

Chief Operating Officer, Design & Engineering

Job Title	Chief Operating Officer
Job Family/Specialism	Business Management
Level in Organisation	L3
Grade	SM2

About the BBC

Our aim is simple - to enrich people's lives with programmes and services that inform, educate and entertain by being the most creative organisation in the world. But we don't focus simply on what we do – we also care how we do it.

Working here means you'll be part of something genuinely special. We're different from other broadcasters. We're funded by the licence fee and guided by a unique set of principles and values. People know us and are passionate about what we do. You'll also be involved in things that are enjoyed by millions.

BBC Division	Design & Engineering
Reports to	Matthew Postgate, CTO
Account/Budget Responsibility (£)	
People Manager Responsibility (Y/N)	Yes
Number of Direct Reports	tbc
Number of Indirect Reports	
Locations and Usual Base	London and Salford

About the Division

The division is responsible for delivering a wide variety of systems, products and platforms that enable the BBC to provide services to audiences. The Division aims to "... *be a leader and catalyst for an agile and efficient Internet Fit BBC, delivering world class innovation and outputs to global audiences, enabling and partnering with the wider BBC*".

Size and Scope of the role

This role drives the daily, weekly, monthly rhythm of Design & Engineering. It is the lynchpin that holds together all the activity carried out across the division.

This is a key role in the CTO's leadership team and leads the day to day management of running D&E with particular responsibility for Process, Governance, Budget, Resourcing, Strategy and Change. It acts as the key point of contact between D&E and the professional services functions – HR, Finance, Workplace, IC and Strategy.

Purpose of the role

The purpose of the COO role is to lead and co-ordinate all the 'internal business activities' within BBC D&E, as well as being a leader and advocate for D&E amongst the wider BBC operational community.

As a member of the D&E Group Board, the COO provides operational leadership to ensure:

- D&E is running effectively and efficiently
- Delivery of the commitments in the BBC Online Service Licence
- Maintenance of an efficient and effective decision-making structure for D&E, and where appropriate, across the BBC's digital business units
- BBC's Executive Board, Finance Committee and the Trust are kept across the development and progress of the D&E division and that suitable permissions are sought as and when necessary
- D&E led governance groups are effective and efficient
- Accurate business planning and prioritisation processes for D&E and across the BBC's digital businesses, including objective setting, annual planning, and performance reviews

Key Accountabilities

As an integral part of the D&E leadership team the COO is the clear and accountable owner for all the business functions that underpin D&E:

- **Budget:** management, reporting, tracking, forecasting and annual budget process – working with individual teams to build budgets and track spend.
- **Process :** documentation and communication of the business processes in place to run D&E
- **Governance :** establishing effective governance within D&E and interfacing with the governance frameworks within the wider BBC
- **Reporting :** establishing KPIs, reporting cycle, defining inputs / outputs, ensuring timeliness, ensuring effectiveness. Working with colleagues to ensure they understand their part in the reporting cycle and that they fulfil the reporting needs of D&E
- **Ways of working and culture change :** leading the effort across D&E to improve the working environment, capitalise on existing good practises and eliminate bad practises.
- **Resources :** oversight of how D&E uses its resources - optimisation, forecasting
- **Talent :** overall business accountability for the D&E talent pool – ensuring the business has the right skills, at the right level to meet the demand – working with individual teams to achieve this.
- **PMO function :** ensuring PMO function across D&E is fit for purpose and adheres to BBC standards
- **Stakeholder engagement :** ensuring appropriate plans and process in place to engage D&E stakeholder
- **Co-ordination of effort** across D&E and arbitration when necessary. Monitoring and manage dependencies

Generic accountabilities expected of senior leaders in D&E

- As a member of Board, ensure collective leadership and development of D&E as a division, developing and running an integrated service for the whole BBC, greater than the sum of its parts – and fit for the BBC’s global ambitions
- Lead and develop direct reports and the wider team, driving a collaborative, high performance team culture
- Keep abreast of industry trends, competitor activity & performance, and internal and external best practice, using analytical frameworks, strategic business models and tools to interpret and translate the results
- Drive efficiency and effectiveness in everything the BBC delivers to provide value for money for BBC licence fee payers
- Comply with all relevant BBC safety rules, procedures and guidelines, and be aware of responsibilities under the BBC safety policy
- Drives D&E activities to comply with the BBC’s policies on Diversity and to apply the principles of the policy when carrying out the role
- Contribute to making D&E a fantastic place to work and to attract and motivate teams
- There is a requirement for all staff to work flexibly across all media and genres. This includes contributing to ad hoc projects or providing longer term support in a different area. Any changes will be discussed with the individual concerned taking into account their interests and abilities

Key Relationships	
<p>External:</p> <ul style="list-style-type: none"> • Pan BBC COO community • Professional services 	<p>Internal:</p> <ul style="list-style-type: none"> • New Technology division • Board members • BBC Divisions

Person Specification
<p>Knowledge, Skills and Competencies:</p> <ul style="list-style-type: none"> • Ability to motivate and inspire a large, distributed team to consistently deliver quality services • Be future focused able to make strategic decisions and deliver capabilities ahead of business requirements as well as in response to them • Broad understanding of and ability to engage specialists over a wide ranging operating landscape • Strong commercial acumen and supplier management capabilities • Gravitas to engage and challenge other new D&E division Board members and key stakeholders across the BBC’s content divisions • Be an effective relationship builder and able to manage natural tensions – they must be able to work across organisational boundaries and offer a broad and balanced perspective when discussing strategic ideas • Ability to lead a large team, developing talent and a high-performance culture • Ability to remain confident and assured in difficult circumstances, with proven resilience and stamina to sustain performance when under continuous pressure • Operationally proficient with evidence of ability to manage substantial budgets and

Person Specification

complex processes involving multiple stakeholders

- Keep abreast of industry trends, competitor activity & performance and best practice, incorporating new ideas and establishing a high performance culture
- Financially literate and able to confidently operate a £100m+ budget
- Articulate, and literate – able to express complex concepts both verbally and written down
- Knowledge of the key principles underpinning the business, commissioning and administrative process of Journalism, Television, Information & Archives and Radio

Experience:

- Extensive senior management experience, interfacing with C-suite and board level executives, with a proven track record in shaping and driving delivery of technology and / or broadcast operations or in an industry of similar scale and complexity.
- Have extensive and relevant knowledge of broadcast engineering and broadcast digital landscape
- Experience of and capability to lead a large scale, diverse service organisation
- Proven track record in managing key governance and regulatory processes to equip you as the prime representative of the BBC with internal and external stakeholders.
- Breadth of experience of working within complex functions with extensive exposure to successfully managing conflicting priorities.
- A strategic thinker with experience of successfully influencing and directing strategic development in a complex stakeholder environment
- Substantial experience of leading change projects at scale in a large and complex matrix environment.
- Repeated experience of building external relationships and partnerships with organisations outside the BBC.
- Acting as the BBC's representative at industry events and initiatives

ROLE Specific Accountabilities/Responsibilities

- Lead the continuous development, delivery and evaluation of ways of working and behaviours to maximise the excellence of our capabilities
- Play a leading role in developing the culture across D&E businesses
- Be accountable for the divisional business plans, ensuring they are up-to-date, tested frequently and suitable budget is set aside to deliver on them
- Ensure health and safety plans and arrangements are in place and that they comply with legal and regulatory requirements
- Oversee risk management for D&E. Delivering alignment across business planning, risk management, risk tracking, health & safety and business continuity
- Ensure appropriate compliance reporting is put in place and is reviewed by the D&E Board
- Play a leading role in ensuring workplace, IT and accommodation is fit for purpose
- Ensure teams are located appropriately to ensure synergies with other parts of the business
- Work with colleagues across the BBC to ensure the strategy for BBC's workplace and IT fits with divisional ambitions

For HR CoE use only

Job Code:

Support / Support

Definition:

Content / Content