

Transform Policy Design

G-cloud – Service definition deck

Policy Design Service.

Service summary

Policy design services combining systems mapping, challenge and opportunity framing, behavioural insight and inclusive co-design. We help government create mission-driven, system-aware policies, grounded in lived experience, tested early, reducing risk and unintended consequences. Our approach improves legitimacy, behaviour change, cross-government productivity, equitable outcomes, and future-ready policy across complex societal ecosystems.

Policy Design Service.

Service Features

- System mapping/horizon scanning across policy, services, and delivery ecosystems
- Policy co-design with citizens, communities and stakeholders
- Evidence-led problem & opportunity framing and theories of change
- Behavioural insight design (COM-B) based on people's capabilities/ motivations/opportunities
- Design for inclusive and accessible policies to ensure equitable outcomes
- Rapid speculative policy design, prototyping, testing and iteration
- Policy impact modelling using citizen and stakeholder qualitative /quantitative research
- Consequence scenario testing and mitigation
- Mission-driven policy co-design with cross-department participation
- Future-state readiness: policy system mapping and blueprinting

Service Benefits

- Policies are system-aware and so improved chances of successful outcomes
- Greater legitimacy through shared ownership/vision with citizens and stakeholders
- New policies are grounded in user-centred problems and their contexts
- Policy-interventions designed to change behaviours to meet policy intent
- Fairer policy outcomes by designing for marginalised citizens first
- Policies refined through loops of testing before legal/financial investment
- Stronger evidence supporting confident, defensible policy features
- Reduced unintended consequences and better risk management
- Joined-up policy productivity and efficiencies across departments and missions
- Comprehensive visualisation of how future policies impact whole societal ecosystems

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.

A man wearing a white cap and a woman with red hair tied back are looking at a tablet together in what appears to be a workshop or office environment. The background is slightly blurred, showing other people and indoor plants.

**Our Research and Design team
turn uncertainty into clarity and
possibility. Enabling better,
collective decisions through deep
understanding of people, place,
systems and contexts, to create
environments for design to thrive.**

We're human-first

Our Research & Service Design Practice is for organisations **creating new services and experiences**. Good research and design enables us to think better, act with empathy and deliver value that is effective, trusted and human.

Together, researchers and designers...

Expand understanding – surfacing lived experiences, systemic dynamics and unintended consequences that traditional approaches overlook.

Enable sensemaking – using visualisation, prototyping and collaborative tools to allow groups to hold more information and perspectives at once.

Reframe problems – opening up multiple frames of interpretation to unlock new solutions, ensuring flexibility and humility in how problems are understood.

Design responsibly – avoiding overclaiming and “cargo cult” adoption by grounding practice in rigour, ethics and transparency.

Shape conditions as well as capability – recognising that design thrives not only through skilled people but also supportive environments, leadership and culture.

Build trust and accountability – balancing participatory, iterative approaches with the need for clarity, scrutiny and traceability in decision-making.



How we transform – A Head, Heart, Hands Framework



HEAD – IMMERSED
IN YOUR WORLD

We work to understand you, your context, your needs, and your people so that we can help you design for the future.

We use human-centred frameworks to shape how we think about our approach. These help us to understand people and their context. After all, those who use, deliver and manage services don't exist in a vacuum.

We're always working to understand and grow. We can extend our work together by putting our human-centred approach at the centre, redesigning and reimagining to address the systemic factors that can make or break services.



HEART – PRACTICE
WE BELIEVE IN

The **'WHY'** behind what we do - the things that get us out of bed in the morning. It all comes down to making an impact: improving lives, supporting people, and making the world better.

This is based on 3 core principles:

Solve the right problem. A product or service can only ever be as good as the understanding of the problem it is addressing or gap it is filling.

Co-location underpins collaboration. When we're together, we can design better, deliver quicker and adapt to change as new insight emerges

We're human first. As our technological and physical worlds converge, we must hold people at the centre of our work.



HANDS – DESIGNING
THE POSSIBLE

Our skills, methods and capabilities span the full lifecycle of a project and a service, which means we can always find the right tools for the task at hand.

Working alongside our colleagues, clients and partners, we incrementally turn the ideas, service concepts and prototypes into a real working services.

We relentlessly focus on elements that deliver the greatest value, testing assumptions, learning and enhancing our designs throughout the process.

Where our assumptions or hypotheses fall short, it provides the option to 'pivot'; to review the research, insights to change direction.



How we transform – Skills & Methods

RESEARCH & ANALYSIS

We use **quantitative**, **qualitative** and **mixed-methods** of research to develop a detailed understanding of the human, business and service needs, goals, contexts, barriers and environments.

We also utilise proven behavioural insights frameworks, including **COM-B**, **MINDSPACE** and **Systems Thinking** to inform the design of change interventions.

UX & INTERACTION DESIGN

Prototypes that visualise user stories into service **concepts** are key to exploring, testing **propositions**, **touchpoints** or interactions, as we look to assess the viability of the solution. with users.

With active participation of users, policy, stakeholders and SMEs, they allow the business to accelerate into delivering a fully developed service, ready for launch.

DATA-DRIVEN INSIGHT

Understanding the data at scale, whether general population, specific demographic or target audience, means we can validate primary research.

With deeper understanding of behavioural drivers, such as **Key Drivers**, **Sentiment** and **Propensity** and **Distinctive Assets**, we can design positive interventions and test ideas to overcome barriers and deliver lasting change.

CONTENT

Great content designer create content that **guides**, **directs**, **supports**, **coaches** and informs – sometimes all in the same experience.

We use insight to identify how users access content, the **architecture**, **platforms**, type, style and tone. It is a collaborative process with users, designers, product managers and developers to deliver information in accessible and compelling ways.

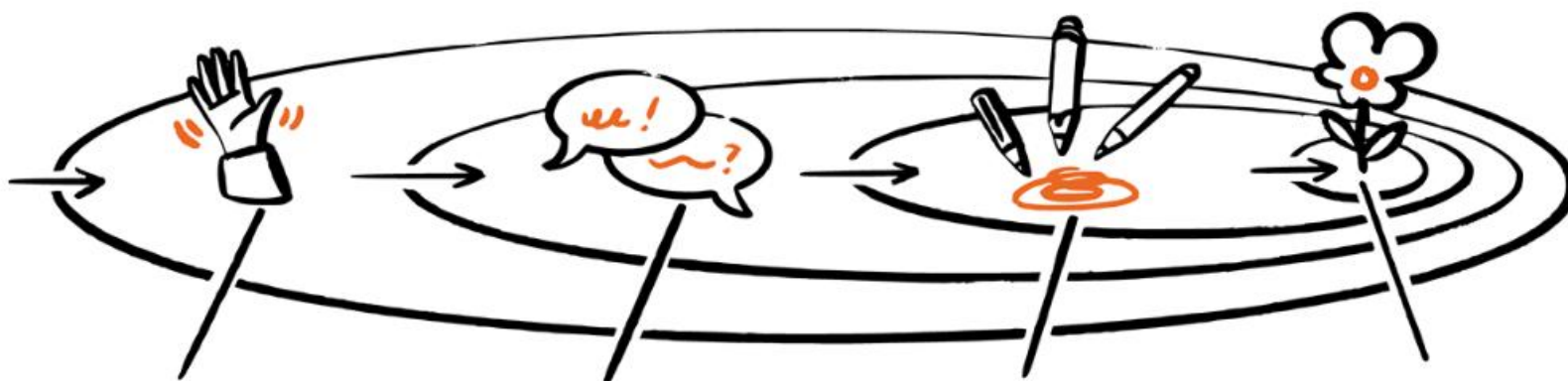
SERVICE DESIGN

To create lasting experiences, we must build the bridge between people's expectations and their experience of the product or service.

Great designers focus on creating usable products, pulling together the insight and analysis into a **visualisation** of the **journey** and **co-design solutions** with all the actors in the system, to deliver the end-to end design.



PARTICIPATION IS OUR SUPERPOWER



Engage Connecting people and ideas

Making connections and proactively involving all stakeholders

Involve Encouraging collaboration

Drawing out insights and enabling one-team collaboration

Collaborate Bringing visions to life

Facilitating teamwork to bring shared visions to reality

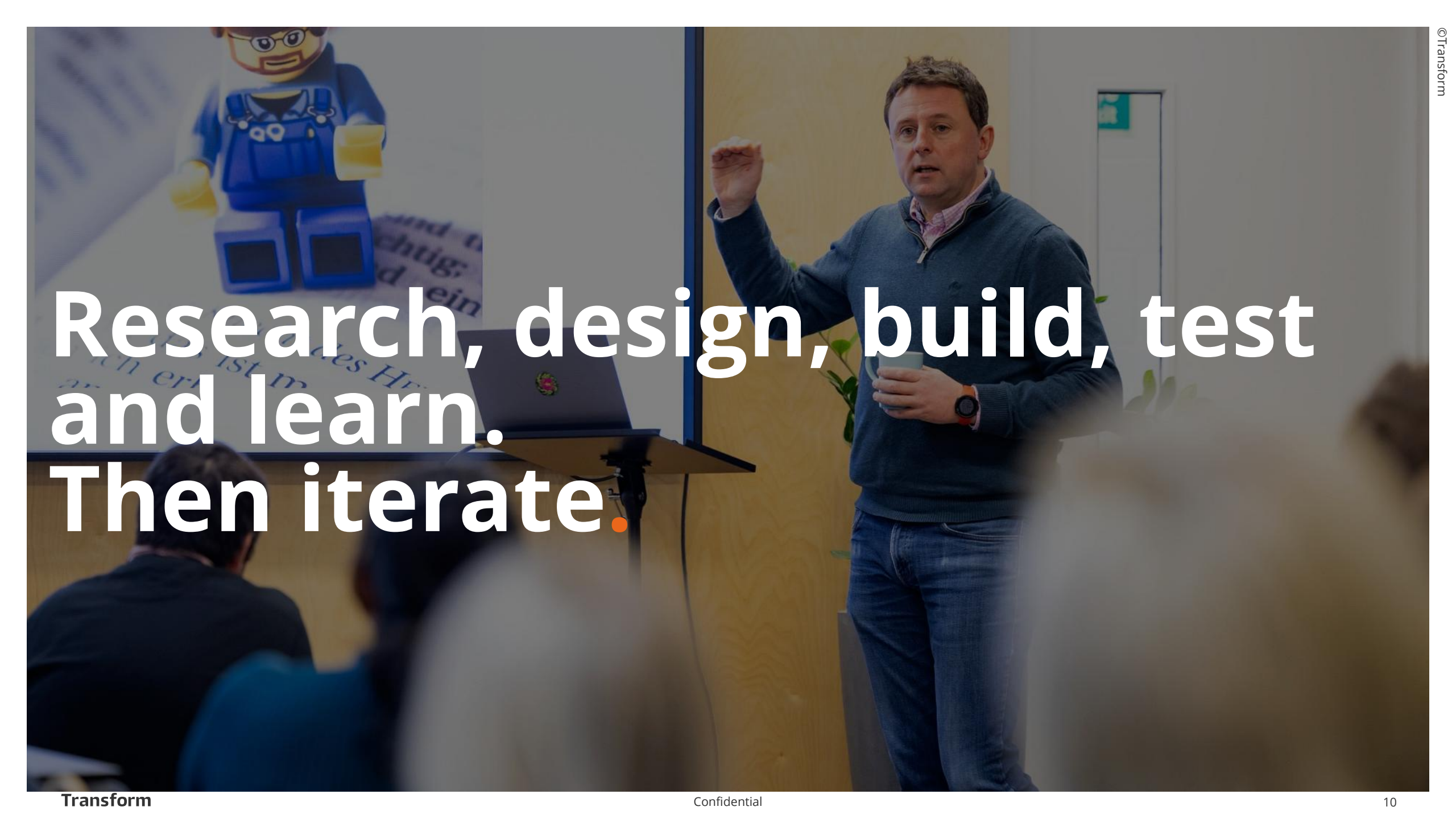
Grow Growing your capabilities

Building communities of practice in research, design, product, data delivery and technology

Great design is built on great collaboration. That's why participatory design is our default.

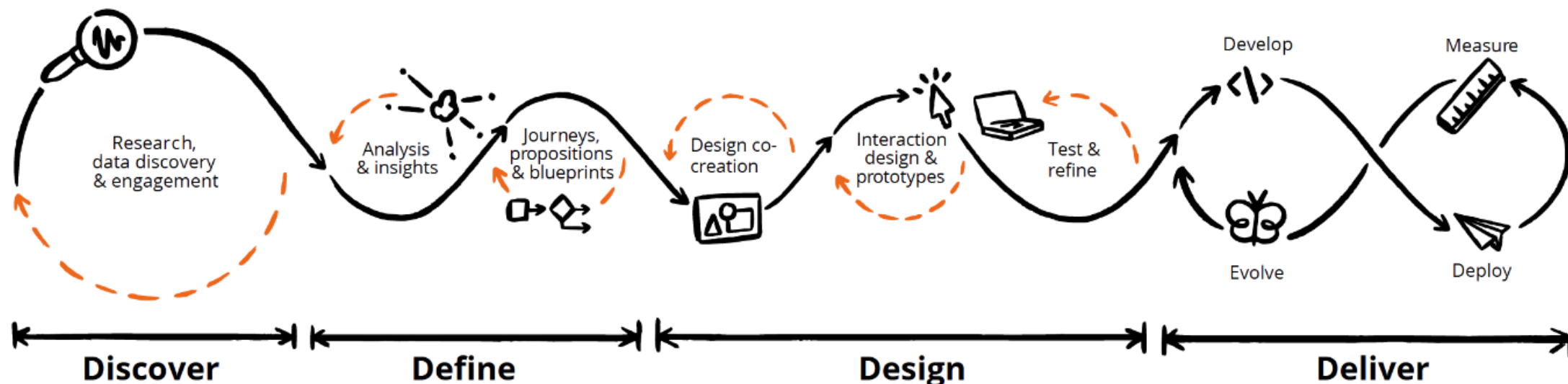
Our participation model invites and guides participants to experience it themselves:

- Building shared, sustainable visions for change
- Establishing connections and conditions for new services and products to thrive
- Promoting strengths and assets, rather than just focussing on needs and deficits
- Empowering and promoting hidden user groups, bringing their insights into focus
- Nurturing in-house research and design skills to sustain ongoing innovation

A man in a blue sweater and jeans stands in a room, gesturing with his right hand while holding a blue mug in his left. He is positioned in front of a large screen. On the screen, a blue LEGO figure wearing glasses and a yellow cup is visible. The figure is standing on a surface with some text, including the words "and t", "chtig:", "d ein", "ist m", and "er". The man is looking towards the audience, which is partially visible in the foreground. The overall scene suggests a presentation or a workshop.

Research, design, build, test and learn. Then iterate.

Our delivery framework is a continuous and iterative lifecycle



Discover: Research to understand the full service landscape, including: Interviews, ethnography, diary studies, process mapping, data discovery & workshops

Define: We work with you to agree aims and objectives to focus our work, including: quantitative insight validation, sentiment analysis, assumption mapping, problem statements, personas & journey and service maps

Design: We bring ideas to life to quickly test and refine solutions using design methods, including: service blueprints, wireframing, storyboarding, prototyping, usability testing & service simulation

Deliver: We deploy our designs into the real world and measure their impact, including: working with technical teams, running trials, performance analysis, tracking key performance indicators & organisation redesign



HM Courts &
Tribunals Service

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

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

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

Designing digital verification for two million Armed Forces Veterans

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

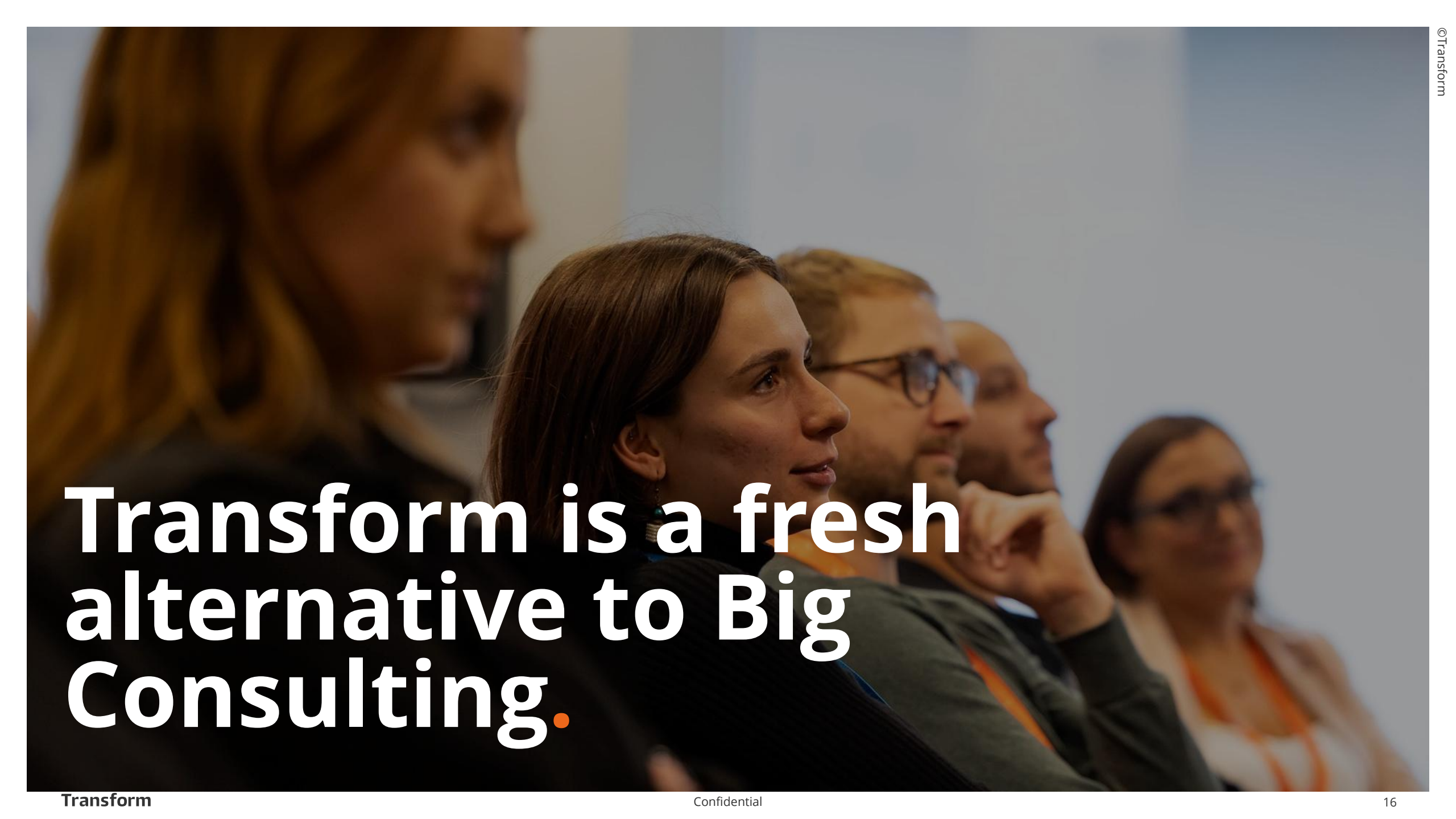
Our findings highlighted previously unknown challenges and opportunities for veterans, including:

- 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.