

An abstract graphic on the left side of the image, consisting of several thick, bright yellow lines. These lines are arranged in a series of parallel, slightly curved strokes that fan out from the left edge towards the center. The lines vary in length and angle, creating a sense of dynamic movement and depth. The background is a solid, dark navy blue.

create
change

Who we are

Create/Change is a specialist digital transformation consultancy dedicated to helping public organisations transform through better services and accelerated delivery.

Our team of experts brings extensive experience in tackling complex problems, particularly in challenging operating environments or when working with diverse, vulnerable, or hard-to-reach user groups.

We'll embed seamlessly with your people to build capability, using bespoke knowledge transfer approaches for maximum learning impact. We'll leave you less reliant on external advisors, maximising taxpayer value for every £ spent.



In 2022 and 2024
Tussell and TechUK
ranked us as one of the
UK's fastest-growing
GovTech companies.

Source: Cabinet Office public
procurement data



Digital Transformation & Culture Change

Helping leaders transform culture and embed digital ways of working.

Product & Service Delivery Outcomes

Helping you deliver inclusive digital products and services that meet the needs of users and deliver on policy objectives.

Digital teams & specialists

Helping you accelerate delivery while building internal capability and driving a culture of continuous improvement and innovation.



Transformed services



Digital strategy



Capability and culture change



User-centred design



Accelerated delivery



AI and data science



Discovery to Live



Agile

Clients

create/
change



Department
for Education



Department
of Health &
Social Care

NHS
England



Ministry
of Justice



Home Office



Department
for Culture
Media & Sport



UNIVERSITY OF
CAMBRIDGE



HM Prison &
Probation Service



Pearson



Central Digital
& Data Office



Department
for Environment
Food & Rural Affairs



Department for
Science, Innovation,
& Technology



Cabinet
Digital



“

The new Consider a Recall service is seen as a major achievement for HMPPS. Create Change are an exemplar for engaging HMPPS stakeholders/SMEs

Ministry of Justice

“

This is exactly the type of thing I wanted from this user research. It's so gratifying to see.

**Central Digital and
Data Office**

“

The best application of AI I've seen in government.

**Cabinet Office
Digital**

The background is a solid dark blue. In the top-right and bottom-left corners, there are decorative patterns of thin, light-blue lines forming a series of nested, overlapping chevrons or zig-zags.

**Our Expertise,
Your Improved Outcomes**

Delivering digital transformation for HMPPS

Objective:

Help HMPPS deliver a new service to enable Probation Officers to make better-evidenced "Recall" to prison decisions, following high-profile errors that resulted in public safety risks.

Challenges:

- Research with busy operational staff under severe workload pressures
- Highly fragmented ecosystem with multiple systems and disparate data
- 10,000 service users across 6 user groups and 13 geographically dispersed areas
- Lack of standardisation due to varying policy interpretations

Our Approach:

- Deployed an agile, multidisciplinary team of SFIA 4-7 practitioners
- Conducted extensive user research and co-design sessions with Probation Officers and former offenders
- Iterative prototyping and usability testing to refine the service
- Collaborated with MoJ policy teams and stakeholders throughout the project
- Knowledge transfer and upskilling in agile and user-centered design practices

Outcomes

- Successful delivery of a service designed per GDS Service Standard and Technology Code of Practice
- Established an integrated, interoperable service centralising policy, guidance, and practices
- Ensures more equitable outcomes for **26,000 cases** annually
- Achieved a **90% adoption rate** with a **30% week-on-week** increase in new registrations
- Recognised as a "digital exemplar" and "benchmark" for program performance
- Transparency and reporting via a personalised dashboard across the service



- Policy and operational teams involved from the outset
- Open design history and ways of working or buy in and consensus
- Established an Advisory Panel made up of working practitioners and senior stakeholders
- Cross-collaboration and sharing with other MoJ teams; including participating in communities of practice
- Passed all GDS assessments - currently in Public Beta

Harnessing AI for Government knowledge management

Objective:

In-line with the objectives of the Better Information for Better Government Programme, the Cabinet Office sought to bring a 21st century approach to knowledge management across government; by seeking innovative approaches to unlock knowledge held in billions of digital documents.

Challenges:

Turning vast volumes of unstructured data into a tool which can help government solve multiple problems including:

- Policymakers struggle to access and learn from previous work
- Knowledge and Information Managers (KIMs) face challenges in meeting legislative obligations

Our Approach:

- Engaged with over 40 stakeholders across 13 government departments during Discovery
- Rapidly prototyped a product using iterative one-week sprints and usability testing
- Data scientists conducted experiments to test machine learning (ML) and natural language processing (NLP) approaches
- Identified appropriate algorithms for prototyping experimental ML/NLP approaches
- Demonstrated the value of three core technologies to underpin the beta product

Outcomes

- Successfully identified high-value documents **with >80% reduction in false positives using NLP**



- Ensured interpretability and explainability of the solution through appropriate algorithms in-line with Gov.UK AI usage guidelines
- Successful Cabinet Office Alpha assessment
- Enabled policymakers to access and learn from previous work more effectively
- Supporting KIMs in meeting legislative obligations around archiving and Freedom of Information access
- Made 20,000 miles worth of complex documentation accessible via machine learning and natural language processing

Driving organisational change at DfE

Objective:

Transform DfE from traditional policy focus to an effective delivery organisation utilising user-centred design to drive significant service improvements.

Challenges:

Instigate an organisational-wide behavioural shift to a new way of working. Introduce agile, user-centered ways of working at a strategic level; gain buy-in from leadership and increase collaboration with policy teams.

Our Approach:

- Conducted a 12-week mapping exercise to identify digital transformation opportunities
- Researched with 120+ users of education and children's services
- Scaled up to 5 concurrent multidisciplinary teams across 20+ projects
- Established communities of practice and developed UCD processes
- Recommended 57 user-centered "Service Lines" and prioritised 3 for transformation
- Engaged senior leadership and stakeholders across the department
- Embedded Service Lines as a unifying transformation strategy

Outcomes

- Passed **10 GDS** service assessments
- Trained **20+ civil servants** to lead delivery in key service areas, who now lead across DfE's largest projects
- Service Lines allowed us to show how DfE could deliver value across extended user journeys rather than one-off transactions, making transformation more strategic and creating momentum to align policy, delivery, data, technology & governance



- Supported 30+ projects over 2.5 years, driving digital transformation across the Directorate
- Conducted 300+ hours of service design training for teams
- Worked seamlessly with numerous external delivery partners and ALBs
- Strong use of evidence to gain buy-in and consensus from sceptical senior stakeholders
- Bespoke training materials have been open sourced so they can be shared freely across DfE

User research for cloud services

User research for cloud services

Service definition

User researchers plan, design and carry out research activities with users that help teams get a deep understanding of the people involved in or affected by your cloud services. User research informs policy/proposition, service, content and interaction design so that cloud services work well for users and achieve their intent.

Features

- Plan, design and carry out user research activities
- Define and document what users need from the transformation
- Formulate a profile/persona of your users for the research
- Carry out user testing, create user journeys and service blueprints
- Carry out qualitative, quantitative and ethnographic research
- Carry out analysis of research evidence and/or data
- Form, document and communicate research insights / recommendations
- Manage research data, GDPR and participant privacy
- Breakdown research into features and user stories for delivery teams
- Recommendations inline with GDS service standards and services manual

Planning

In planning, as at other stages, you'll have a dedicated Create/Change account manager and local delivery lead to ensure success. Create/Change services work across all phases from conception and planning through to service retirement. We have particular expertise in the early phases of delivery - helping you come up with a vision and achievable objectives for your work, frame the problem, and generate alternative solutions and plan a viable roadmap. We have conducted significant numbers of Discovery and Alpha projects to help make sure you are set up for success when scaling up delivery.

Benefits

- Meets policy intent and increases internal stakeholder engagement
- Meets user needs through user-centred policy development
- Ensures deliverability through increased support and engagement with deliverables
- Informed, evidence-based decision-making to support cloud transformation programmes.
- Clear and practical insights and recommendations with defined actions
- User research integrated into service and interaction design and policy
- Research can be scaled and re-used across multiple projects
- Reduces the costs associated with redesigning service after delivery
- User journeys give enhanced understanding of user behaviour
- User testing further reduces risks and increases evidence-based decisions

User research for cloud services

Implementation and Business Continuity Plans

A detailed implementation and business continuity plan can be provided on request.

Adding value: knowledge and skills transfer

We understand that there is immense value in **empowering client staff** through comprehensive knowledge and skills transfer, and build this into every contract to drive enduring value. Our approach focuses on seamlessly embedding within teams to facilitate sustained capability building using tailored methodologies. This ensures lasting impact that extends far beyond the life of any single contract engagement.

We have successfully upskilled service and policy owners in agile, user-centric techniques that enhance transformation and improve services. A prime example is our work at the **Department for Education**, where we successfully coached **20+** civil servants into confident digital practitioners. These people now **lead on some of DfE's biggest service lines** and in some cases have progressed into Heads of Profession in other parts of government. We've also **delivered over 300 hours** of formal Service Design training to upskill SLT and enabling teams.

Our partnership ethos involves delivering transformative digital solutions through coaching that enables and instills confidence in staff to independently take control of their internal projects. We work collaboratively to build skills and self-sufficiency rather than creating long-term external dependencies.

Our proven knowledge transfer methodology includes conducting Skills Gap Analysis workshops with each client to develop tailored plans addressing their unique needs. We actively participate in and help cultivate internal Communities of Practice, even spearheading the setup of new communities where none existed before.

All documentation and training materials are provided in accessible formats suited to the audience. This includes bespoke open-source content delivered through various methods like webinars and videos for enhanced learning experiences. Our "working in the open" approach involves sharing open Design Histories that transparently explain design rationales, driving consensus and enhancing understanding when making service-critical decisions.

We also collaborate closely with adjacent teams to facilitate comprehensive cross-departmental knowledge sharing of best practices, patterns and progress updates. This holistic technique increases organisation-wide skill development, understanding and resilience.

Find out more

www.createchange.io