



G-CLOUD

LOCAL GOVERNMENT SERVICE DESIGN AND DEVELOPMENT

SERVICE DEFINITION



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Hello, we are Transform

Transform is a future company.

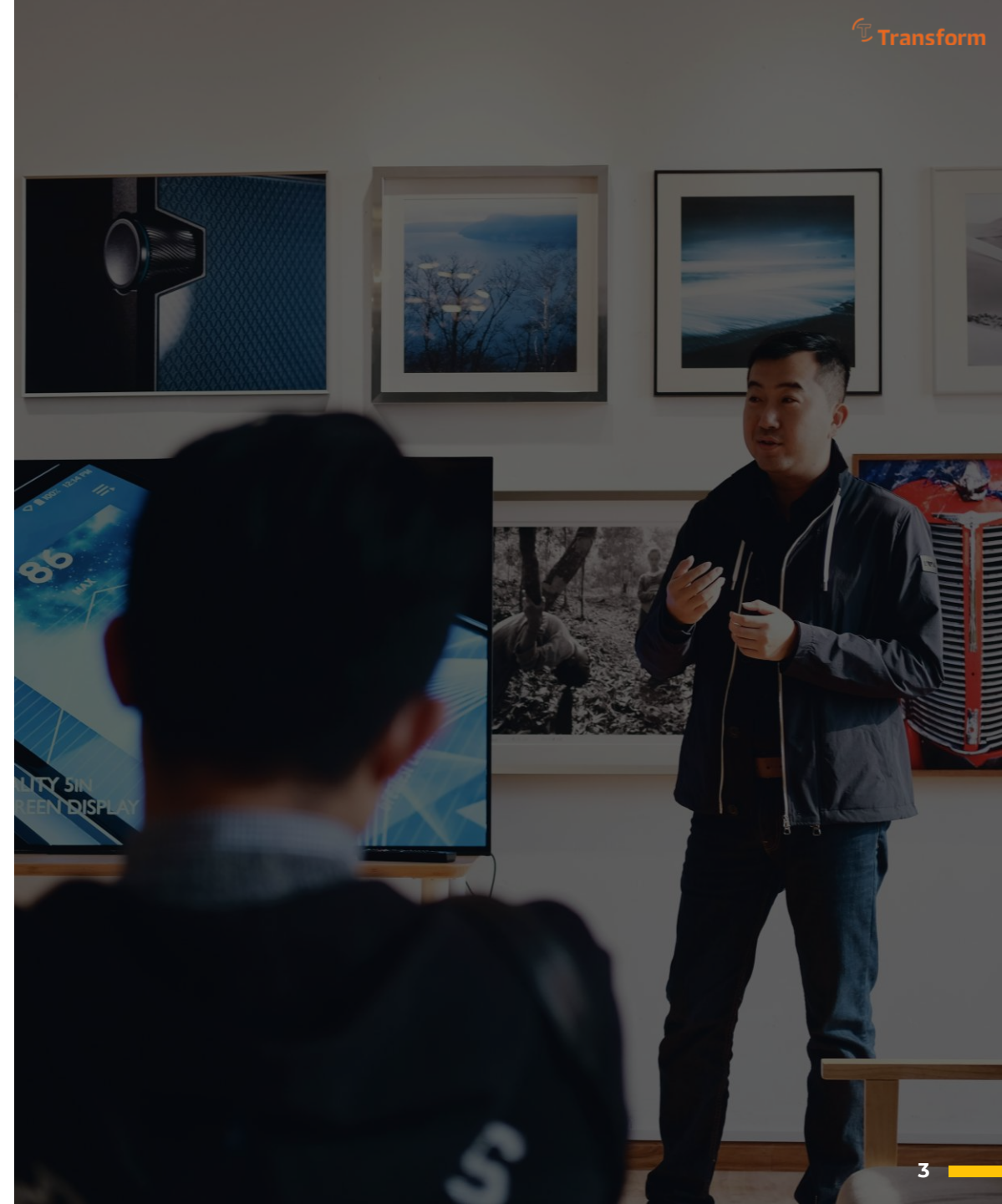
The world is changing. Problems don't look like they used to. These days, disruption is the new normal and connectivity means complexity. That's where we come in. We curate small, diverse teams who help our clients figure out where to go next.

We are Transform. With the creativity of an agency, the robustness of a consultancy and the technical agility of a start-up, we transform organisations.

We combine depth of expertise with a breadth of experience, working across both public and private sectors to deliver tangible outcomes in partnership with our clients, built on a philosophy of transparency, collaboration and agility.

We understand that every challenge and opportunity is different, so every solution should be too. That's why we combine data, insight and strategy to design and build bespoke solutions to get organisations fit for the future, both inside and out.

We deliver work across both the public and private sectors spanning data, technology, consultancy, customer experience, research, organisation and culture change. No matter who we're working with, we deliver tangible results that have real organisational impact.



SERVICE OVERVIEW



Overview of Our Local Government Service Design and Development Service

End-to-end discovery, structured options appraisal and delivery of secure, cloud-based digital platforms for local government and housing programmes. Designed for staged governance (Discovery → Options → Alpha → Public/Private Beta), supporting multicontributor workflows, longitudinal tracking, dashboards, cloud integration and WCAG 2.2 AA compliance

Features and Benefits

Service Features

- UR with councils, administrators - interviews, focus groups, ethnography/contextual inquiry
- Co-design workshops and usability testing to validate improvements quickly
- Service mapping of end-to-end journeys, constraints, dependencies, KPIs
- Options appraisal comparing platform, custom, hybrid solutions with scoring.
- Multicontributor assessments with roles: coordinator, contributor, approver and audit
- Save-and-return drafting, partial submissions, progress indicators and reminders built-in
- Evidence capture uploads, links, notes, metadata controls, and retention rules
- Versioning and longitudinal tracking for baseline and subsequent assessment cycles
- Dashboards with RAG, heatmaps, radar charts, trends, printable summaries, exports
- SSO integration, security, monitoring, documentation, training, handover

Benefits

- Faster completion through intuitive journeys, reduced duplication, clearer guidance
- Better collaboration by enabling distributed contributors and accountable approvals
- Improved triage with dashboards supporting stakeholder decision-making
- Repeat assessments reveal progress trends and capability development over time.
- Reduced risk using staged governance, clear gates, and evidence
- Accessible compliant design meeting WCAG 2.2 AA requirements
- Stronger security with least privilege access, encryption, audit trails
- Clear cost transparency via total cost ownership modelling
- Integration readiness for e.g. Power BI, APIs, and customer systems
- Deep understanding of local government strategy and assurance

Introduction



Service expectations and delivery are changing so rapidly we must also evolve how, when and what we research, if we are going to maximise the potential of any product or service.



We always seek to align the users' experience with business objectives, stakeholder needs and staff experiences. These won't always match and a balance must be found.



In doing so, we are able to statistically connect the experiences of different user groups - to identify the 'Experience Sweet Spot'.



Getting this right, first time, not only saves time and money – it drives better performance of the whole organisation.



Our work is underpinned by the following governing principles

Users:

Always begin and end with users. They must be at the centre throughout, with services based on their needs, behaviours, capabilities, opportunities and motivations and barriers.

Co-Design

Collaborating with teams and departments across government to build services that deliver the policy and proposition intent – so a service meets user and business expectations.

Sustainability:

Creating a sustainable, open and scalable model – simple to deliver, simple to replicate and reuse.

Innovation:

Establishing a digital innovation culture – looking for opportunities to improve but not for the sake of it.

Transparency:

Being transparent on governance – being clear on who owns the service and information.

Great design:

Advocating 'great design' – not just what it looks like but how it works – which excites users and delivers the optimum experience

Consistency:

Being consistent but not predictable – testing the boundaries but ensuring we don't break the experience. Building on what already works well and change what doesn't – it's not about cutting corners, it's about the most effective solution

Lifecycles:

Like any product or services – we must consider the entire lifecycle – understanding the process doesn't stop at launch and must be continuously iterated and improved.

We build evidence-based insight to enable rapid, delivery **that is right first time**

Identifying the right data and having the ability to feed between researchers, analysts, and delivery teams is critical. We take a '5Vs' approach:

- **Value.** What insight is of value to the team on the ground and therefore what data is required by the analyst
- **Velocity.** When delivering operationally, some insight can lose relevance quickly. We identify which data is required in real-time vs. what data can be fed in batches, always keeping technological or operationally-specific limitations in mind
- **Veracity.** What is the quality of the data and are there gaps that would be of use to the team
- **Variety.** We draw on a wide variety of data types and will map what is currently recorded/measured and what is needed moving forward
- **Volume.** Tracking data volumes and identifying what's possible given technology/environment limitations to inform the proposed solutions



Extensive expertise in a range of qualitative and quantitative **research techniques**

We gather evidence to help understand what is needed to create a successful project. We draw from a wide range of research tools and methods. We always select those that best meet the need of the project. These could include:

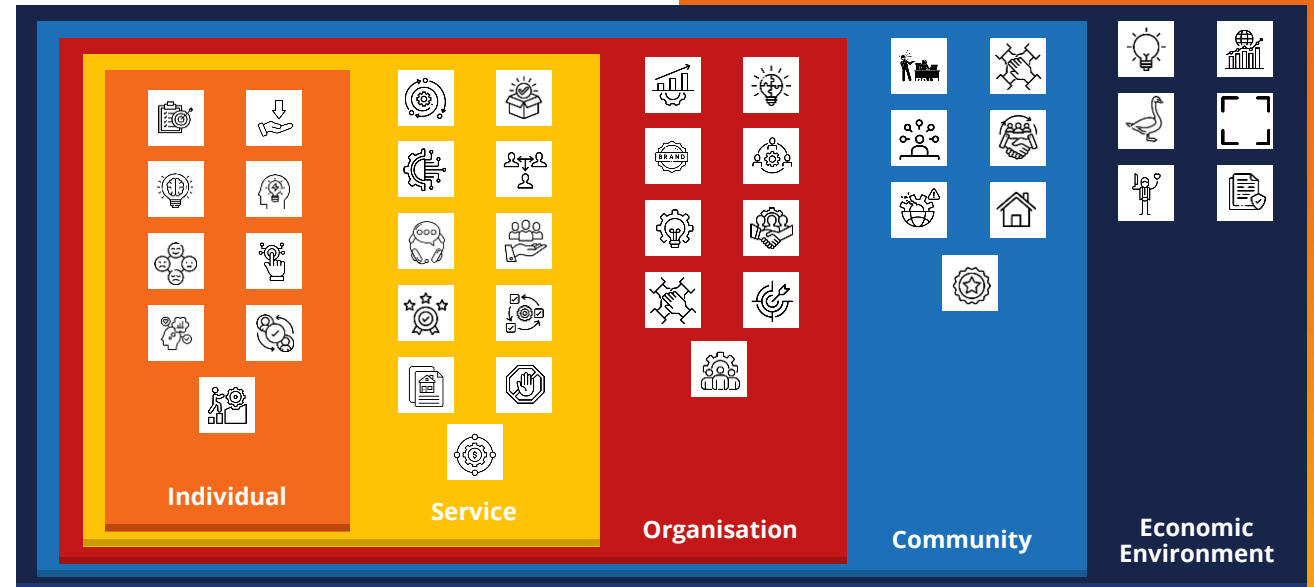
- Interviews
- Shadowing
- Ethnography
- Contextual Inquiry
- Diary studies
- Expert review
- Co-Design
- Desk research
- Workshops

- It's critical that through the research, we can articulate the overall ambition of the project – the overall outcome, the end goal and the purpose of the work.
- A solid set of insights will allow us to make the key decisions on how the work can be best designed and scaled.
- We always seek to align the customer experience with business objectives, stakeholder needs and staff experiences. These won't always match and a balance must be found.
- Behaviour is determined at the point where Capability, Opportunity and Motivation meet. Understanding the right behaviours that drive high-performance is an essential part of the Discovery phase.
- Business objectives will influence staff motivation and work satisfaction and customer experiences will be influenced by staff capabilities, motivation and opportunities.
- We use co-creation and design with staff and stakeholders to ensure our projects and outcomes are most effectively supported and engaged with.

360° Understanding

Our approach provides a model for understanding the dynamics and contexts, that will impact the individual and provide deeper understanding into the likely success of the future service, product and workplace

- The individual's capability, motivation and opportunity – knowledge, technologies, physical and psychological aspects
- The triggers, actions and moments that drive current behaviours
- The environmental aspects that influence behaviours and impact the service in the real world – operational situation, tactical environment, communications and service availability
- The systemic factors – operational drivers, organisational needs, technology and information flow etc.

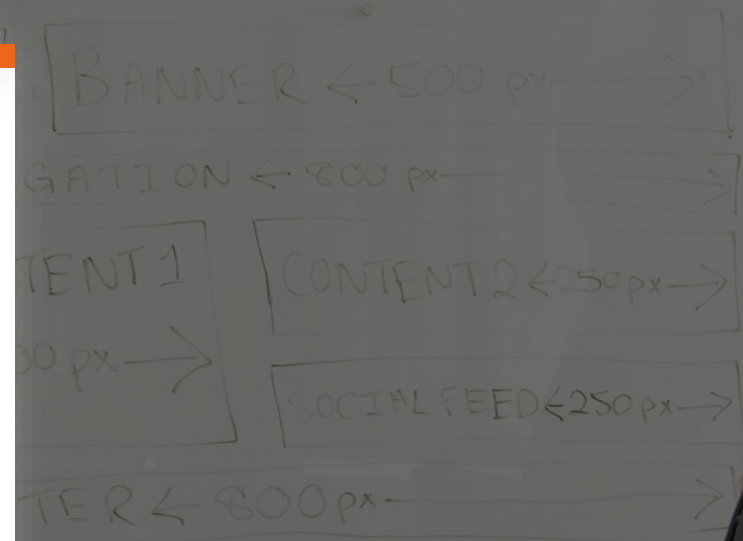


- | | | | | |
|--|--|---|---|---|
| <p>■</p> <ul style="list-style-type: none"> 1- Goals 2- Needs 3- Skills & Capabilities 4- Motivation 5- Emotions 6- Triggers 7- Expectations 8- Touchpoints & Interaction 9- Effort | <p>■</p> <ul style="list-style-type: none"> 1- Impact 2- Product/hardware 3- Technology Stack 4- Physical Space 5- Facilitators 6- Value Proposition 7- Experience & Content 8- Process 9- Legacy tools 10- Blockers 11- Enablers | <p>■</p> <ul style="list-style-type: none"> 1- Performance 2- Capabilities 3- Brand 4- Physical resources 5- Intrapreneurs 6- Governance 7- Culture 8- Vision & mission 9- Roles & Responsibilities | <p>■</p> <ul style="list-style-type: none"> 1- Detractors 2- Culture 3- Influencers 4- Networks/Relationship 5- Technological infrastructure 6- Home 7- Special Infrastructure | <p>■</p> <ul style="list-style-type: none"> 1- Innovation Horizons 2- Market forces 3- Black swans 4- Marco trends 5- Frenemies 6- Legislation & regulation |
|--|--|---|---|---|

Assisted digital from the outset

GDS have put Assisted Digital (AD) on everyone's agenda. Failure to address AD leads to failure at assessment, which can stop a project from progressing. From what we have witnessed, AD has been the area in assessments where most teams fail. It is also true that teams have to spend a disproportionate amount of time researching and testing AD.

Your users may all be able to use a computer and regularly go online, but their online confidence could be low when it comes to more complex tasks, such as uploading a file. The discovery work should highlight the scale of the AD need for your service.



Through our research we have experienced different levels of **assisted digital capability**



I Avoid It All Costs

Have no interest in being online, although they may have a computer, tablet or smart phone. Likely to be dyslexic, find reading, simple mathematics hard work.

Will have a person, be it business partner, spouse, family member or professional advisor, to help with any online tasks. They will either sit with them and complete the task or give it to them to deal with.

Unfamiliarity with web pages leads to issues navigating them, standard conventions are not often understood. Concerned they will get things wrong or be judged and thought of as stupid.

Have no interest in getting better at being online.

Are concerned about the security of being online. Adding personal information or uploading documents, even on a Government website is a worry.



I Am Mobile Only

Will not use a computer but show confidence in using a smart phone or tablet online to browse, buy, use social media and create content.

Unfamiliarity with laptop and desktop devices can lead to issues navigating web services successfully. Standard desktop orientated web conventions are often misunderstood or completely missed.

They are likely to be concerned they will get things wrong or be judged and thought of as stupid .

Tasks such as document uploading and file size limitations are likely to not be understood.



I Am Capable But Not Willing

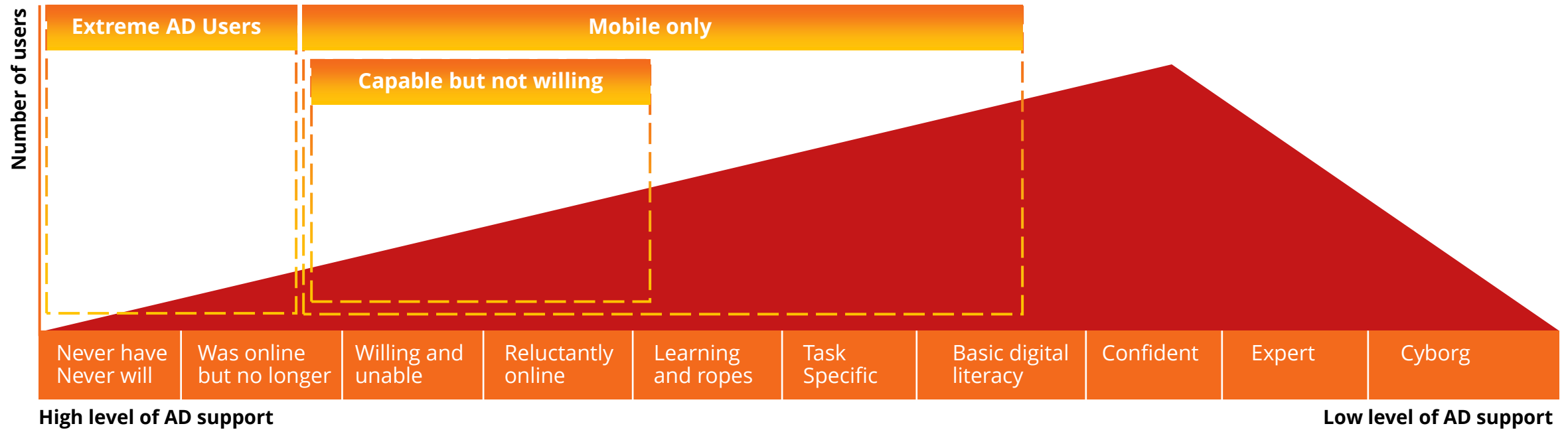
When they need to go online they are capable of completing tasks without much difficulty.

Some will actively avoid using computers. Would rather someone else does it for them - be it a family member, business partner or professional advisor.

Unlikely to see computers as core to their job / profession.

For some English isn't their first language and their issue is down to language. They would rather talk to someone and get them to do it for them.

There are many levels of assisted digital user



Discovery is about understanding the way things are and investigating the art of the possible.

It's critical that through the Discovery, we can articulate the overall ambition of the project – the overall outcome, the end goal and the purpose of the work.

Well researched and defined insights will allow us to make the key decisions on how the work can be best designed and scaled. Then we can design new services that best meet needs and provide the greatest experience.

We focus our research understanding capabilities, motivations, opportunities, behaviours, challenges, goals, needs and wants, across each of these dynamics.

Understanding behaviours is an essential part of the Discovery phase – the way services need to behave to meet needs but also where behaviour changes are sought from users.

Business objectives will influence staff motivation and work satisfaction and customer experiences will be influenced by staff capabilities, motivation and opportunities.

We use co-creation and design with staff and stakeholders to ensure our projects and outcomes are most effectively supported and engaged with.

Why use a design sprint and **what will be needed**

- It's a chance to try and test out high risk/high reward approaches without investing too much time and money. It also lets you focus your effort into a short period and can kick-start your creativity and decision making as a structured process.
- Design sprints also encourage design thinking through experimenting, testing and iteration. The ideation process includes sketching, prototyping and then testing ideas, which allows you to explore numerous concepts within the sprint week without the fear and cost of failure.



PEOPLE

A design sprint is a team activity and input from you is essential. We would require employee/s acting as a product owner and a subject matter expert.



TIME

It is helpful if they can be full time for the four days of the design sprint but we recognise that can be challenging. Therefore we would want them at the key ceremonies each day and at key working sessions.



FLEXIBLE SPACE

A Space for the team with wall space that can be adapted throughout the sprint.

As with all services the best experiences start with **needs of the user in mind**

DESIGN SPRINT



STEP 1

Research & prep
 Research study of existing experiences
 Quant survey in pilot markets
 Data analysis Reporting
 Presentations



STEP 2

Sythisise & understand
 Analysis on target users and stakeholders
 Synthesising the research into key insights e.g. personas, journeys, emotions etc.



STEP 3

Reframe question & ideate
 Research playback & synthesis Past-present-future
 Problem & opportunity statement – Ideation, invention & baton passing – various techniques



STEP 4

Develop story & “prototype”, test & learn
 Storyboard Into The Zone Experience / Prototype Test, refine & iterate
 User testing
 Gathering insights



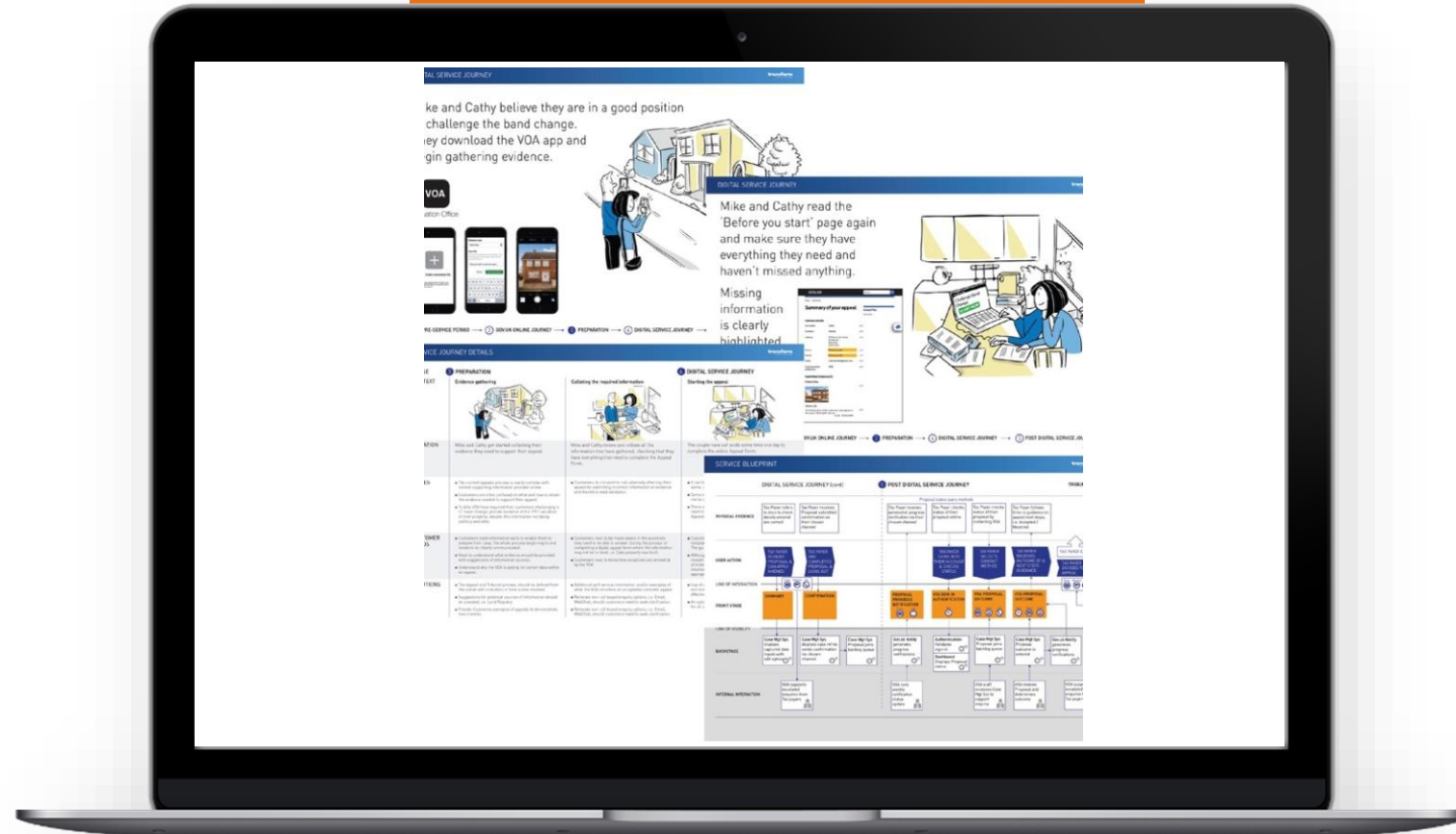
STEP 5

Proof of concept & Business case
 Final artefacts Final POC for presentation
 Review & Recap
 Initial Input for business case
 Show & Tell

Tangible deliverables

A successful discovery provides clear direction for Alpha. This is underpinned with solid evidence gained through user research. This research is used to inform technology and Service Design thinking and enable Alpha teams to hit the ground running. It is essential the Discovery team produces artefacts that can be used throughout Alpha, Beta and Live. Therefore, our Discoveries include key artefacts such as:

- Personas
- User journeys
- Storyboards
- Needs and touchpoint matrices
- Prototypes
- Prioritised backlog or user stories
- Detailed research report



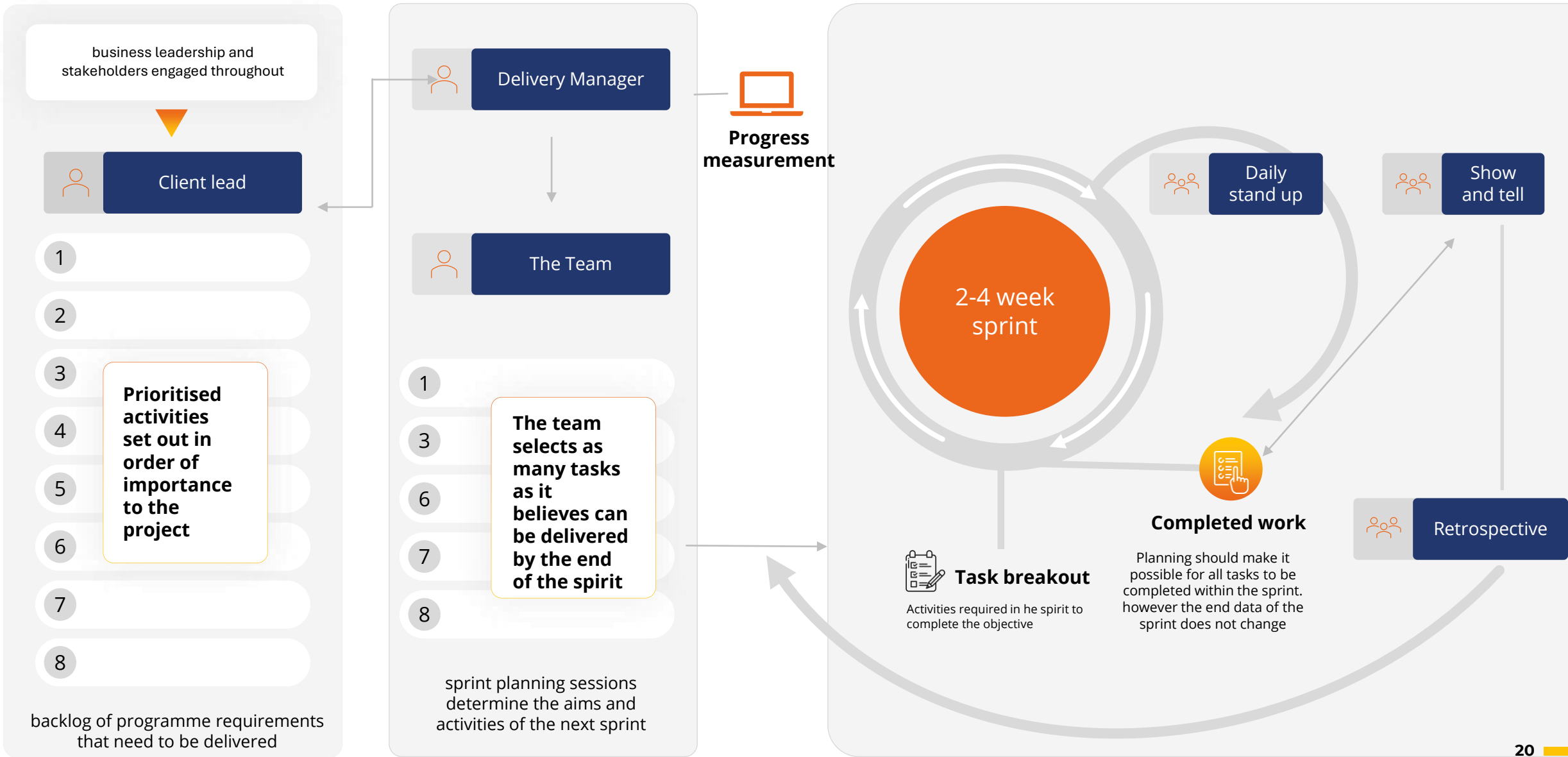


PROJECT DELIVERY



Transform is Agile by default and a leader in agile delivery in government

Agile



An agile approach that is more than just a **project management methodology**

The use of Agile ensures that the delivery meets both the product owners' and the end users' needs. The proposed approach is based around scrum and has the following elements:

- Development and direction through a Product Owner
- User Stories for requirements
- Project communications using Daily Stand-ups
- Project tracking using a 'Kanban'
- Delivery management using Planning Poker and measurement of delivery velocity
- Testing and acceptance through the use of Show & Tells
- Project feedback and delivery improvement using Retrospectives

Our projects start with a short phase Iteration 0 / Sprint 0; This phase maybe 1-2 weeks for a short project to 4-5 weeks for larger projects. This phase is used to ensure that all the pre-requisites are in place so that the software and content development can progress quickly. The initial phase may include some or all of the following:

- ✓ | Conduct initial research and set the curative direction
- ✓ | Build a panel of future users to help test the site and content during development
- ✓ | Create the core User-Centred Design assets
- ✓ | Define the software and environment architectures
- ✓ | Set-up and test the software build processes and automated test and deployment capabilities
- ✓ | Install the initial development and testing environments
- ✓ | Develop a set of initial code on the platform to test that the development and environments work seamlessly together

Agile delivery principles to provide the best results

01

Bring out the best in people

02

Multi disciplinary

03

collaborative

04

User-led

05

Co-located

06

Embedding agile

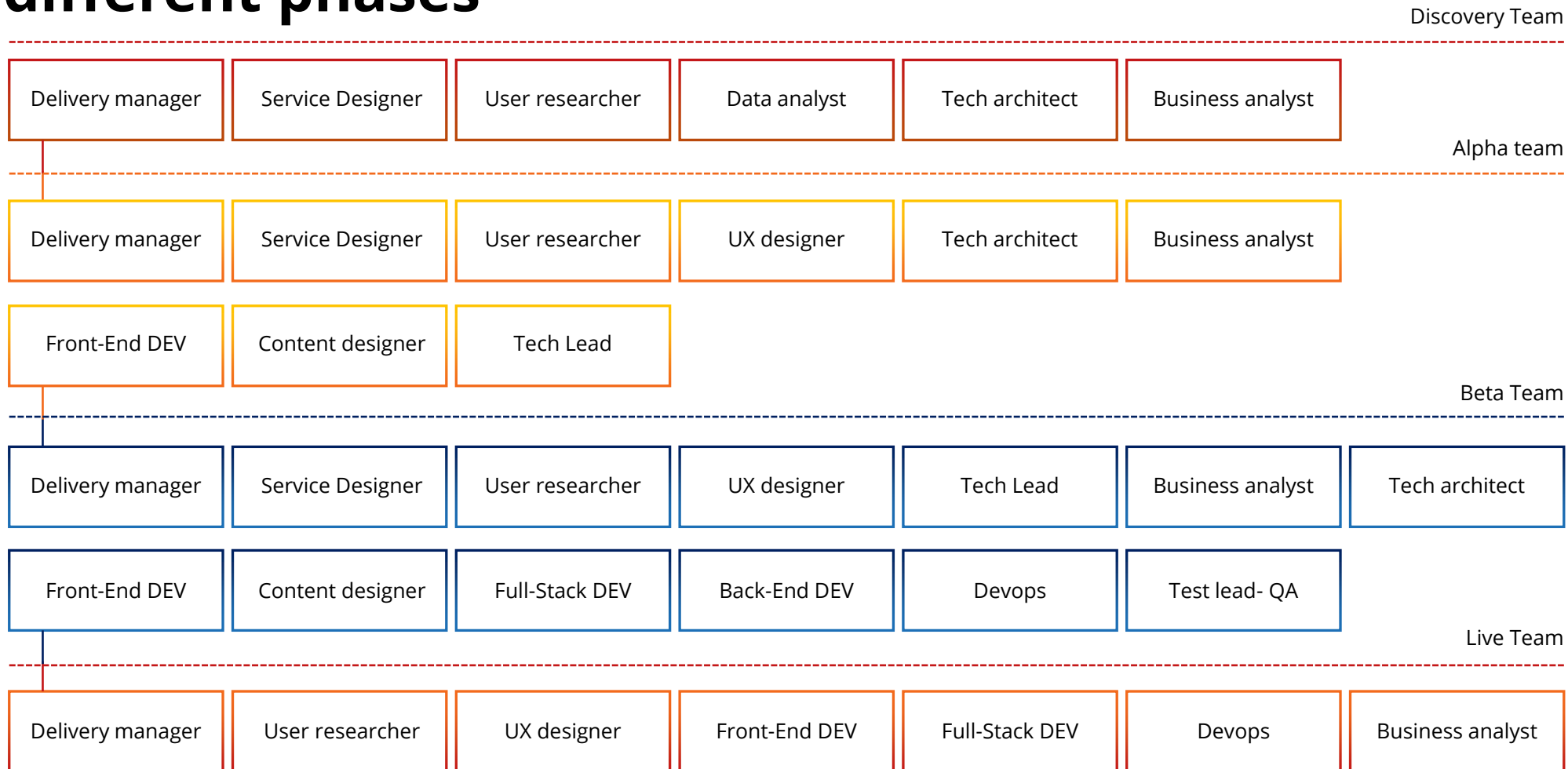
07

Delivery focused

08

Managing team dynamics

We adopt scalable approach to programme management & delivery, adapting teams to different phases





WHY TRANSFORM

A person is shown from the side, wearing a dark jacket with a floral pattern. They are holding a yellow highlighter and writing on a notepad. The background is blurred, showing what appears to be a computer monitor and other office equipment. The overall lighting is dim, with a blueish tint.

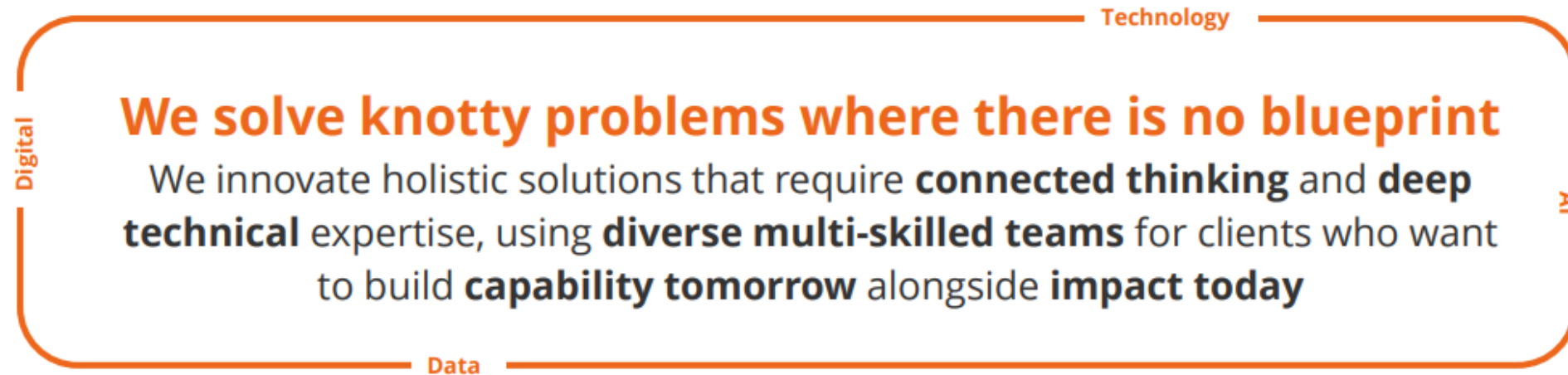
**Dramatic digital change
starts with optimistic,
analog thinking.**

We're a technology & data consultancy.

We **define**, **design**, **build** and **operate** products and experiences that drive real change.



What gets us out of bed in the morning...



Connected thinking : We look at complex issues from end to end and through multiple lenses – we see the whole picture and consider the system not the symptom.

Partnership scale : We are able to field teams across disciplines without the scale, cost or disappointment that comes with the big guys

Collaboration unleashed : Multi-functional teams fielded with agility and adaptability, without the P&L structures that kill collaboration for our competitors

Deep Tech & Data Expertise: We have a depth of expertise across a spectrum of technologies; the expert in the room, with real world experience across multiple connected domains.

We can help:

01 — Optimise

Effectiveness & efficiency

Unlock the potential of your people, processes, tech and data to create new value, drive down costs, or both.

02 — Accelerate

Run faster

Create capacity for speed-to-impact and build your capabilities so you're ready for anything.

03 — Transform

Unlock opportunity

Define and deliver real change through digital, data and technology solutions for people.



We'll curate a multi-disciplinary team to solve your toughest challenges:

Data & Analytics

Digital Analytics

CRM

Data Science and Predictive Modelling

Measurement Frameworks

Research & Service Design

Customer & User Research
– Quant and Qual

CX and Service Design

User Experience Design

Content Design

Behavioural Science

Strategy & Innovation

Growth and Innovation Strategy

Agile strategy - goal setting & outcome definition

Digital & Data Strategy - communication, commerce and channel-shift

Digital Analytics

Technology

Technology Strategy and Platform Selection

Solutions and Technology Architecture

Software Engineering

DevOps & Quality Engineering

Data Engineering

Change & Delivery

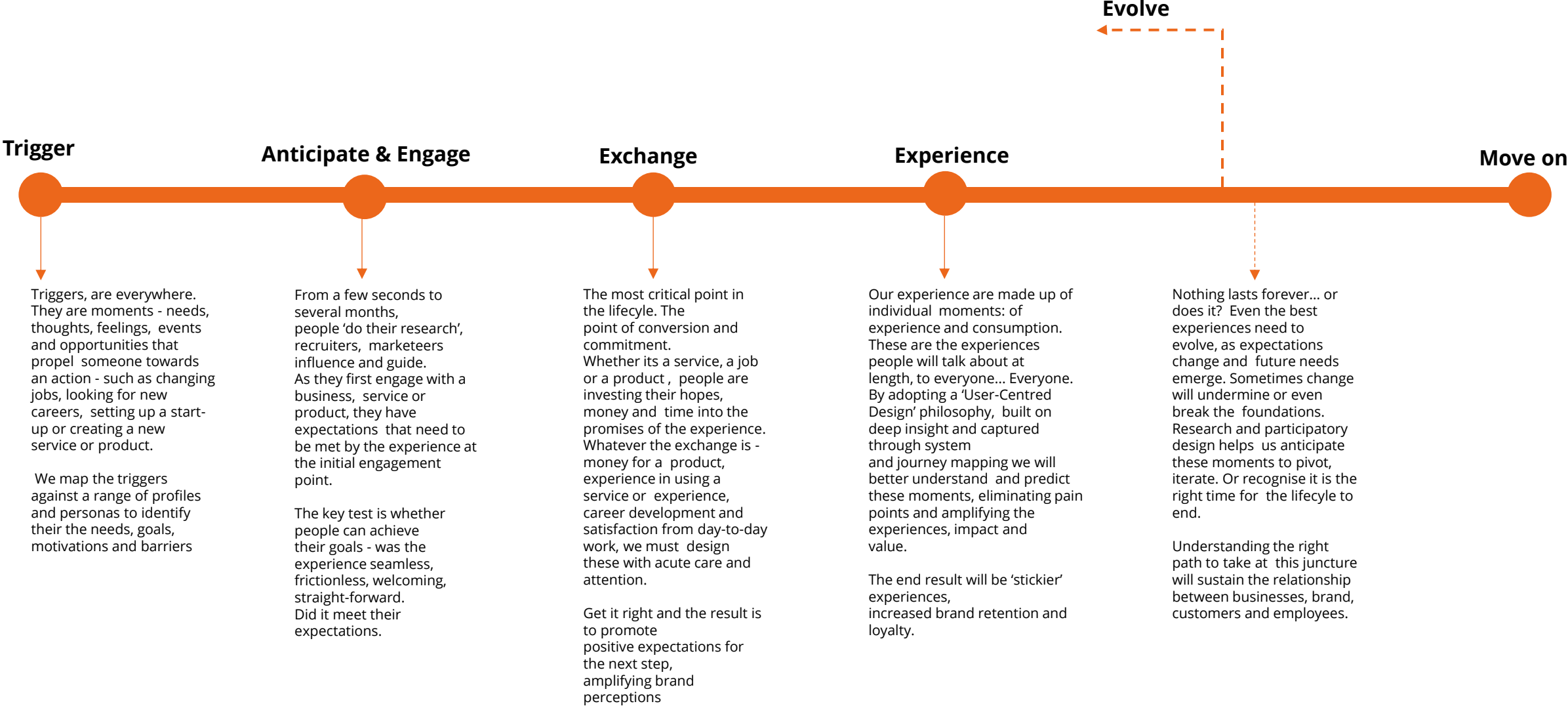
Project and Programme Delivery

Product and Delivery Management

Business Analysis

Agile Transformation

We Design for the whole service Lifecycle



How we work



No cookie cutters

We're contextual, customer-centered & agile as a gymnastics team



We make your teams better

We're big on knowledge transfer, co-working & trusted partnerships



We're data evangelists

It all starts with research, data, analytics & empathy



Quality is a big deal

With the toughest accreditations to prove it



All about the impact

We're commercial, goal-driven and focused on driving real change



Culture & people matter

Experienced, empowered, nice people with diverse perspectives

Transparency and Collaboration are at the heart of what we do

We are open and experienced in working in multidisciplinary teams alongside clients, partners (and competitors) as a single high functioning “rainbow” team aligned around a shared vision and common goals.

Culture of Collaboration:

Shared objectives – aligning teams from different disciplines or organisations around a common goal, shared vision and desired outcome

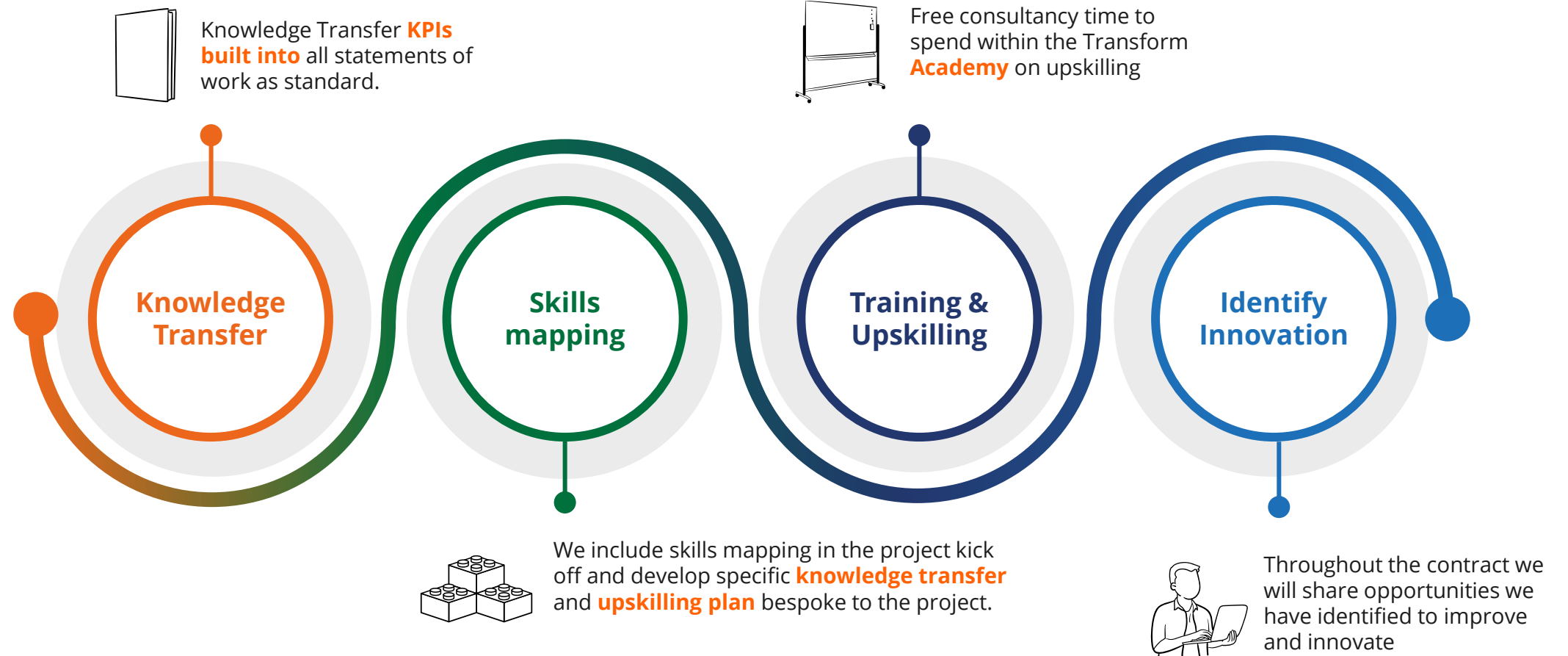
Empowerment & openness – to deliver outcomes, not outputs, we believe multi-functional teams need to be appropriately empowered within the framework of the delivery, with a healthy level of friction to challenge assumptions and innovate brave solutions

Curiosity & respect – the power of diverse teams is unlocking potential above and beyond the individual's contribution. We foster a culture that encourages curiosity and insists on respect

Whilst upholding required levels of professionalism, we like to inject fun and apply creative approaches to team-building and problem solving including Manuals-of-me, Lego serious play and Team Charters to create a strong working culture quickly. We provide shared space (physical and digital) for collaboration, adapting to the client's preferred approaches and tools.

We strive for continuous improvement & innovation

We will focus on helping our clients and their people develop, innovate and advance



Inclusion matters to us

Transform believes a diverse culture **underpins** delivery of the best outcomes for our **clients**, our **team** and our **community**

Our mission is to be representative of population, diverse of thought, inclusive of all

- Active Social Impact programme
- Inclusion Council and Peer Networks
- KPIs from executive level, cascaded into objectives & operations



We won the Management Today award for **Best DE&I Programme 2022**

And our CEO, Emma Robertson won Management Today's award for **Best CEO Leadership on DE&I 2023**



SERVICE PARAMETERS

Service Parameters

Information Assurance

Transform has designed and implemented systems up to and including IL3. We have ISO9001 (Quality Management) and ISO27001 (Information Security). We have a large number of staff with security clearance.

Backup / Restore D.R.

Transform can provide full back-up and disaster recovery functionality for the development work, should the client so require. We can either provide this via hosting partners or via cloud services. All development servers and code are imaged typically every hour and secured to remote location. Periodically we take physical back-ups and can either store these through one of our existing contracts or using the client's preferred supplier.

On and Offboarding

Transform provides a seamless process for engaging clients and transferring knowledge. Our development process includes an initial 'Sprint 0', to mobilise the project team, develop agreed ways of working and clearly define the project outcomes. Our preferred model is to co-locate with the client and work collaboratively. In addition, we will provide documented System Architecture documents that outline the logical and physical characteristics of the systems we develop

Pricing

We have provided a completed SFIA Rate Card with this G-Cloud submission

Service Management

The management of our services is typically managed under a separate contract. However, the operating characteristics, alerting and instrumentation are key considerations in the development of any platform. Our central aspect of our approach is to consider these requirements in the system design and in line with best practice, provide a System Architecture document that supports the acceptance into service process.

Service Parameters

Service Constraints

Transform will normally be developing services and solutions specific to client requirements and specifications. Therefore, we normally work within the client's constraints

Service Levels

Transform will normally be building specific client solutions to their specifications and therefore we normally work to agree service levels defined as part of the development of the platform

Financial Recompense

See service levels

Training

Transform offers a comprehensive training and coaching approach, as part of all engagements. This covers formal training courses, to mentoring and informal coaching to build internal capability. This is separately agreed with the customer, depending on need and available budgets.

All clients also have access to our Transform Academy sharing expertise for free via ½ day training workshops.

Ordering & Invoicing Process

See Terms & Conditions

Service Parameters

Termination Terms	Data Restoration & Migration	Customer Responsibilities	Technical Requirements	Trial Services Available
<ul style="list-style-type: none">• By consumers (i.e. consumption): N/A• By the Supplier (removal of the G-Cloud Service): as per terms and conditions	<p>Transform will normally be developing services and solutions specific to client requirements and specifications. Therefore, we will agree the scope and specification of any data migration and restoration SLAs/processes as part of the work package</p>	<p>N/A</p>	<p>Transform will normally be building specific client solutions to their specifications and therefore we define the technical platform requirements as part of the development of the platform</p>	<p>Our preferred approach is to build solutions from prototypes to end solutions and use extensive customer / consumer input. We do not offer off-the shelf trial solutions and normally build to the clients' requirements</p>