

Robert Luggar

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Profile

An experienced engineer and manager in broadcast and media systems engineering and project delivery. Adept at transforming and managing teams and behaviours whilst delivering multi-million pound projects.

Key Achievements

- Leading Playout Platform development incorporating rapid provisioning and configuration standardisation.
- Leading outsourcing and offshoring change programme to transform delivery resourcing as UK Head of Engineering.
- Providing technical and business leadership to a combined team of 60 expert engineers and solutions architects designing and building high quality appropriate technology solutions to deliver services to customers.
- Leading organisational change to combine project delivery and third line support capabilities
- Change Management for transition from internal staff broadcast systems integration team to external provider.
- Leading and managing all broadcast systems projects and support at Channel 4 with a combined team of 15 people and budget of £3-4m pa.

Key Skills

- Programme Management - Prince 2 practitioner trained with experience of delivering multi-million pound projects on time and budget.
- Experienced in delivering broadcast engineering, media systems, IT infrastructure, building services and fitout projects.
- Over 25 years experience in managing and leading multi-disciplinary engineering project and support teams day to day, and through significant change, Over 30 years in the Broadcast Industry.
- Strong analytical skills applied to developing both engineering and organisational solutions.
- Expert in Broadcast systems, building services and IT engineering design.

Career Summary



May 2023 – Current – Freelance Consultant in Broadcast Engineering and Theatre Stage Lighting

Available for short term contract/freelance roles in Broadcast Engineering or stage lighting design.



April 2021 – March 2023 – Head of Broadcast Media Solutions and Platforms

Technically responsible for ensuring Red Bee's new technical platforms are fit for purpose, supportable and efficiently delivered. Development of new Platform Management capability. Covering linear playout, MCR, Media Management,

Contribution and Distribution.

January 2018 - current - Head of Playout Platform and Engineering (UK)

Following a reorganisation into technology verticals and strategic plan to develop standard products on which to provide services, responsible for design, build and third line support of all UK Playout systems. Responsible for leading solution productization and development with a team of around 35 Solutions Architects and expert engineers.



October 2015 – December 2017 - Head of Engineering (UK)

Leading the UK Engineering delivery and architecture teams covering Playout, media management and Post Production, a team of upto 60 people. Providing competent resource to the client delivery programmes and providing management escalation across the supplier base. Developing opportunities to outsource delivery to partner suppliers as well as offshoring resource to Ericsson Global Service Centre in India. Supporting commercial and strategy teams and providing bridge between client and business at technology level.



October 2013-October 2015 Engineering Manager

Following a consultant led review of the business by the new incoming CEO, a reorganisation of the MDS business unit technology function resulted in this new role.

The engineering group comprised the senior engineering expertise in the fields of broadcast engineering, Post Production engineering, Asset Management and Transcode and Workflow systems, in total a team of 35 engineers. My focus in the role was delivering a programme of solution standardisation as well creating teams responsible for the entire lifecycle of Red Bee Media's production systems from strategy and architecture, design, build and third line support.

2010-2013 Technology Build Manager

Team extended to include Media Transcode, and Server and Storage Build capabilities taking total team to 18 people. Additional teams needed leadership to provide effective delivery across all clients. Managed transition to external SI service provision in 2011. Responsibilities include supporting the commercial team by coordinating and designing solutions for proposals.

2008-2010 Systems Integration Manager, Red Bee Media

Following Channel 4's decision to outsource all Broadcast Technology, Projects team transferred to Red Bee. Responsible for forming Red Bee's first in house Systems Integration capability. Major challenges were establishing the team in the business, and integrating the existing server build team. Duties include preparation of project proposals including broadcast technology selection and system design, managing SI resources to match demand, project managing SI projects (typically £0.5m to £1m capex each) as well as project work relating to specialism in control systems.

**2006-2008 Technology Projects and Support Manager, Channel 4 Television**

Additional responsibility for running the onsite 24x7 broadcast support team of 8 shift engineers. Defining support priorities and directing team resources to maintain reliable broadcast operations. Management of spares and support contract budgets. Negotiation of support contracts.

2000-2006 Technology Projects Manager, Channel 4 Television

Management of Channel 4's in house Systems Integration team of staff and freelance Project Engineers and Wiremen. Responsible for delivering all Channel 4's playout and broadcast infrastructure to time, budget, and operational requirements. New projects undertaken across the whole Channel 4 operation including studio, post production and playout. Specifying systems and selecting technology as well as overseeing installation architecture to meet the Channel's business requirements, working closely with the CTO. Managed external suppliers and internal customer relationships, and negotiated Supplier contracts to achieve best value. Worked closely with the Channel's external and internal technical and building suppliers and service providers and was the departmental point of contact and authority in relation to building services issues. Management and tracking of broadcast capital budget (typically £2m - £4m pa).

**1999 – 2000 Technical Development Manager, London Operations**

After successfully project managing, designing and installing a new digital vision system for studio TC1 at Television Centre, carried out a number of refurbishment / fitout projects representing £1.5m investment. Responsible for translating customer requirements into investment proposals and eventually facilities. Project management of resulting projects including CDM management.

1995 – 1999 Studio Resource Engineer, Studio Engineering, BBC

Design and commissioning of studio TC9 at Television Centre for CBBC. Studio engineering quality and maintenance responsibility, including operational camera exposure and colour balance control. Supervision of both resident engineer and daily operational staff. First point of contact for studio users.

1993 – 1995 Studio Engineer, Studio Engineering, BBC

Studio Maintenance and development work and operational camera colour balance. Increased responsibility including acting studio engineering supervisory role.

1991 - 1993 Engineer, Studio Engineering, BBC

Studio Maintenance and development work and operational camera colour balance.

Personal Profile

Qualifications (Degree):

1986 - 1991 **Master of Engineering in Electrical & Electronic Engineering.
University of Glamorgan, South Wales.**

Professional Qualifications:

1991 **BBC Engineer Qualified**
1999 **Chartered Engineer registration with the Engineering Council and full
membership of the Institution of Engineering and Technology.**
2008 **PRINCE2 Foundation and Practitioner**

Additional Professional Experience:

1992 – current **Design and development of database and software applications for a
number of small businesses, and small broadcast specific bespoke
applications**

Community / Voluntary Work:

1999 – 2010 **Chairman of Governors at St George's Church of England Infant
School, Amersham.**

Other Interests:

Theatre: Lighting and Technical director for local theatre groups and schools. Organising all technical aspects including lighting design and operation. Also enjoy visiting the Theatre to see a wide range of productions.