herd
consulting

G-Cloud 14 Services

02.

Table of contents

03.

Hello. We're Herd.

We're specialists in Discovery, Recovery and Delivery. We're focussed around creating value and achieving goals, not just implementing tech. Our core team is made up of high profile, well-respected professionals. Many of us have previously held leadership positions in Central Government and Higher Education. We're guided by experience, not one-size fits all frameworks. User centricity, good enough over perfection, and striving for simplicity are part of our DNA. We advocate the power of constraints to positively influence decisions and outcomes.

Most clients come to us when they're:

- **Starting something new:** Discovery and Pre-Discovery, Process Improvement, Honest Broker
- **Need help getting delivery back on track:** Discovery and Pre-Discovery, Business Analysis Delivery, Product Delivery, Honest Broker
- **Want to deliver something:** Business Analysis Delivery, Product Delivery
- **Looking to grow their in-house capability:** Service Standard Training, Talent Herd

Want to find out more how we can help? Email us at hello@herd.consulting

Practical stuff: We're based and work all over the UK. Many of the team are SC cleared.

→ Herd Consulting | 3rd May 2024

04.

Meet some of the team

Jamie Toyne
Founder & CEO
Former Head of Business Analysis at DWP Digital (c300) & Justice Digital (c60). Shaped BA DDaT Standard on GOV.UK

Scott Colfer
Director of Product
Former roles: Head of Product & UCD at Justice Digital, GDS Lead Service Std Assessor, Head of Product at Westminster Council.

Christina Lovelock
Director of Community
Former roles: Head of BA Practice at NHS Digital, BA & Solution Architecture Mgr at University of Leeds. BCS Author & BA Apprenticeship Std Lead

Matt Cameron
Principal Consultant BA
Former Head of Business Analysis & Architecture at Northumbria University. Ex NHS BSA.

Rich Harrison
Principal Consultant BA
Former roles: Practice Lead at DWP Digital, Senior/Principal for 25+ years inc DWP & MoJ

Sinead Torley
Principal Consultant BA
Former Senior BA at Sellafield, Founder of Cumbrian BA Network & IIBA Mentor Platform Lead.

Herd Consulting | 3rd May 2024

© Copyright

05.

Discovery and Pre-Discovery

Our Discovery service helps organisations understand user-needs, test risky assumptions, and develop value propositions in a pragmatic and impartial way. We've experience of supporting over 100 discoveries across 14+ Government departments. Our team is made up of former Lead GDS Service Standard assessors, as well as former Heads of Product, Heads of BA, and Heads of UCD. We specialise in the tricky up-front stuff, from opportunity pipeline to pre-discovery (we prefer to call it 'Exploration') and Discovery.

Service features

- Not project initiation by another name, we treat like investment
- Aim teams and organisation around a clear goal for Discovery
- Pragmatic and impartial, led by experience, seeking out real-world constraints
- Evidence led approach to identify user-needs and pain points
- Our Exploration prioritises testing the riskiest assumptions first
- User centred by default, with an eye on business needs
- Understand underlying policy intent with indicative high-level cost, benefit analysis
- Service design focussed around UCD, business capabilities, and constraints
- Develop processes, user journey maps & service blueprints when helpful
- Recognises accessibility, assisted digital needs. Flags security, data, migration considerations

Service benefits

- Delivers desirable, viable, feasible, evidence-based opportunities; enables better decisions
- Reconciles ambitions, goals, vision, and purpose with practical, situational realities
- Savings and efficiencies through shared business capabilities, removing duplication
- Align to digital and technology spend controls: pipeline process
- Support decisions: move to Alpha or to stop
- Aligns with CDDO/GDS Service Standard and Technology Code of Practice
- Understanding rough order of magnitude costs and benefits
- Reduces problems in delivery and live service, better audit decisions
- Understanding potential organisation inertia, whilst meeting legacy and operational habits

06.

Business Analysis Delivery

We're recognised as the experts in business analysis. Good business analysis challenges thinking, influences decisions, and solves problems. This is what we do. We've proven expertise at scale, we've built, developed, and led teams of 300+ BAs across numerous Central Government and Higher Education organisations. We've written and reviewed many of the 'go to' books for BCS and developed the BA Apprenticeship Standard in England. We shaped the Business Analyst DDaT role in Central Government.

Service features

- Agile business analysis, centred around Minimum-Viable-Product and delivering value iteratively
- Shaping and scoping is our bread & butter; Pre-Discovery, Discovery, ITT/RFP
- Proactively use models and workshops to drive clarity and facilitate decision making
- Rigorous, impactful and easy to understand as-is/to-be process modelling
- Embrace understanding constraints & business rules to shape design choices/decisions
- User centred and iterative by default; user journey mapping, user personas
- Understand & map data flow at a conceptual level using Class Diagrams
- Process improvement professionals, applying Lean principles and root cause analysis
- Test riskiest assumptions first, as well as continually learn from end users
- Strategic analysis: Target Operating Models, Wardley and Business Capability Maps

Service benefits

- Focus on triangulation of insights between data, information and people
- Pragmatic and impartial external challenge ensuring ideas and perspectives are considered
- Products/Services/Solutions delivered meet user, organisational and policy needs
- Organisational improvements/efficiencies identified & measured through benefits realisation & dependencies
- Provides clarity to speed up and deliver effective decision making
- Ensures policy, organisational, legislative constraints are assessed, challenged, and considered
- Increased organisational efficiency, improved productivity, and reduced costs
- Helps develop the internal skills and reputation of your business analysis profession
Positions your business analysis in an Agile & UCD world

Product Delivery

Product is about aiming at the best possible outcomes. This is what we do. We're a team of expert product people who lead teams towards the most desirable, viable, and feasible opportunities. We shaped the product management role in Central Government and work across Local Government, Charity and Higher Education.

Service features

- We're product management specialists. Simplicity and value focus is our differentiator
- Delivered and shaped product management across public sector since 2010
- Co-wrote the Digital, Data and Technology Product Manager role description
- Expertise in public-facing, staff-facing, platform, and data products
- Experts in applying GDS Service Standard to public sector products
- Excellent network of experienced and pragmatic product people, rapidly deployed
- User-centred approach to change, supporting you to become 'product-centric' one-step-at-a-time
- Successful at drip-feeding a product approach within traditional programme settings
- We coach and mentor product leaders and senior/executive team leaders
- Embedded in teams, using plain language; pragmatic: "getting stuff done"

Service benefits

- Aims teams and products aiming at increasingly valuable improvements
- Creates space to pivot when conditions change (fitting context)
- Outcome-focussed decisions, working across Senior, Lead, Head of DD/CPO-levels
- More valuable products and more motivated teams
- Help develop the internal reputation of your product profession
- Insights on why/how and what the profession is in Government
- Alignment/use of Portfolio, Digital Spend Control, Service Standard end-to-end phases
- Help increase the reputation of product in the broader organisation
- We lead cross-public sector Product Leaders network: supporting broader collaboration
- Leverages huge supplier ecosystem, develops communities of practice at scale

08.
Process Improvement

We're process optimisation specialists. Good process improvement untangles bottlenecks, streamlines workflows, and boosts efficiency. This-is-what-we-do. We've got a proven track record: transforming operations across Central Government, Local Authorities, and Higher Education. Our team brings deep process improvement with Lean Agile expertise and a relentless focus on bottom-line results.

Service features

- Data-Driven Diagnostics: Our process analysis uncovers hidden inefficiency; pinpoints root-causes
- Human-Centred Redesign: users and stakeholders at the heart of improvement
- Waste Elimination Experts: applying Lean principles identifies non-value-adding activities
- Cross-Functional Collaboration: Our workshops break-down silos, delivers co-created solutions
- Sustainable Impact: empower in-house team capability with process improvement tools
- Rapid Prototyping & Validation: Test solutions fast, iteration minimises risk
- Technology Enablement: Identify automation potential to streamline workflows
- Change Readiness Assessment: Ensure smooth implementation with proactive analysis
- Delivers Best in Breed Tools for the Job: improves processes
- Refined Processes: Ensure processes are RPA, ERP, HCM ready

Service benefits

- Measurable Results: quantify impact with before-and-after metrics; delivers saved costs
- Boosted Morale: Smoother processes reduces frustration, releases high-value work
- Risk Mitigation: proactively identify process failure points, preventing costly errors
- Improved Productivity: more done with less; drives innovation and growth
- Change Champions: We foster a process-minded outcomes focused culture
- Incremental Improvement: Don't wait for years for one "big-bang" roll-out
- Accelerated Time-to-Market: Launch products/services faster with optimised processes
- Improved Regulatory Compliance: Design processes with risk and compliance in-mind
- Enhanced Customer Experience (CX): Internal efficiency boosts your experience
- Data-Informed Decision-Making: Process data yields valuable operational insights

09.

Talent Herd

Talent Herd is our 2-year 'recruit-train-and-deploy' academy that develops your future business analyst and product manager talent. We do the hiring, people management, and most importantly a 'learning-by-doing' academy. Our Talent Herds are different to the norm, they're centred around highly-experienced practitioner-coaches, embedded as part of team; putting learning into practice.

Service features

- Specialist recruit, train, deploy model for Business Analysts, Product Managers
- We lead the attract, find, hiring and onboarding journey
- 2-year academy, free to hire associates after completing their learning
- Academy developed with recognised industry, BCS authors and Government leaders
- We design 'delivery enabled' learner journeys, based around your roadmap
- We're different: centred around dedicated, client-side experienced consultant & coach
- We shaped the Product-Manager and Business Analyst DDaT descriptions
- Focuses on today-and-tomorrow skills: AI, Big Data, Ethics, Sustainability
- Cohorts are 5-7 in size, capped to protect learner experience
- 20% off the job learning time, rest learning through delivery

Service benefits

- Provides a sustainable talent pipeline, without the hassle
- Taking pressure off stretched client-teams. Finds opportunities to put learning-into-practice
- Centred around building reusable skills and confidence, not just knowledge
- Associates are developed by experienced practitioners, not just trainers
- Assured development by former Heads of Professions from Central Govt
- DDaT ready-associates: academy has UCD and GDS Service Standards built-in
- Trainees incentivised through recognised achievements and reward, no early-exit fees
- Expert coach & practitioner delivers more effective associates in delivery
- Trainees acquire industry recognised certifications along the way

10.
Service Standard Training

Training on Digital Spend Control, Technology Code of Practice, Service Standard (GDS), delivery phases (discovery, alpha, beta, live, retirement). We can also operate as a long-term Departmental Assurance Lead in all Service Standard Phases and areas. Allowing our customers to work with confidence, also achieving greater agile maturity; meeting user and business needs.

Service features

- Experienced team, leading major GDS Government Department Service Standard Training
- Achieve top-rating (no recommendations) against Service Standard audit
- Lead training in using the Service Standard for delivery teams
- Lead training in assessing against Service Standard for assessment teams
- Apply spend controls and prioritisation; running community of internal assessors
- Responsible for internal departmental assessments: bulk of digital portfolio
- Embedded in Central Portfolio. Implemented Digital Spend Control (TCoP GDS)
- Develops Service Standard handbook; localise GDS Standard Manual, addresses gaps
- Works closely with Heads of Profession; co-design, implements internal guidance
- Operating as part of cross-government community of assessors and CDDO

Service benefits

- Clients tell us that simplicity is our differentiator
- We use plain language, a pragmatic approach, "getting stuff done"
- Helping you understand GDS Service Standard assessment: truly helpful
- We'll let you know common blind-spots based on our expertise
- We understand the intent behind the GDS Standard phases;
- which allows us to take a pragmatic and agile approach.
- We're not just lifting and shifting the pages from GOV.UK;
- Understand how Digital Spend Controls meet TCoP and Service Standard
- Understand the point of GDS phases: what good looks like
- Successfully align the Government Service Standard in a Program setting.

11.
Honest Broker

Our Honest Broker service helps organisations find the right solutions and suppliers to their problems. Herd helps you to do the right thing. We then have an extensive network of partners who can do the thing right. We are impartial and agnostic to the best solution/supplier for you.

Service features

- Impartiality. We want the best solution/supplier for you
- Expert. We understand where large technology programmes go right-and-wrong
- Domain experience. We've implemented CRMs, CMS, and ERPs
- Business Analysis. We can map your business capabilities
- Sector analysis. We help you to learn from others
- Market analysis. We help you understand market for your solution
- Trust. Clients and Partners trust us to make their connections
- Specialism. We'll speed-up your work with years of insights
- Connected. We've built a unique network of partners
- Evidence led approach to identifying suppliers/solutions

Service benefits

- The strongest problem/solution fit you've encountered
- Biggest risks in choosing suppliers/solutions reduced or removed
- Support when making potentially huge, long-lasting investments
- Starting from the best insights (not from scratch)
- Pragmatic and impartial, led by experience, seeking out real-world constraints
- Understanding and alignment with procurement frameworks
- Honest guidance to cut-through sales patter
- Real examples of outcomes of suppliers/solutions in practice
- Introductions to suppliers/solutions
- Introductions to clients of suppliers/solutions

12.

We're <u>trusted</u> by leading global universities, Central Govt depts, FTSE100 companies & fast-growing tech companies.

13.
Social Value

Committed to inspiring future generations

Our team are co-founders of BA School Day, the Cumbrian BA Network, and led the creation of BA Apprenticeship Std.

We want to be the best employer possible

The latest annual & externally ran, anonymised people survey results speak for themselves. NPS of 100!

96% Excellent! Wellbeing

97% Excellent! Average Happiness

Net Promoter Score
100
-100   0   30   100
Excellent!

Proudly support making society fairer

As a purpose led business, this is at the core of what we do and want to do.

Delighted to be making waves

We're chuffed to be recognised in the prestigious UKStartUp Awards Finalist for Best Professional Services company.

Further information

For further information on any of our services, either head to **www.herd.consulting** or email us at **hello@herd.consulting**

You can also follow us on **LinkedIn**.

15.

Thank you.