



JANUARY 2026

Service Definition

Understanding Users, Persona Creation and User Journey Mapping Support

Big Motive
Service Definition
Lot 3 - Cloud Support

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Introduction



Company Overview

Big Motive is an award-winning, service design and transformation agency.

We believe in the transformational power of technology informed by data, insight and human-centred design.

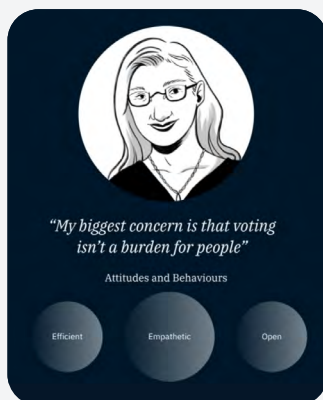
We create digital experiences grounded in reality, designed to enrich people's lives and realise better outcomes for customers, patients, citizens and communities.

We work with public sector organisations in Ireland, United Kingdom and North America – offering a range of services spanning UX design, experience strategy and service design, underpinned by our dedicated design research practice.

We put customers at the heart of our work to help organisations redefine what's possible and dedicate ourselves to the pursuit of better public services that make a meaningful difference to citizens.

Over the past ten years, we have enjoyed countless engagements providing design expertise to organisations across the Irish, UK and Northern Irish governments.

Leading a service design programme for the UK's Information Commissioner's Office (ICO) to create guidelines that enable UK organisations to create safer digital services for young users



Delivering a comprehensive service blueprint and citizen-centred recommendations for the UK Cabinet Office in their implementation of electoral integrity measures



Providing a design-led approach to a suite of integrated health services—from digital contract-tracing to Covid certifications and UX vaccine management platform—to support Department of Health NI's digital response to the Pandemic



Company Overview

We believe that good design can address the needs of modern government organisations by putting citizens at the heart of service transformation.

For 20 years, our team has delivered research and design expertise to client organisations across the UK and Ireland. Our value proposition comprises four missions which we strive to deliver in every engagement. These are:

1



Citizen-centred

Articulating a customer service strategy to create inclusive, secure, sustainable and intuitive digital services

2



Integrated

Developing solutions that are integrated into ecosystem of public services (particularly in digital health)

3



Collaborative

Facilitating co-design to create solutions that bring people together and facilitate more connected communities

4



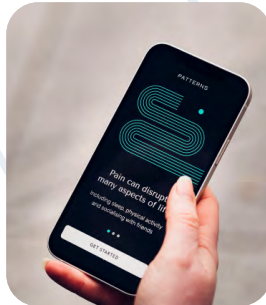
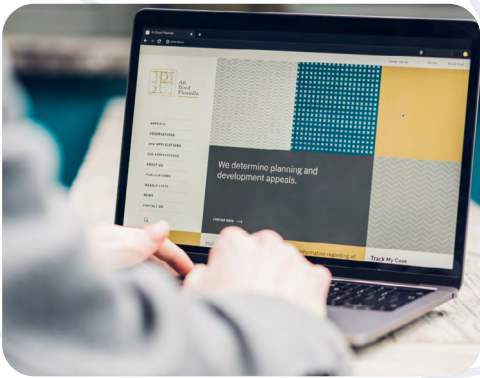
Inclusive

Advocating for universal design and solving for many by prioritising citizens with acute or heightened needs



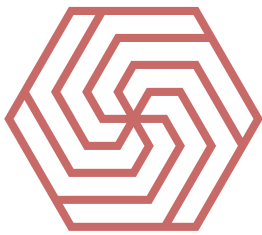
What the service provides

We offer a comprehensive suite of services to empower public sector teams to develop accessible user-centred and digital experiences.



What the service provides

Discovery support for digital business transformation



Big Motive leads discovery processes to gain insights into problem domains, uncover user requirements, identify and evaluate opportunities, and mitigate risks associated with business ideas. Our dedicated discovery teams employ Lean and Agile methodologies to iterate efficiently and prioritise high-value outcomes. We leverage our expertise in user research, service design, technical exploration, digital strategy, and business analysis to deliver comprehensive and effective discovery programmes.

Features

- + Cross-functional Discovery teams, diverse projects
- + Clear Discovery project outcomes, scope, and discovery planning
- + In-depth research and comprehensive understanding of needs
- + Risk evaluation, issue identification and constraints
- + Stakeholder analysis and customer engagement strategy development
- + Systems analysis, policy analysis and transforming legacy solutions
- + Thorough mapping, technical evaluation, definition, and issue identification
- + Concept testing and viability assessment during the Discovery phase
- + Definition of Minimum Viable Product (MVP) for GDS Discovery phase

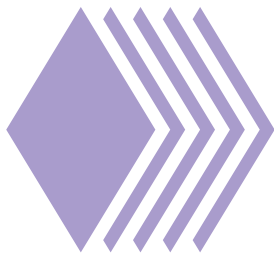
Benefits

- + Research and Data-backed decisions facilitated by the Discovery phase
- + Alpha roadmap delivery
- + Streamlined approach with GDS Discovery's single-team model
- + A comprehensive grasp of the issue and its surrounding context
- + Higher user satisfaction due to GDS Discovery's user-centred approach
- + Enhanced service adoption through pinpointed user needs
- + Adherence to GDS Discovery Service Design manual
- + Training support transfer skills to product teams
- + Understand user's needs and accessible and assisted digital needs
- + Tangible deliverables for future endeavours, including business case and Beta/Alpha-phase



What the service provides

Design Sprints to drive innovation & support business transformation



At Big Motive, our design sprints enable our clients in local and central government to continuously prototype and test concepts with users in order to quickly progress from ideas to validated solutions. Integrated user testing ensures that we incorporate feedback for ongoing enhancements. Through a co-design approach, we leverage the expertise of diverse groups of business stakeholders and subject matter experts. We match this expertise with ongoing feedback from end users to inform iterative improvements to proposed solutions.

Features

- + Expert facilitation and guidance through structured workshops and exercises
- + Development of deep understanding of problems and challenges worth addressing
- + Time-boxed format accelerates ideation and creativity
- + Integration of diverse input across domains including business, design, technology
- + Clarity of goals provides alignment and focus for participants
- + Co-design represents teams working together in a supportive environment
- + Rapid prototyping quickly generates 'experiments' - tangible outputs for feedback
- + Early user testing qualifies concepts and identifies highest potential options
- + Iteration and validation of refined ideas further defines best ideas
- + Introduces new methodologies to teams and organisation

Benefits

- + Mitigate risk and enhance future development of products and services
- + Clarify and align with strategic product/service goals effectively
- + Reduce ambiguity and optimise the decision-making process
- + Efficiently focus efforts on the most viable product/service solutions
- + Surface multiple problems that can be addressed with subsequent sprints
- + Quickly learn what most resonates with customers and users
- + Improve service user satisfaction and overall outcomes significantly
- + Accelerate development to deliver impactful and meaningful products and services
- + Develop action plans to maintain momentum built during the sprint
- + Create a legacy of skills and capabilities within the organisation



What the service provides

Service Design consultancy support for business transformation of digital services



At Big Motive, our Service Design approach empowers public sector organisations to improve existing services and create new ones that address the needs of citizens. Our approach is focused on enhancing the quality of interactions between organisations and their users by collaborating closely with stakeholders to uncover pain points and user requirements. We combine user research, co-design, UX design and service design to develop accessible, intuitive, and efficient services that meet the needs of public sector and partner organisations as well as the stakeholders and citizens who will benefit most from these services.

Features

- + User-centred methodologies develop a deep understanding of needs and motivations
- + Human-centred focus helps to understand the emotional impact of services
- + An inclusive process that cuts across departments, functions and silos
- + Ecosystem mapping provides a holistic understanding of touchpoints and interactions
- + Co-design enables opportunities for innovation through collaboration
- + Service blueprints create a visual representation of touchpoints and interactions
- + Iterative prototyping facilitates rapid development and testing of new ideas
- + Feedback loops that provide input for continuous improvement
- + Design processes that align with relevant legislation to ensure compliance
- + Decisions based on data insights, offering greater confidence in solutions

Benefits

- + Inform decisions around budgeting and maximise return on investment
- + Increases organisational buy-in, alignment and diversity of input
- + Mitigate and reduce risk of projects and initiatives
- + Identify opportunities to eliminate pain points and optimise process
- + Reduce time to market for new innovations and improved services
- + Deliver value where it matters, Increase user satisfaction and loyalty
- + Reduces friction of transition from incumbent systems, maximising adoption
- + Create increasingly seamless and integrated user experiences
- + Build sustainable and scalable services
- + Confirm and communicate success by creating measurable outcomes



What the service provides

User Experience (UX) and User-Centred Design (UCD) Support



At Big Motive, user-centred design is a core methodology that underpins every challenge we undertake. Every new service improvement challenge starts with empathy. We plan and execute user research, selecting an appropriate approach from a wide range of research methods and tools. We seek to understand the needs of business users, citizens and any relevant stakeholders. We develop flows, wireframes, visual designs and prototypes – testing assumptions and iterating in real-time as we accelerate through rapid design cycles. We blend expertise in behavioural science, user research, service design and digital to deliver intuitive, engaging and effective solutions.

Features

- + User research uncovers user needs, behaviours, goals and motivations
- + Personas representing user archetypes encourage empathy and insight
- + Journey mapping interprets key goals into coherent paths for users
- + Information Architecture organises content intuitively and sustainably for easy navigation
- + Wireframing and prototyping allows for efficient testing of design concepts
- + Interaction Design facilitates successful task completion and fulfilment
- + Visual design brings consistency and aesthetic appeal to the experience
- + Accessibility ensures compliance with relevant standards, including WCAG 2.2
- + Feedback loops gather user and stakeholder feedback for iterative improvements
- + Usability testing with representative users provides validation and/or improvements

Benefits

- + User insights facilitate more effective and accountable decisions
- + Accommodates the needs of multiple user groups with varying priorities
- + Maximises value delivery, increasing user satisfaction and completion rates
- + Reduces frustration and abandonment through improved usability
- + Creates consistent experiences across platforms and devices
- + Saves time and resources during development stages with rapid iteration
- + Maximises engagement and positive sentiment by providing low-effort interactions
- + Achieves compliance with all relevant legislation and guidelines
- + Evolves products and services based on input from end users
- + Creates confidence in the solution through testing with representative users



What the service provides

Persona Creation and User Journey Mapping Support



At Big Motive we begin user-centred design programmes by building empathy with users. This work leads to the co-creation of user personas and the development of user or customer journey maps. This approach yields invaluable insights into user goals, pain points, and interactions – thereby steering the design and development process towards impactful outcomes.

Features

- + Collation of multiple user reference points into actionable information
- + Translation of research findings into illustrated personas that build empathy
- + Identification of user goals, influences and motivations
- + Analysis of how personas behave and interact various channels
- + Illustration of typical interactions in various scenarios
- + Surfacing of user / customer pain points and moments of truth

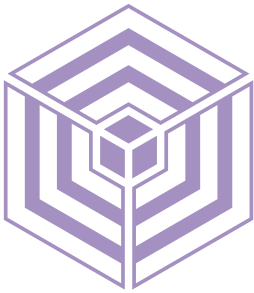
Benefits

- + Deep understanding of user/customer needs, behaviours, and preferences
- + Improved decision-making based on user-centric research and insights
- + Shared understanding of users across teams, enabling effective collaboration
- + Tailored products and services that meet specific user expectations effectively
- + Truly customer-centric services aligned with user goals and motivations



What the service provides

User Research for Discovery, User Experience Design and Testing



At Big Motive, our team of qualified researchers specialise in citizen-centred research that uncover invaluable insight, enabling you to optimise your cloud solution's user experience, improving adoption and value. By employing innovative methodologies, they explore various dimensions of user interaction, identifying diverse user personas and uncovering their motivations and obstacles, including those from underrepresented minorities. Our blend of quantitative and qualitative research enables teams to uncover profound insights that can inform the creation of inclusive digital experiences.

Features

- + Understand and prioritise user needs, goals, behaviours, motivations and preferences
- + Quickly identifies shortfalls in usability and design through heuristic review
- + Iterative prototype tests with users result in effective feedback loops
- + Run usability evaluations and tests both in person and remotely
- + Assess system usability definitively using the System Usability Scale metric

Benefits

- + Insights from research inform effective product development decisions
- + Rapid identification and resolution of usability issues increases user satisfaction
- + Continuous improvement aligns products more closely with user expectations
- + Remote and in-person usability evaluation deliver broader insights
- + Quantifiable usability improvements provide clear tracking of progress



What the service provides

Digital Experience Strategy



A coherent Digital Experience Strategy ensures that decisions and priorities in the delivery of digital services address the right problems in the right way. Before any design takes place, Big Motive leads clients through a coherent and rigorous process of critical thinking into the problems faced and their relative importance. We help organisations to understand and diagnose the most important challenges, before we co-create potential solutions. This empowers our clients to proceed with confidence, while understanding how to gauge, measure, and report success of any initiative.

Our services are tailored to meet the unique needs of the public sector, helping teams deliver digital solutions that are inclusive, user-friendly and effective.

Features

- + Prioritises user needs and preferences with a customer-centred approach
- + Delivers consistent experiences across digital channels and touch points
- + Aligns with and supports delivery of higher level strategic objectives
- + Leverages analytics for continuous optimisation
- + Focuses on accessible and usable interactions to deliver valuable outcomes

Benefits

- + Dedicated user focus increases adoption and trust in services
- + Delivers coherent interactions that maximise success rates
- + Increases accessibility and convenience for citizens
- + Provides valuable insights for future service development
- + Reduces risk around budget allocation and increases stakeholder confidence

Client List



Our Clients

We act as trusted partners to the following client organisations in the public and private sectors.

Public Sector



Private Sector



Case Studies





Cabinet Office

Electoral Integrity Programme

The UK Government proposed to modify the electoral system, impacting how elections are managed and citizen involvement. Big Motive conducted a Northern Ireland-focused Service Discovery exercise under the EIP, building upon prior work in Great Britain to identify adjustments needed for electoral services in Northern Ireland

Problem

Implementing this ambitious programme of reform has necessarily involved specific rounds of exploration, research, design, prototyping, development - across all the nations of the UK. Our objective was primarily to develop findings and recommendations - backed by robust research - describing changes required to address EIP policy goals in a Northern Ireland specific context. In addition we needed to discover areas where proposed changes to GB electoral services could be modified to support people in Northern Ireland.

Approach

We selected a range of research methods to address this project's objectives, leading to a well-supported set of findings and recommendations. The methodology was framed around cycles of these research activities which included:

- **Qualitative research** - interviews with key project stakeholders, electoral administrators, electoral regulators, electors
- **Desk research** - analysis of current and proposed electoral services, as service maps and working prototypes
- **Quantitative research** - a snowball-sampled survey designed to add further specificity to earlier research findings



Outcome

Following extensive research and synthesis of raw data, we developed a set of insights and recommendations based around three criteria: Service Design & Research, Technology & Security, Policy & Legislation.

On completion of the project we had delivered:

- A better understanding of both administrators and electors in Northern
Findings and recommendations on digital electoral services as they apply in Northern Ireland - both available today or proposed.
- Focused insights related to Online Register to Vote, Online and Offline Application for Absent Vote, Online and Offline Application for Electoral ID card.
- Advice on the possible future state of electoral services in Northern Ireland given the unique context of Northern Ireland
- Extensive Reporting, Service Blueprints, Wireframes, User Personas.





Information Commissioner's Office

Office Case Study

Problem

The ICO is the UK's independent authority that upholds information rights and data privacy for individuals. In 2020, the ICO published 'The Children's code' to regulate the development of apps and online services for young people. Big Motive was engaged to develop design guidance for the Children's code. Our challenge was to support technology teams to better adhere to the code and design services with children's privacy in mind.



Approach

After collaborating with designers, data experts and technology advisors, we realised that every team creates distinct experiences for children in different genres and in different ways. How could we create a standard that would be practical or useful for all? Our response was to create a 'design guidance service'. We facilitated workshops to ideate what might be helpful for digital teams. Our solution was a comprehensive toolkit, comprising do's and don'ts, checklists and tools that any digital team can use in their design process.

- The design guidance helps teams empathise with young users and better understand children's rights.
- It includes practical tools including 'Age-appropriate mindsets' and
- 'Data privacy moments maps'. To promote accessibility and contextual relevance,
- Tools have been published on Miro—the virtual whiteboard—along with videos and instructional content, supporting better adherence to the Children's code.

Outcome

- The Children's code and its design guidance is now live and teams across the UK are benefiting from this innovative new service.
- By understanding the needs of a most diverse group of users, the 'design guidance service' marks a new way of imagining policy to support better professional practice that can work in the public's interest.
- A number of US Democratic Senators have proposed a Congressional act to follow the ICO's lead - making the Children's code and its design guidance a benchmark for best practice.





An Roinn Caiteachais Phoiblí
Sheachadadh PFN agus Athchóirithe
Department of Public Expenditure
NDP Delivery and Reform

Connecting government services to delight Parents in Ireland

The Department of Public Expenditure NDP Delivery and Reform is uniting Irish government departments to develop user centred services using a 'Life Events' approach. Commissioned to support this vision, we undertook the life event of 'having a baby and early childhood'. We used service design methods such as collaborative workshops and service blueprinting, to develop a complete understanding of how parents' currently use government services in Ireland.

The Problem

Our research shows that Irish parents perceive government services as disconnected, repetitive, and burdensome, with poor communication and an assumption of prior knowledge. Women bear the brunt of managing these services, adding mental strain during significant life changes. The government lacks insight into parents' interactions with services related to childbirth and early childhood, and there's a gap in understanding the entire parental journey across departments.

Approach

This project aimed to improve government services in Ireland by creating delightful life event experiences. We focused on 'Having a baby and early childhood' by researching parents' experiences through desk research and interviews. This helped identify pain points across six areas and informed the development of a current state service blueprint.

- Pressure on women
- Poor communication and assumed knowledge
- Challenges in accessing services
- Outdated practices
- Insufficient service offerings
- Department disconnection

Through co-design methods, we collaborated with government departments and iterated on the service blueprint, addressing gaps and identifying opportunities to enhance the experience for Parents in Ireland.

Outcome

- Irish government departments now grasp parents' experiences with services during 'Having a baby and early childhood' life events.
- Understanding of interdepartmental collaboration during these events, a previously overlooked aspect.
- Research facilitates advancing the life events concept for Irish parents.
- Detailed service blueprint covers parent's journey from preconception to early school years.
- Research report rich in detail, highlighting hurdles for parents and government, backed by real-life stories
- Opportunities identified to enhance the life events approach further.





Health Service
Executive (Ireland)

Redesigning children's services to improve access, coordination and outcomes



The challenge

Children's services in Ireland are under sustained pressure. Families can wait months or years for assessments and diagnoses, particularly for autism and ADHD. Frontline teams are overstretched, services operate across multiple silos, and referral pathways are complex and inconsistent. Community Healthcare Organisation 8 (CHO8), part of the Health Service Executive (HSE), needed a new approach to address long waiting times, fragmented decision-making and low trust across families, clinicians and service managers.



Our approach

We worked with senior leaders, frontline clinicians, families and partner organisations using a design-led, co-production approach. The work was structured across two phases:

Discovery (10 weeks)

- Research with families, clinicians and service managers
Mapping journeys across mental health, primary care and disability services
- Identifying pain points, duplication and delays in referral and assessment pathways
Synthesising insights into clear, actionable opportunities for reform

Implementation (12 weeks)

- Co-designing and testing solutions with real service users and staff
- Rapid prototyping to validate changes in live service environments
- Iterative testing and refinement to reduce delivery risk

Across both phases, over 350 people contributed through interviews, workshops, testing and feedback.



Outcomes

Three priority solutions were designed, tested and implemented:

- **Central review team** – a new triage model that reduced referral review times from approximately 10 weeks to around 10 days
- **Parent handbook and care map** – clear, accessible content to help families understand pathways, expectations and next steps
- **In-reach diagnostic model** – improved coordination between services to support more timely autism and ADHD assessments

These changes reduced delays, improved clarity for families, and supported better collaboration across previously siloed teams.

Impact

The work demonstrated how design methods can be used to address complex system challenges in healthcare. The approach helped align stakeholders, de-risk service change, and deliver tangible improvements rather than reports that sit unused.

The outcomes from CHO8 are now being explored more widely across other regions, supporting national conversations about reforming children's services and improving access to care.



Social Value



1. Skills, Employment & Economic Opportunity

We are committed to strengthening digital capability and creating fair, sustainable employment by investing in people, embedding learning into delivery, and widening access to digital careers.

Our approach focuses on long-term skills development, fair work, and inclusive pathways into employment and progression.

Our Skills, Employment & Economic Opportunity Policy Outcome aims to grow workforce capability, address digital skills gaps, and create equitable access to employment and progression through structured learning, fair pay and responsible employment practices.

To achieve this, we:

Invest in continuous learning and professional development

We embed learning into everyday delivery so that skills are developed through real work and retained over time. All staff are supported through ring-fenced annual learning and development budgets, paid training time, mentoring and peer learning. Professional development includes accessibility, inclusive design, ethics and sustainability, ensuring skills remain relevant, transferable and aligned to public sector needs

Upskill our workforce through live delivery

Teams develop technical, research and delivery capability through supported project work, senior oversight and regular communities of practice. Learning objectives are reviewed through retrospectives and performance conversations, ensuring continuous skills growth alongside delivery.

Address digital skills gaps and grow new talent

We actively respond to shortages in user-centred design, accessibility and digital delivery by creating paid apprenticeships, internships and placements linked to real delivery work. These roles are supported through structured onboarding, mentoring and supervised project experience, enabling participants to build meaningful, job-ready skills.

Remove barriers to entry and progression

We recruit based on aptitude, potential and lived experience, rather than formal qualifications alone. Flexible and accessible working practices support people returning to work, changing careers, managing health conditions or balancing caring responsibilities, in line with our EDI and accessibility commitments.

Commit to fair pay and secure work

We are a Real Living Wage Accredited Employer, covering all roles including apprentices and interns. We do not use zero-hours contracts, provide clear employment terms, and operate transparent pay structures with regular reviews, supporting dignity, stability and long-term economic opportunity.

Support progression and long-term careers

All roles are designed with clear progression pathways supported by mentoring, development planning and regular reviews. Inclusive development practices ensure that advancement is based on skills, performance and potential, with reasonable adjustments made where needed.

Promote ethical and responsible employment

We actively manage risks such as modern slavery and unethical labour practices across our operations and supply chain, ensuring fair treatment and responsible employment standards are upheld throughout delivery.

Measuring impact and sustaining value

Skills development, learning investment and progression outcomes are monitored as part of ongoing governance. These insights inform continuous improvement and ensure our commitments translate into real capability growth, fair employment and long-term economic benefit, not just policy intent.

Outcome

Through this approach, we strengthen digital capability, widen access to employment, and support fair, sustainable careers—leaving a lasting skills and economic legacy beyond individual projects.



2. Tackling Inequality & Equal Opportunity

We are committed to fostering an inclusive, equitable and respectful workplace where everyone has a fair opportunity to contribute, progress and thrive.

Our approach focuses on removing barriers to employment and progression, supporting under-represented groups, and embedding equality, diversity and inclusion into how we work and deliver services.

Our Tackling Inequality & Equal Opportunity Policy Outcome aims to reduce structural and practical barriers to work, promote inclusive employment practices, and ensure equitable access to opportunity through fair policies, supportive cultures and accessible ways of working.

Embed inclusive recruitment and progression practices

We apply inclusive recruitment practices designed to minimise bias and widen access to employment. Roles are designed to be accessible, selection focuses on skills and potential, and progression pathways are transparent and supported, in line with our Equality, Diversity and Inclusion policy.

Remove barriers to participation and progression

We actively identify and address barriers that may prevent individuals from securing or sustaining employment, including inaccessible processes, inflexible working arrangements or unsupported workplace needs. *Reasonable adjustments are implemented as standard* to support disabled and neurodivergent employees.

Support under-represented groups

We provide targeted mentoring, peer-led coaching and development opportunities for people from under-represented groups. This includes leadership development, progression support and access to external coaching where appropriate, helping ensure equitable outcomes over time.

Remove barriers to entry and progression

We recruit based on aptitude, potential and lived experience, rather than formal qualifications alone. Flexible and accessible working practices support people returning to work, changing careers, managing health conditions or balancing caring responsibilities, in line with our EDI and accessibility commitments.

Ensure fair pay and secure work

We are a Real Living Wage Accredited Employer and apply fair, transparent pay practices across all roles. We do not use zero-hours contracts and provide clear employment terms that support dignity, security and long-term participation in work.

Promote inclusive development and in-work progression

Inclusive development practices ensure that all employees have access to learning, mentoring and advancement opportunities. Progression is based on skills, performance and potential, with support tailored to individual needs and circumstances.

Apply ethical and responsible employment practices

We actively manage risks related to discrimination, harassment, victimisation and modern slavery across our operations and supply chain, ensuring that all individuals are treated with dignity and respect.

Measuring impact and sustaining value

Equality, diversity and inclusion outcomes are monitored through regular reviews of recruitment, progression and workforce experience. This enables continuous improvement and ensures that commitments translate into real reductions in inequality over time.

Outcome

Through this approach, we expand access to opportunity, reduce barriers to work and progression, and create inclusive delivery environments that reflect the diversity of the people public services exist to serve.



3. Environmental Sustainability & Climate Responsibility

We recognise climate change as a long-term, systemic challenge and take responsibility for reducing the environmental impact of both our operations and our delivery.

Our approach focuses on low-carbon ways of working, sustainable digital delivery, and robust governance to support continuous improvement.

Our Environmental Sustainability & Climate Responsibility Policy Outcome aims to reduce environmental impact, support net zero ambitions, and embed sustainable, low-carbon practices into how services are designed, delivered and managed.

Adopt low-carbon ways of working

We prioritise remote-first and digital-first delivery to reduce travel, energy use and waste. Where in-person activity is required, we take an emissions-aware approach to travel and planning, minimising environmental impact wherever possible.

Embed sustainability into digital delivery

We design digital and service outputs to be efficient, accessible and durable. Sustainability, accessibility and performance are considered together to reduce energy consumption, minimise rework and extend the lifespan of digital assets.

Apply lifecycle and circular design principles

We use modular, reusable approaches that reduce duplication and unnecessary redevelopment. This supports circular delivery models and lowers environmental impact across the full lifecycle of services and products.

Track, manage and reduce emissions

We track emissions across Scope 1, 2 and 3 and review performance regularly to inform reduction actions. Environmental performance is overseen at leadership level and supported by external expertise where appropriate.

Promote responsible procurement and supply chains

We consider environmental performance in procurement and supplier engagement, encouraging responsible practices and alignment with our sustainability standards across delivery partners.

Commit to continuous improvement

We are currently undergoing B Corp assessment, reflecting our commitment to transparent governance, environmental responsibility and continuous improvement in sustainability practices.

Measuring impact and sustaining value

Environmental performance is reviewed through regular reporting and audits. Insights are used to strengthen delivery practices and ensure sustainability commitments remain credible, measurable and effective.

Outcome

Through this approach, we reduce carbon impact, support long-term sustainability goals and contribute to a more resilient, lower-carbon public sector.



4. Health, Wellbeing & Community Resilience

We believe sustainable delivery depends on healthy, supported people and strong relationships with the communities connected to our work.

Our approach focuses on promoting physical and mental wellbeing, maintaining safe working environments, and contributing positively to community resilience.

Our Health, Wellbeing & Community Resilience Policy Outcome aims to support wellbeing, safety and resilience by embedding flexible working, mental health support and responsible community engagement into how we operate and deliver services.

Promote physical and mental wellbeing

We recognise mental health as a core component of safe and sustainable work. Staff are supported through flexible working, workload management, mental health check-ins and access to professional support services.

Maintain safe and healthy working environments

We operate a comprehensive **Health, Safety and Wellbeing Policy**, covering office-based, remote and hybrid work. Risks are assessed regularly and staff are supported with ergonomic guidance, equipment and training to work safely.

Support flexible and inclusive ways of working

Flexible hours, hybrid working and reasonable adjustments support employees with caring responsibilities, health conditions or differing needs, enabling sustained participation and progression in work.

Encourage community engagement and volunteering

We encourage staff to contribute time, skills and expertise to community-led initiatives aligned with wellbeing, inclusion and opportunity. Volunteering and pro bono activity are supported as part of our wider social responsibility.

Contribute to community resilience

Where appropriate, we apply our skills to support education, skills development and community initiatives, helping strengthen local capacity and long-term resilience.

Measuring impact and sustaining value

Wellbeing and community activity are monitored through internal governance, feedback and participation tracking. This informs continuous improvement and ensures commitments are meaningful and proportionate.

Outcome

Through this approach, we promote healthier working practices, resilient teams and positive community impact, supporting sustainable outcomes for people and public services alike.



Overview of the G-Cloud Service



Overview of the G-Cloud Service

Our services provide a comprehensive offering to public sector organisations who are committed to the development of digital services that meet the needs of citizens.

Through offerings such as accessibility testing, user research, user experience design and agile coaching, we ensure that digital solutions that we create are inclusive, user-friendly and effective. Our tailored services cater to the unique demands of the public sector, fostering positive outcomes for diverse user groups.

In conjunction with our core services, Big Motive provides a suite of associated services to further enhance digital solutions. The accessibility of our UX design approach ensures compliance with standards like WCAG 2.2, enhancing usability for individuals with disabilities and older citizens.

Agile coaching aids the adoption of efficient project delivery methodologies, while data analysis synthesises insights to inform decision-making. Service design consultancy offers strategic guidance for service transformation, prioritising human-centred experiences through empathy, deep understanding and iterative improvement.

Our Digital Transformation Strategy service assists in devising strategies to accelerate innovation, while User Experience Design ensures intuitive interactions aligned with user needs and business objectives. Research underpins our approach, delivering insights on user behaviours and preferences, competitive offerings and wider market context. The methodologies we deploy are tailored to the demands of each project and organisation, leveraging diverse tools and techniques to gather actionable insights for both generative and evaluative purposes.

These associated services are customisable to meet the specific needs of the public sector, guaranteeing a comprehensive approach to the delivery of accessible and user-centred digital solutions. By prioritising inclusivity, usability, and effective user experiences, Big Motive empowers public sector organisations to innovate and achieve their digital transformation goals while serving diverse user populations effectively.



Associated Services



Associated Services

Our offering can be complemented by a range additional services.

These services include:

Policy Design

Design Thinking

Design Research

Customer Experience Strategy

Accessibility Audits and Testing

Policy Design

We work with government teams and local authorities to co-design policy that makes a meaningful difference to citizens. Through citizen research, stakeholder engagement and collaboration, we seek to design public policies that foster compliance, mitigate risk and drive sustainable growth and change. From conception to implementation, we prioritise transparency, adaptability and innovation to ensure that each policy aligns and supports organisational objectives.

Design Thinking

Our Design Thinking workshops serve as dynamic catalysts for innovation and problem-solving. We empower teams to unlock fresh perspectives, identify emerging trends and co-create transformative solutions. Guided by our expert facilitators, participants learn to embrace ambiguity, challenge assumptions, and bring a human-centred mindset to difficult problems. These immersive experiences blend creativity with analytical rigour, driving continuous improvement and fostering a culture of experimentation and agility.

Design Research

Grounded in empathy and driven by insights, Big Motive's design research approach can pinpoint the unmet or latent needs, desires and aspirations of end-users. We produce actionable insights that inform strategic decision-making and in turn, new product and service innovation. Our diverse toolkit of qualitative and quantitative techniques allows our researchers to identify opportunities, validate hypotheses and guide the development of truly citizen-centred solutions.

Good Design Leaves No one Behind

Customer Experience Strategy

Our interdisciplinary approach to customer experience strategy blends data-driven analysis with creative vision. We enable organisations to deliver exceptional experiences that maximise adoption and support sustained engagement and growth. We collaborate closely with clients to co-create strategies that prioritise user engagement and fulfilment. We further provide action plans that facilitate strategy enablement.

Accessibility Audits and Testing

We believe that good design leaves no one behind. Through accessibility audits and testing, we ensure that digital solutions are compliant with accessibility standards and guidelines. Our testing is based around criteria laid out in the Web Content Accessibility Guidelines (WCAG) 2.2. Meeting these standards helps to make digital content more accessible to people with a range of disabilities, and more usable by older people. This in turn means better usability and accessibility, not just for minority groups - but for everyone.

These associated services can be tailored to meet the specific requirements of public sector organisations, ensuring that they have a comprehensive and holistic approach to delivering user-centred and accessible digital solutions.



Data Protection



Data Protection

Information Assurance

We prioritise the security and confidentiality of our clients' information.

To ensure the highest standards of data protection, we hold the Cyber Essentials Plus accreditation, demonstrating our commitment to safeguarding against common cyber threats. Our comprehensive security measures include robust processes and facilities including comprehensive malware monitoring and protection, fully managed devices and multi-factor authentication, designed to safely manage sensitive information throughout its lifecycle. From data encryption and access controls to regular security audits and risk assessments, we take proactive steps to mitigate potential vulnerabilities and uphold the integrity of our systems.

The key principles on which our approach is based are:

We gather informed consent for any and all data processing

We ensure we gain informed consent from all people who interact with Big Motive's services (staff, clients & citizens). This consent covers the data we collect, how we store and use it, and who we can share it with. We ensure we store data within the bounds and frames of the consent we have been granted. We treat as personal data all notes, recordings and other data we collect during research and other user-centred work. We take particular care of any sensitive personal information that we collect. Data subjects are made aware of any information collected, and have the right to ask that any information is revoked at any point.

We only collect and store the information we need

We aim to collect and only the information needed from our staff, clients and citizens we engage in research. All personal data collected by Big Motive will be "adequate, relevant and limited to what is necessary in relation to the requirements". We aim to minimise the collection of unnecessary information. When engaging citizens in our studies/projects, we used Informed Consent forms which walks our users through what data we as researchers at Big Motive want to collect, and how, where, and why that data will be used. All participants must read the consent

form, manually check the "I agree" boxes themselves, and provide a signature to confirm that they have consented to data processing. Wherever possible we fully anonymise the data & extracts used so that the participants cannot be identified. We understand with anonymised extracts, there are no concerns with sharing the outputs widely - including making them public.

We ensure that all user data is being stored and processed securely this includes 3rd party tools

Big Motive has set a retention period of 2 years for all personal data collected. After the set retention period all digital and hard data is deleted or shredded. We have established a process for deleting staff, customer and research data when it's no longer needed, or when it reaches the end of the retention period. Staff, customer and citizens details are stored securely and shared only with staff who need to use those details to manage HR processes or user research. We restrict access to the data to those who specifically need to use it. Where the technology allows, our systems prevent colleagues from copying and downloading the data.

We give users control over their data

We keep a record of the consent we collected from staff, customers and citizens, and what they agreed to. We do this by scanning and keeping a copy of a signed paper consent form/Employee contract/ Project contract and downloading and keeping copies of emails confirming consent.

If a data subject wishes to request the data we have collected from them we will give them a copy of all the data. If they request that their data be removed from the system we will immediately delete and stop processing the data collected.

We comply with industry best practices and UK & EU standards to ensure the confidentiality, integrity, and availability of data. Our team is trained in data protection and follows strict security protocols to protect sensitive information. We are committed to maintaining a secure environment for our clients and continuously improving our security measures.



Privacy by Design

Our services are designed with Privacy by Design principles in mind.

We understand the importance of protecting citizens' data and ensuring compliance with the EU General Data Protection Regulation (GDPR).

From the start of the design process, we integrate privacy measures into our services to safeguard personal information. We follow best practices and industry standards to ensure data protection and privacy.

Our team is trained in Privacy by Design principles and we work closely with clients to address their specific privacy requirements. By prioritising privacy, we create digital solutions that are secure, trustworthy, and respectful of individuals' data rights the service



Business Continuity Statement / Plan



Business continuity statement/plan

Our business continuity plan ensures that we can maintain operations and minimise disruptions in the event of unforeseen circumstances.

The plan includes the following:

Scope

The plan covers all key business areas and critical functions within our organisation.

Dependencies

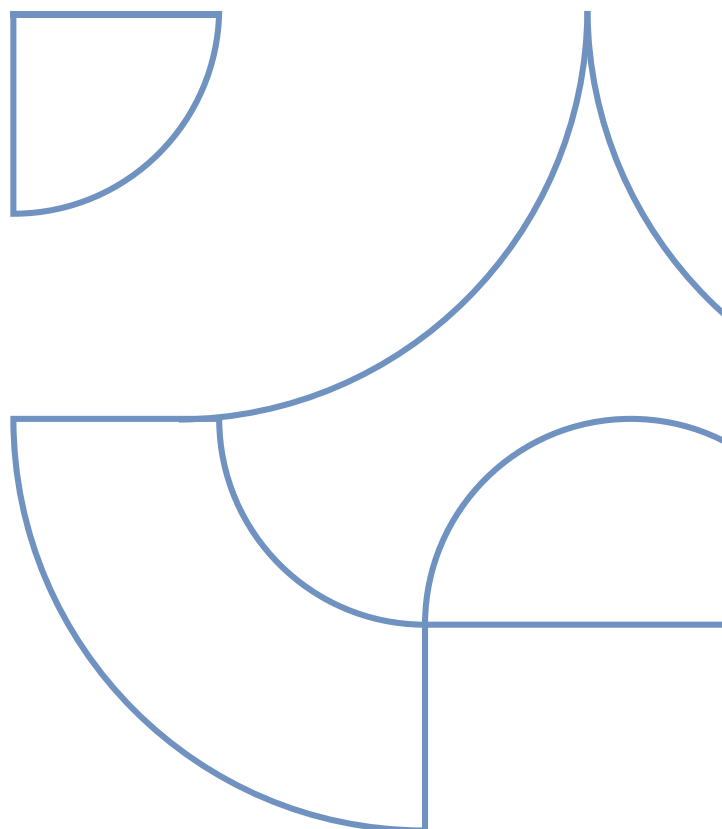
We have identified dependencies between various business areas and functions to ensure smooth operations.

Acceptable Downtime

We have determined acceptable downtime for each critical function to prioritise recovery efforts.

Outline Plan

Our plan outlines the steps and procedures to be followed in order to maintain operations and recover from disruptions.



A more detailed plan can be provided to the buyer upon request. We are committed to ensuring the continuity of our services and minimising any potential impact on our clients.

Using the service



Ordering & Invoicing

To order services from Big Motive, please contact us to discuss your requirements in more detail.

- You can reach us at gcloud@bigmotive.com or by calling us on +44 (0)28 9531 3837.
- Once we full understand your needs, we will assist you in completing the Order Form, also known as the Call-off contract.
- We invoice our fees with a payment term of 30 days from receipt of the invoice.
- We strive to provide a seamless and efficient ordering process to ensure a smooth experience for our clients.
- If you have any further questions or need assistance, please don't hesitate to reach out to us.



On-Boarding, Off-Boarding, Service Migration, Scope etc.

At Big Motive, our onboarding process is designed to ensure a smooth and seamless transition for clients starting to use our services.

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Kick-off Meeting

We start by scheduling a kick-off meeting with key team members to understand your specific requirements and goals

Dedicated Point of Contact

We assign a dedicated point of contact, such as a Contract Manager and Project Owner, who will provide assistance throughout the onboarding process. They will be your main contact for any questions or support needed

Documentation and Training

We provide comprehensive documentation and training materials to help users understand and navigate our services effectively. This includes user guides, tutorials, and any necessary technical documentation

On-site Visit (if required)

If necessary, we can arrange an on-site visit to provide hands-on support and training tailored to your organisation's needs

Account Management

Our team will continue to provide ongoing account management and support to ensure your continued success with our services. This includes regular stand-ups, weekly meetings, performance reviews, and addressing any issues or concerns that may arise

When clients decide to stop using our services, we have an off-boarding process in place to ensure a smooth transition. Here's how it works:

Notification

Clients can notify us in advance when they plan to stop using our services. This allows us to prepare for the off-boarding process and address any outstanding issues or concerns. This is inline with G-Clouds 30 day no-fault termination clause

Data Transfer and Closure

We assist users in transferring their data and information to their desired location or platform. We ensure that all data is securely transferred and provide guidance on any necessary steps to close their accounts or terminate the service. Big Motive will keep data for up to 60 days post-transfer

Feedback and Evaluation

We value feedback from users who have stopped using our services. We encourage them to provide feedback on their experience and any suggestions for improvement. This helps us enhance our services and better serve our clients in the future



Implementation Plan

We believe that every challenge is an opportunity for good design, and this applies to every challenge in service delivery for public sector teams.

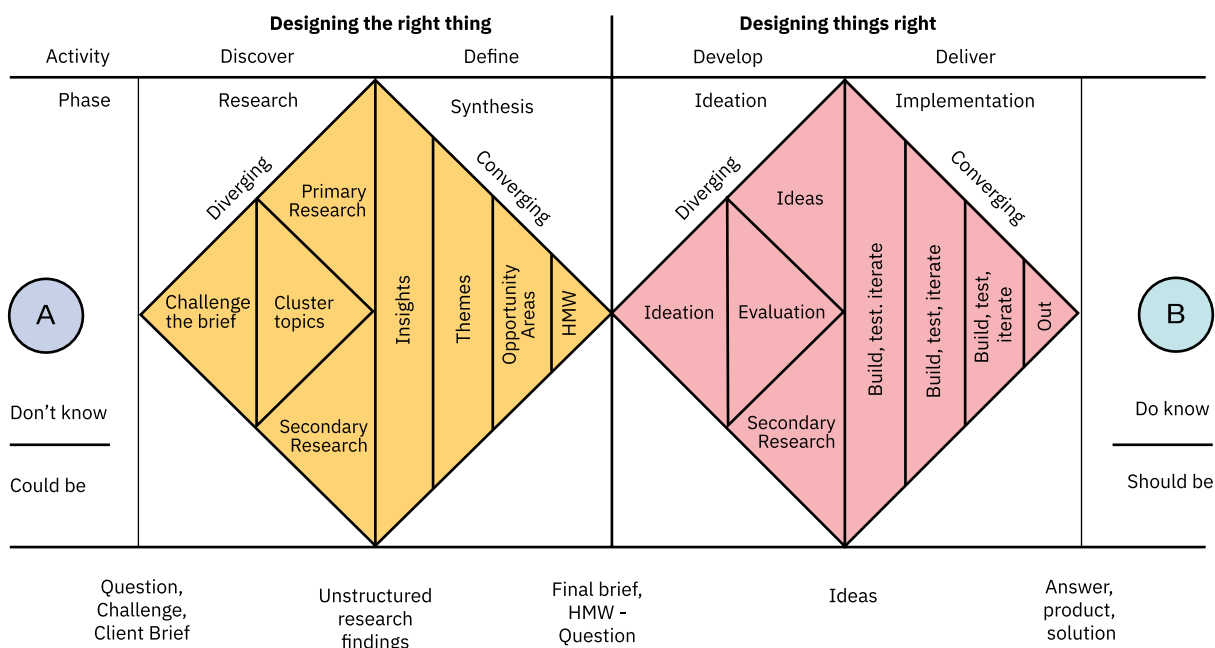
Our user-centred design approach is inspired by the Double Diamond – the UK Design Council’s framework for innovation.

The Double Diamond is a visual representation of the design and innovation process, a simple way to describe the steps taken in any design project, regardless of the particular challenge, specific methods or tools used.

The Double Diamond was originally developed by the UK Design Council and provides a framework for innovation that represents best practice for the world’s most impactful design teams.

The process is split into four phases: **Discover, Define, Develop, and Deliver.** The framework leverages divergent and convergent thinking in order to explore and deeply understand problems, before generating targeted solutions.

Inspired by the Double Diamond framework, our implementation plan can be described as follows:



<https://www.designcouncil.org.uk/our-resources/the-double-diamond/>

Implementation Plan

1

Discover / Research

1. Question the brief by challenging every part of it to explore wider context, evaluate fields of interests and map adjacent related subject areas
2. Define characteristics, areas of interest and extremes as well as places, people (personas) and experiences that are related and can be explored
3. Prepare for research, considering research participants, methods, discussion guides and materials
4. Conduct research, applying primary (field) and secondary (desk) research methods to uncover findings and insight with the goal of deepening the team's understanding of the initial challenge

Stage outcome

- Shared and deeper understanding of the challenge
- Understanding and sense of empathy with the user group
- Accumulated but unstructured research findings

2

Define / Synthesis

1. Download all research. Summarise raw findings and share with team and stakeholders
2. Cluster learnings, common relationships and similarities into themes
3. Identify insights: significant or interesting data points or a dormant truth about the user's goals, motivations or frustrations regarding a specific topic
4. Build opportunity areas (a phrasing of the potential area of action)
5. Define HMW ('how might we') questions or problem statements that articulate a tangible expression of the 'job to be done' done within the area of action

Stage outcome

- A set of themes and insights that build empathy with the user
- Revised brief that challenges or adds more context to the original
- A single statement expressing the problem the user is trying to overcome

3

Develop / Ideation

1. Deduced the actual question to solve or challenge, then begin generating ideas

Ideate

- Approach ideation with an open mind
- Collaborate with other team members and diverge without limits
- Build upon other team members' ideas
- Explore a range of ideation tools and approaches to create multiple possibilities

Evaluate

- Evaluate and discuss ideas
- Assess and prioritise by voting or rank using impact/feasibility matrices

Stage outcome

- A small number of ideas that can be prototyped and tested
- Ideas that represent the best answer to the initial question or problem statement

4

Deliver / Implementation

1. Evaluate the ideas, select the most appropriate or best
2. Discuss the most effective way to implement the idea
3. Design a test and determine how best to prototype
4. Build the prototype and facilitate the test
5. Iterate on the prototype and repeat

Stage outcome

- Aim for a minimum viable products/prototypes (MVP) with enough fidelity to determine if the idea solves the initial problem or answers the initial question
- The outcome of the prototype and test work provides the confidence to go forward and create a roadmap to implementation

A detailed implementation plan can be provided to the buyer on request.



Service Management

We manage our services using a combination of people, processes, and technology.

Here's an overview of how we approach service management:

Standards

Big Motive's approach to Cloud Support projects is a creative solution that builds on the Service Standard set out GOV.UK Service Standard for Agile Delivery of great public services. At Big Motive we embrace an agile approach to project management, a dynamic framework that embodies our commitment to adaptability and responsiveness in project management. By using Agile principles, we empower our team to navigate evolving requirements and shifting priorities with efficiency.

Continuous Improvement

At Big Motive we have a culture of continual improvement, constantly seeking ways to enhance our services and processes. We regularly review and assess our performance, gather feedback from clients, and implement improvements to deliver the best possible outcomes.

Service Constraints and Incidents

In the event of service constraints or incidents, we have a dedicated single point-of-contact (Direct Line & Email) for clients to seek support and make requests. Our team is trained to handle and resolve issues promptly, minimising any impact on service delivery.

Consultant Team Management

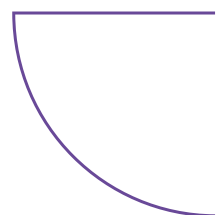
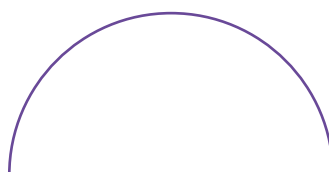
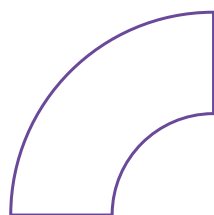
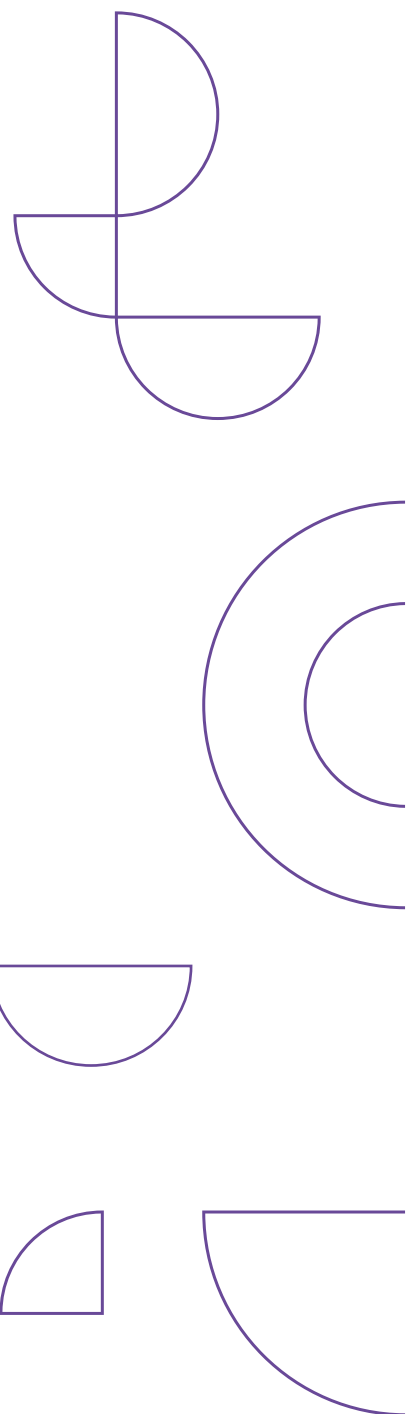
Our consultant teams are managed by experienced project managers and team leads. They oversee the day-to-day operations, ensure effective communication, and monitor progress to ensure timely delivery of services.

Progress Reporting

We provide regular progress reports to our clients, keeping them informed about the status of their projects. These reports include key milestones, achievements, and any potential risks or issues that may arise. We believe in transparent communication and maintain open lines of communication with our clients throughout the engagement.

Big Motive's service management approach ensures the smooth and efficient delivery of our services.

We prioritise security, quality, and client satisfaction, and continuously work towards improving our services to meet the evolving needs of our clients.



Provision of service



Provision of the service

Successful collaboration and project outcomes often require the active participation and contribution of the client.

Customer Responsibilities

Successful collaboration and project outcomes often require the active participation and contribution of the client. Clients are responsible for providing access to relevant personnel, granting access to IT systems or data, participating in research activities, and providing feedback and input throughout the project.

Technical Requirements and Client-Side Requirements

Big Motive services have certain technical requirements and client-side requirements to ensure successful project delivery. These requirements may include:

Access to Personnel

We may require access to relevant personnel from the client's organisation who can provide insights, feedback, or participate in research activities. This collaboration is crucial for understanding user needs and designing user-centric solutions.

Access to IT Systems

We may need access to the client's IT systems or data to conduct research, analyse user behaviour, or test prototypes. This access ensures that our services are tailored to the client's specific context and user requirements.

Time Commitment

The client may need to allocate dedicated time and resources to the project, such as attending workshops, providing feedback, or participating in user testing sessions. This active involvement helps us gather valuable insights and iterate on the design based on user feedback.

These requirements will be discussed and agreed upon prior to placing an order.

The specific details and responsibilities will be documented in the Order Form, ensuring clarity and alignment between both parties.

Account management

At Big Motive we prioritise effective communication and customer satisfaction in order to build and maintain strong customer relationships. We ensure regular and transparent communication between our team and the customer, keeping them informed about project progress, updates, and any potential issues. We manage this in an agile manner using stand-up, weekly check-in and retrospective meetings.

We actively listen to our clients' feedback, concerns, and suggestions, and take prompt action to address them. Our goal is to exceed customer expectations and deliver high-quality services that meet their needs.

We also focus on building long-term partnerships by understanding our customers' goals and providing tailored solutions that drive their business growth. Through collaboration, trust, and a customer-centred approach, we aim to foster strong and lasting relationships with our clients.



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Contact Details

Damian Cranney
Managing Director
gcloud@bigmotive.com

Termination Process

Big Motive's Termination process is inline with G-Cloud's 30-day no-fault termination clause.

At Big Motive we believe in maintaining open and transparent communication with our clients throughout the engagement. In the event of termination, we would work closely with the client to ensure a smooth transition and address any outstanding issues or concerns.

Any specific terms, conditions, or costs associated with early termination would be discussed and agreed upon in the contract or order form, providing clarity and protection for both parties involved.

Service Constraints

There are no service constraints within the parameters of the services set out above.

Data Back-Up and Restoration

Our commitment to data integrity is fortified by aligning all backups with our cyber security standards.

At Big Motive we leverage Google Workspace as an integral component of our cloud-based security infrastructure, we ensure comprehensive protection and seamless restoration of your valuable data assets.

Availability of Trial Service

As a consultancy, we do not provide a trial service as such. We typically consult with all clients ahead of any projects to assess our fit for the engagement. This offers clients the opportunity to learn more about Big Motive, our expertise, capabilities, and process, ultimately ensuring confidence in the service before any work begins.

Outage and Maintenance Management

As a design and research consultancy, while we don't directly offer hosting services to client organisations, we do have contingency measures in place. In the rare event of an outage within our network, we seamlessly implement our backup plan to ensure uninterrupted service delivery to our clients.



G-Cloud 14

Service Definition

**Understanding Users,
Persona Creation and User
Journey Mapping Support**

**Big Motive
Service Definition
Lot 3, January 2026**

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