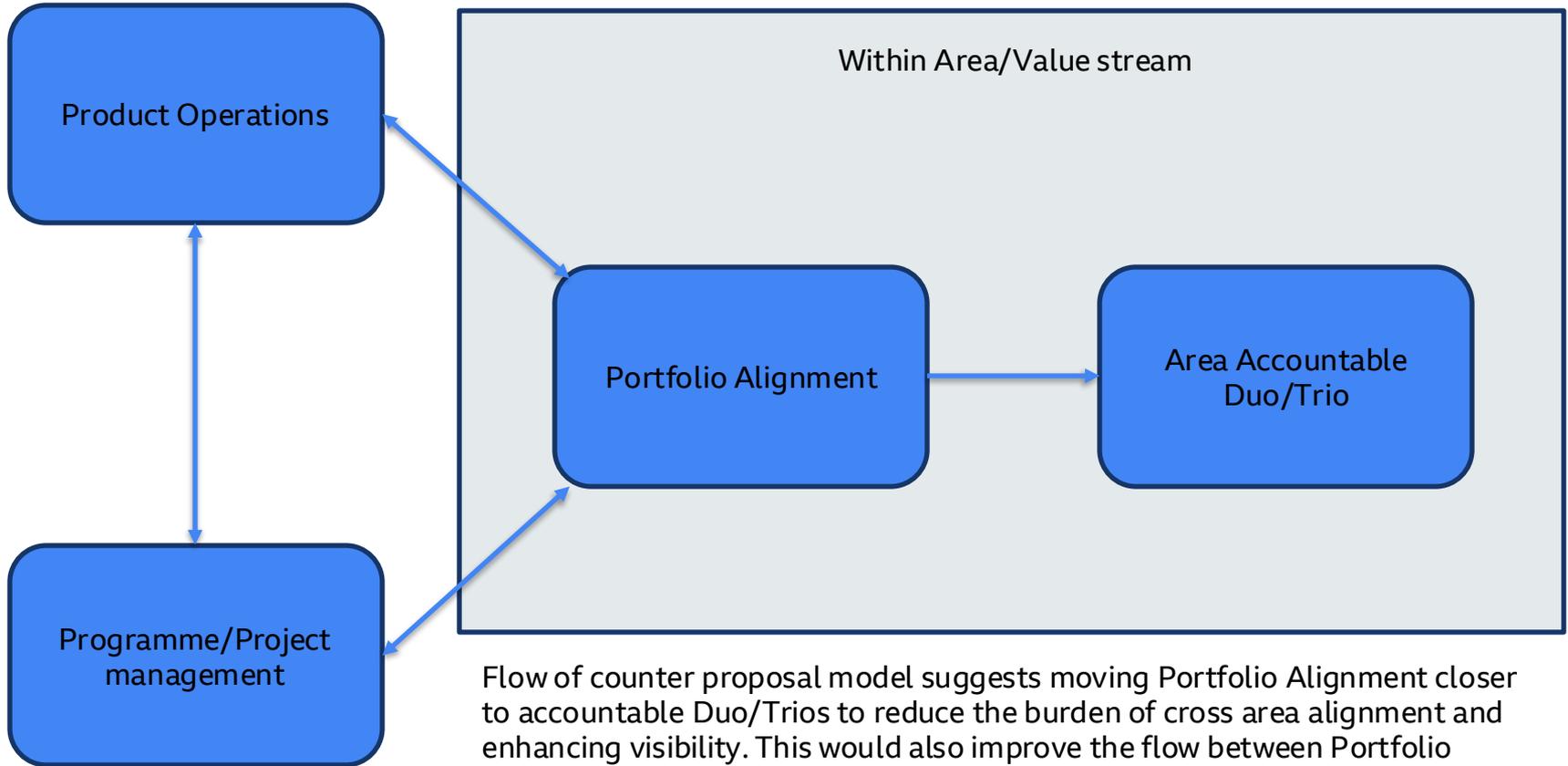
- dependencies surface late
- dashboards become lagging indicators
- leaders lose confidence in forecasts

PORTFOLIO ALIGNMENT – Current model proposed by the BBC



Flow of the current BBC Proposed model has three central teams which poses the risk of adding burden to the accountable duo/trios and making them a bottle neck to both visibility and delivery.

PORTFOLIO ALIGNMENT – Counter proposal model flow



Flow of counter proposal model suggests moving Portfolio Alignment closer to accountable Duo/Trios to reduce the burden of cross area alignment and enhancing visibility. This would also improve the flow between Portfolio Alignment, Product Operations, Accountable Duos/Trios and Programme/Project Management.

PRODUCT GROUP PORTFOLIO ALIGNMENT

What the Portfolio Alignment team enables

This team exists to give leaders confidence that the organisation is working on the right things, in the right order, without late, forced trade-offs.

It does this by revealing system-level pressures created by overlapping priorities, shared teams, and competing demands - early enough to act deliberately rather than reactively.

It does not own product strategy or team delivery. This team exists to keep the system coherent as many local decisions are made in parallel.

PORTFOLIO ALIGNMENT – WORKED EXAMPLE 1, LIVE EVENTS PROBLEM SPACE

29 active initiatives – 14 'now', 3 'next', 12 'later'

NOW – 10 very high priority, 4 high priority

Example initiatives:

- Scale UHD on TV – 11 teams, across BBC and PG, has a deadline and dependency chains
- Arctic Fox team – a key risk of failure to plans involved in 7 of the 'now' initiatives
- Destination pages – run in Discoverability problem space but requires shared teams and input
- Reducing latency – a single team, but a long plan – likely run solo but requires attention paid
- In app notifications – 3 teams in TV, but all in high demand on other initiatives in Live, also involves mobile and platform teams
- Enhanced live page – 4 teams collaborating
- Plan your viewing – platform teams, web and TV – all teams have competing demands

What we can't see from tooling is which risks are heating up, which pipeline initiative needs to kick off soon, do we need to make trade-offs in one area to prioritise another, are other problem spaces or external teams still likely to be available when we need them? What decisions do we need to make soon? What system pressures will force these decisions?

PORTFOLIO ALIGNMENT – WORKED EXAMPLE 2, Discoverability PROBLEM SPACE

34 active initiatives – 15 very high priority, 18 high priority

8 require High co-ordination effort

12 impact multiple audience facing products

5 contain critical deadlines

Example initiatives that require high co-ordination effort across multiple audience facing products:

- Scalable Streaming Destination Pages in FABL to support improved content discovery.
- Unified Popularity Ranking Capability
- Optimise and Personalise Pre-rolls
- Improved presentation of content groups and items to help with audience comprehension and inspiration

PRODUCT GROUP PORTFOLIO ALIGNMENT

What an individual does

Primary Accountability

- Produce decision-ready portfolio insight: scope, sequencing, dependencies, trade-offs
- Maintain a coherent, cross-stream view of risk and capacity
- Surface decisions *before* they are forced

Secondary Accountability (used selectively)

- Intervene to re-align work *where misalignment threatens portfolio coherence*
- Coordinate across areas to unblock critical paths when needed
- Hand off cleanly to Programme/Project once work is time-bound and committed

Creating coherence of the overall system, not a specific outcome or initiative – and paying particular attention to the riskiest parts of the portfolio

PORTFOLIO ALIGNMENT

Key:

- **High** - Work crosses multiple areas and involves multiple teams
- **Medium** - Work crosses multiple Groups in an Area
- **Low** - Work contained in a single team or group

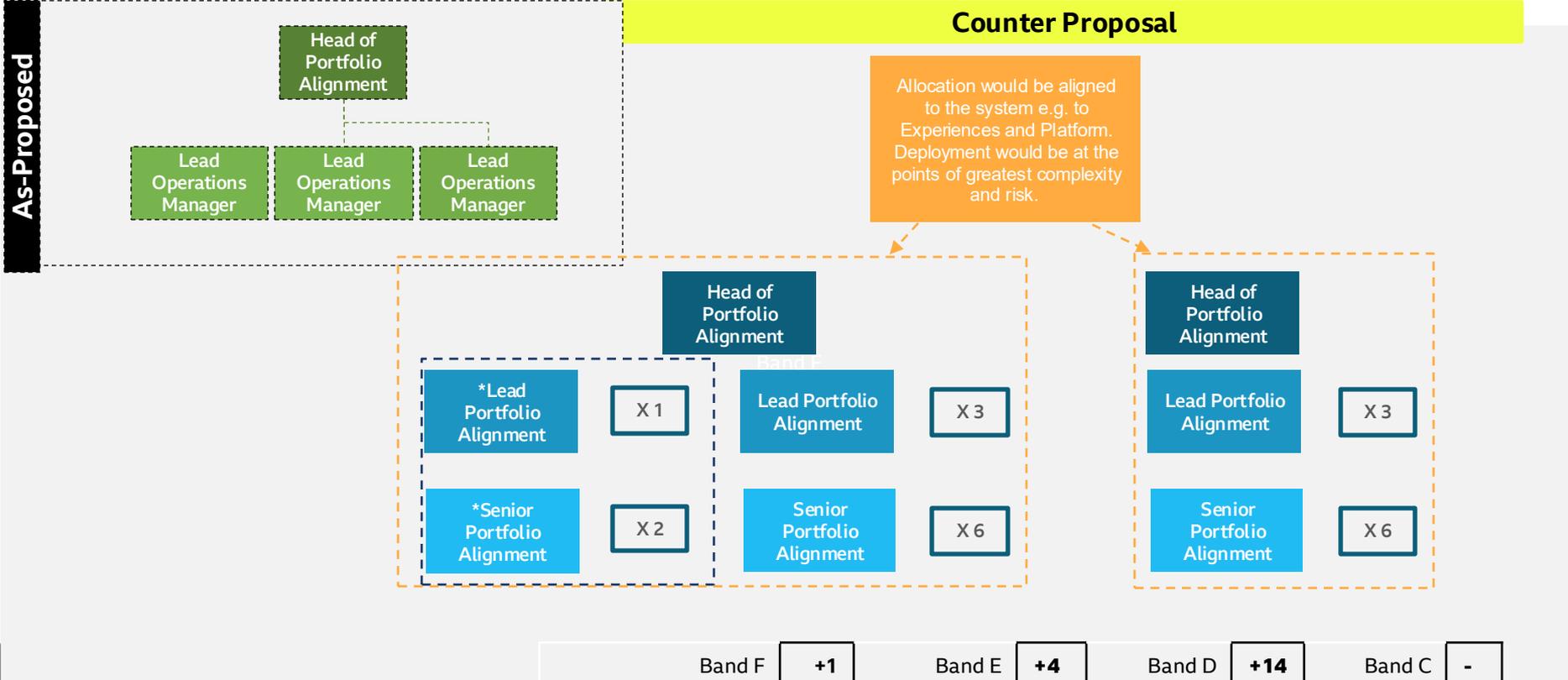
Most work is cross-team, high-complexity, and interdependent, requiring active orchestration.

The table below shows a snapshot of initiatives which are aligned to the current Problem Spaces. They may contribute to, but don't duplicate the work involved in Projects and Programmes.

Pipeline Phase		Discovery Phase		Design & Dev Phase	
Complexity	Count	Complexity	Count	Complexity	Score
High	8	High	16	High	9
Medium	3	Medium	5	Medium	3
Low	7	Low	10	Low	10

PORTFOLIO ALIGNMENT

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



PORTFOLIO ALIGNMENT

This team exists to ensure leaders can trust the decisions they are being asked to make

What leaders get from this team

- **A clear, joined-up picture of what's really happening.**
Not just status, but confidence in which plans are robust, which are fragile, and where attention is needed next.
- **Decisions that are surfaced before they're forced.**
Risks, dependencies, and trade-offs are surfaced early, while there are still options, not at the point of failure.
- **Predictable progress across priorities.**
Work is sequenced deliberately across teams and areas, reducing last-minute issues.
- **Momentum on complex, cross-area initiatives.**
Someone is actively joining the dots, unblocking hand-offs, and keeping multi-team work moving, without pulling leaders into the weeds.
- **Confidence that the system is behaving as intended.**
Leaders can trust that delivery issues aren't being hidden, local optimisations aren't undermining shared goals, and surprises won't arrive without warning.

Questions?

4. TEAM LEVEL SUPPORT

TEAM-LEVEL SUPPORT

The top 3 risks affecting team level support are:

Reduced resiliency to turnover and downward performance trends

Impact: Even if steady-state operation appears smooth, periods of change such as leavers, team dynamics, or shifting priorities will have a disproportionate impact without intentional team-level support designed to absorb this

Linked Risks

- *Loss of the delivery manager network at team level to support change and improvement in-context*
- *Loss of the network of delivery managers in team to facilitate routine coaching sessions*
- *Reduced ability for teams to recover quickly from disruption, change, or periods of instability*

Reduced quality due to lack of support capacity

Impact: Slower engineering output, fragile releases and increase in technical debt. Reduced capacity for product discovery and improvement increases the risk of stagnation in products and services.

Linked Risks

- *Increase in supplier management issues due to excessive span*
- *Degradation of team health and performance goes undetected until it becomes acute*

Breakdown in cross-team co-ordination

Impact: Delays in user value being released to audience due to unmanaged dependencies and blockers

Linked Risks

- *Trios exist primarily at 'initiative level' and team leads will need to manage competing requests either through negotiation or time-consuming planning & communication*
- *Loss of experienced delivery sense-checking at team level as discipline leads focus on their specialist responsibilities*

TEAM-LEVEL SUPPORT

Mitigations to these risks could include:

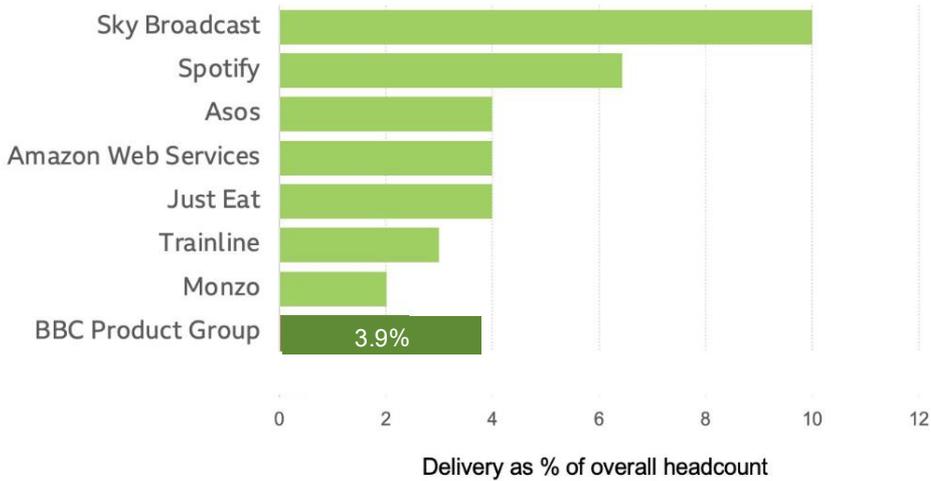
- An increase in agile coaches
- An increase in service manager roles for non-software teams
- A central team of people to be called upon for short term support
- Discussions in Engineering and other disciplines about the workload required to be absorbed

Additional discussions and proposals in this space will follow once the final shape of the Operations team is better understood.

SUMMARY

SUMMARY

The counter proposal ratio is still a streamlined Operations team



Reduction of
32 EFT roles

Reduction of
£400k per month
in contractor costs

Questions?