



# Transform

## Public Service Reform for Cloud Services

### G-cloud – Service definition deck

# Public Service Reform for Cloud Services.

## Service summary

Transform's human-centred design methods help central and local government to reform services in ways that build legitimacy and greater value. Our approach grounds evidence in diverse and lived experiences, revealing systemic barriers and needs. We use co-design to test and iterate ideas, de-risking delivery towards better, adaptable and scalable services.

# Public Service Reform for Cloud Services Service.

## Service Features

- **Quant/Qual Research:** to understand people's needs and population/demographic trends
- **Public engagement.** deliberative events to evidence democratic legitimacy for change
- **Storytelling:** helping teams focus on the needs and wider system.
- **System mapping:** visualising inter-connections between people, policies, place and service.
- **Co-design:** facilitating solutions with designers, citizens, staff and senior leaders.
- **Design sprints:** rapid multi-discipline ideation, hypotheses exploration and solution design
- **Eco-system design:** 360° services that are desirable, feasible and viable
- **Visualisation:** using maps, personas and prototypes to make concepts tangible.
- **Evaluation:** embedding measurement, learning and iteration that reflect experience
- **Consultations:** From case for change to managing the end-to-end consultations.

## Service Benefits

- **Insight from lived experience:** addressing root causes not just symptoms.
- **Accessibility-first:** ensuring future services are accessible and usable by all.
- **Better efficiency:** insight helps reduce duplication and simplify future services.
- **Builds trust and legitimacy:** participatory design that's accessible and inclusive.
- **Managing complexity and uncertainty:** by embedding feedback, learning and iteration
- **Enables prevention:** solving today's problems and preventing unnecessary future needs.
- **Iterative, adaptive and future-ready:** our approach evolves in with users.
- **Delivers long-term value:** services that deliver long-term savings and resilience.
- **Cultivating systemic change:** through collaboration across professions, agencies and communities.
- **Fresh perspectives and innovations:** connecting new technologies to human experience

# Who we are.

## We are Consultants & Builders

Who work across the **public and private sectors to solve organisational challenges**, design solutions and build digital services – working for clients like Department for Education, IKEA, Ministry of Justice and Local Government.

We work with you from problem statement to go-live. We don't hand off until the job is done, and **your people are ready**.

## We are Transformation Partners

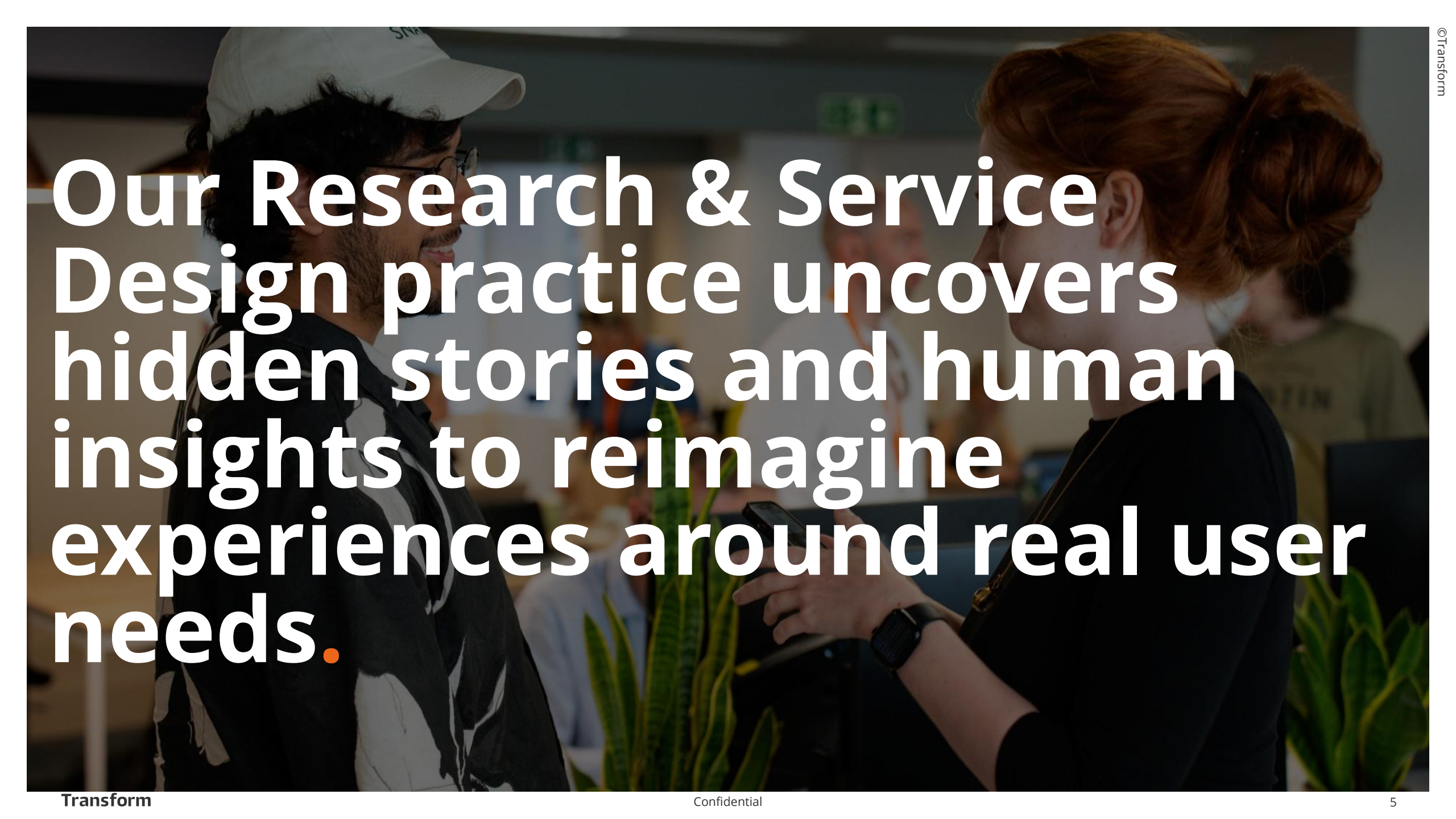
Who help our clients navigate change through consultancy, design, data & technology services, meeting them where they are to **turn knotty problems into elegant solutions** with maximum efficiency and impact.

Our people care about delivering the right things in the right ways. **We're all in.**

## We are Thinkers & Doers

Who work out **what needs doing and does it**—simple as that. Our strategic thinking is better because we understand what delivery looks like, and our delivery is better because we stay aligned with the strategy and outcomes.

**A can-do attitude backed by a why-do ethos.**



**Our Research & Service  
Design practice uncovers  
hidden stories and human  
insights to reimagine  
experiences around real user  
needs.**

# We're **human-first**

Our Research & Service Design Practice is for organisations **creating new services and experiences**.

Organisations who are trying to **improve the lives** of their employees and the people who use their products and services with **sustainable change**, but are **struggling to understand and include users**, overcome legacy drag and harness new technologies and ideas.

Our practice combines intensive research with rigorous design cycles to imagine and deliver fresh, **fulfilling experiences users love**.

Unlike rigid consultancies or touchy-feely studios, we **invest in deep user understanding users** and iterative design cycles that never stop improving.

For the first time, public-facing organisations can deliver the kinds of services and experiences people expect from the world's most **innovative brands**.



# How we **transform**

## User research

We study target users to get actual, empirical insights. This helps us understand their unique needs and pain points. We then work with users, designers, and stakeholders to build impactful, user centred solutions.

### By using:

- Human-centred ways of working, based on real user needs
- Inclusive and accessible thinking
- Collaboration with users, designers, and stakeholders
- Data-driven insights using qualitative and quantitative research methods

## Service design

Understanding how people, processes and technology combine to produce service experiences. We identify ways to increase the value of those experiences, both to the people using and providing the service.

### By using:

- A people-first mindset
- Making it visual
- Serious collaboration
- A 'think big, start small' approach
- Design to deliver

## Content design

We make it easy for people to use complex digital products and services. We achieve this by putting the end user at the heart of everything we do. From the structure of information, to clear, concise, and user-friendly instructions, letting **them** achieve **their** goals.

### By using:

- User research to understand the user needs and challenges
- Information architecture so we can organise content in a way that is easy to understand and navigate
- Copywriting, using plain language, avoiding jargon, and tailoring to the specific audience
- Editing to ensure content is consistent, accessible and meets user needs





We like to watch.  
And then scribble on things.



HM Courts &  
Tribunals Service

# Moving 80% of appeals online through human- centred digital design in the public sector

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28% of cases are resolved earlier thanks to digital transformation at the Immigration and Asylum Tribunal Service

The Immigration and Asylum Tribunal helps people appeal against decisions made by the Home Office denying them the 'right to remain'. These are often some of the most vulnerable people in society, who speak little English and have very low trust in government.

## The challenge:

The existing process of appeals was slow, frustrating and expensive. Transform needed to reimagine the appeals process and replace outdated legacy systems with one, efficient, digital service.

## The solution:

- **Intensive discovery** where we examined a complex web of judicial rules, operational behaviours, legacy technology, user communities and life-changing decisions to create a design map of challenges and opportunities.
- **Building a community of practice** with users and stakeholders, through co-design and validation workshops.
- **Storytelling to generate** empathy and balance value with the business, making leaps of faith towards more radical, future facing ways of working possible. Judicial rules were changed, powers were developed to help expedite service delivery and external government departments changed their policy.
- **Integrated architecture** working within legacy constraints and delivering future-fit pragmatic solutions.
- **Design and build prototype service** journeys, which Transform tested and iterated to take our service to Public Beta within 18 months.

## The results:

- **28% of cases** no longer require physical hearings and are resolved earlier.
- **Digital uptake is at 80%** of all appeals submitted, which means 7,200 appeals could be resolved this way.

The Tribunals Service changed its rules and systems, negotiated with other government agencies and are applying our design methods to work through local operational changes.

*”The IAC project is the stand out project by a country mile. You’ve achieved so much in such a short space of time... I’m not just blowing smoke here, you’re held up by judges great and small as the exemplar project. You’ve done a great thing*

**Deputy Director Tribunals, HMCTS**





Office for  
Veterans' Affairs

# Designing digital verification for two million Armed Forces Veterans

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## Using collaborative design to map the stories and create the technical solution to realise the vision for a UK veteran card



Since 2018, veterans leaving the armed forces have been provided with a physical card that entitled them to discounts and support services. Transform's job was to design the new digital service that would extend this to all living veterans, solving complex technical challenges along the way. So, we got to work.

### Identifying the challenge:

There are two million UK Armed Forces Veterans. The Armed Forces covenant commits the UK to being "best place in world to be a veteran".

At the heart of this is helping Veterans more quickly and easily prove their service, so they can access the services and discounts they are entitled to.

The challenge was proving who they said they were and they had served in the Armed Forces, without unnecessary delay.

Solving this meant understanding and the human context alongside the complex technical and data security challenges that would serve Veterans, while satisfying the security priorities of the MOD.

### User Research in identifying veteran needs:

The Discovery was carried out over nine weeks. We built vital relationships with MOD technology, digital, Armed Forces Branches, LAs, Veterans charities.

Through workshops, contextual inquiry, interviews, data analysis and co-design, we involved:

- 25 Veteran interviews
- 17 Government stakeholder interviews
- 7 third-party interviews
- 803 veterans' survey responses
- 4 workshops
- 18 technical knowledge transfer sessions

Our findings highlighted previously unknown challenges and opportunities for veterans, including:

- Waiting periods up to 9 months to confirm service history
- Frequent absence of physical artefacts proving service
- Burdens on disclosure centres
- Lack of clear recording of the case files, meaning veterans having to start again
- Clear demand and need for the card, not only for services but increasing a sense of value and recognition of their service

### Defining the future service:

By understanding veterans' needs, we were able to design the future service vision, end-to-end blueprint and a technical and data solution that would deliver the digital-first service.





**Transform is a fresh  
alternative to Big  
Consulting.**

# What we do.

We **define, design, build** and operate systems that solve our clients' toughest challenges and seize their biggest opportunities.

That often means combining strategy, data, AI, technology, and change management. Sometimes we manage and operate the systems we create; other times, we hand it over for the client to run – standing by to make improvements when things change.

It all comes down to **making an impact**: improving lives, supporting citizens, streamlining workflows, and making the world a better place.

# Who we do it for.

We specialise in public sector and public-facing organisations—from government agencies and local authorities to energy, utilities, transportation and healthcare.

We also work for some of the world's most dynamic brands across automotive, retail, financial services, and consumer goods.

If you have a lot of customers or citizens, a complex data ecosystem, a legacy tech stack, and an ambition to make a big impact... we should talk.

# How we do it. (Through diverse multi-disciplinary teams no silos, no competing targets, no ego.)

| Technology                           | Research & Service Design | Data & AI                | Product & Delivery  | Consulting                           |
|--------------------------------------|---------------------------|--------------------------|---------------------|--------------------------------------|
| Data Engineering & Data Architecture | Research                  | Data & AI Strategy       | Product Management  | Change Management                    |
| Software Engineering                 | Service Design            | Data Analytics & Science | Delivery Management | Strategy Development and Realisation |
| DevOps & Test Engineering            | Content Design            | CRM Services             | Business Analysis   | Programme Management and Governance  |
| Enterprise & Solution Architecture   | User Experience           |                          |                     | Target Operating Model               |

# Who we work with.



# Why us?

## Full end-to-end capabilities.

Transformation fails because it's disjointed. We're management consultants who **deliver what we design** with end-to-end capabilities, deep domain experience and an open, collaborative culture.

We have the breadth and depth of Big Consult without the rigidity, **meeting you where you are** - working with you, not *at* you - to leave you better off.

**We're personally invested. This work matters.**

## Multi-disciplinary teams.

Our strategic thinking & delivery is better because **we focus on strategy and outcomes**, not silos. Instead of the rigid playbooks of Big Consult, we assemble unified, multi-disciplinary teams to consult, design, engineer and deliver new digital experiences.

We understand the **power of diversity of people and teams** and are committed to making a bigger impact faster.

**High confidence/Low ego. Many lenses, no silos. In it together.**

## A specialisation in public-facing organisations.

We have **deep experience with local and national government** and know how to navigate the corridors of government, from local councils to national agencies to railroads and utilities.

Our people are united around a commitment to make a difference to people's lives. **Got citizens to serve?** We should talk.

**We believe in the power of technology to change lives.**