



Herd Consulting Service Catalogue

G-Cloud 15

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HELLO. WE'RE HERD.

GREAT FOLK WITH GREAT EXPERTISE



We're focussed around creating value and achieving goals, and understanding and implementing strategy. We're **user-centered**, and guided by experience.

We have a **35-strong, multi-disciplinary team**, with experience of supporting **over 100 discoveries** across 14+ Government departments aligning with the **GDS Service Standard**. Our team is made up of former Lead GDS Service Standard assessors, as well as former Heads of Product, Heads of BA, and Heads of UCD. We specialise in the tricky up-front stuff, from **opportunity pipeline to pre-discovery, and Discovery**.

Most clients come to us when they're:

- Starting something **new**
- Need help getting **delivery back on track**
- Want to **deliver** something
- Looking to grow their **in-house capability**



OUR BELIEFS

Our approach is shaped by **four core values** that guide everything we do



EXPERIENCE-LED

We're led by experience - yours, ours, and the collective **Power of the Herd**.



IMPROVEMENT-DRIVEN

We always leave things **better than how we found them**.



OUTCOME-FOCUSSED

We deliver a service, not artefacts. We focus on **outcomes over outputs**, because what matters most is **making a real difference**, not just producing documents.



JUST GOOD FOLKS

We strive to be the **consultants we'd have loved to work with** - approachable, honest, and relentlessly focused on helping you succeed.





SECTOR EXPERTISE

EXPERTISE THAT GIVES CLIENTS AN ADVANTAGE IN ANY SECTOR

We have over **400 years of experience** across our team, including over **85 years in Central Government and ALBs**, over **80 years in higher education**, and over **145 years in the private sector**.

We also have over **30 years** of experience in **local government, charities**, and the **NHS & healthcare** separately.



SOCIAL VALUE



Employee Community (The 'Power of the Herd')

- £1,000 annual L&D fund for every employee
- Community event speaking
- Regular 'Power of the Herd' sessions



Local Community (Founded and based in Sheffield)

- Based in Leah's Yard among various other tech companies
- Host events in Sheffield
- UK EduCamp sponsor



Community of Future Tech Professionals (Inspiring future generations to pursue a career in tech)

- Supported See It Be It Sheffield
- Supported the National Computer Science competition
- Supported NextTech Girls, appearing on the career panel



OUR SERVICES



SECTION 1

Capability as a Service



Business Analysis CaaS

Herd's Business Analysis Capability-as-a-Service provides a managed, scalable business analysis capability for public-sector digital and cloud-enabled change. We take a pragmatic, outcome-focused approach to define problems, manage complexity, and support evidence-based decisions across discovery, delivery, transition, and service improvement, aligned to public-sector digital standards.

Service Features

- Managed business analysis capability with clear accountability
- Business, technical, and user-centred analysis coverage
- Early discovery and problem shaping support
- Programme and delivery recovery support
- Benefits realisation and options appraisal
- Process modelling and service improvement
- Non-functional requirements definition
- Requirements traceability across delivery
- Alignment with GDS, DDaT, TCoP and spend control standards
- Support from the collective experience of senior Herd practitioners

Service Benefits

- Reduced delivery risk through pragmatic analysis in complex environments
- Faster, more confident decision making
- Clear alignment between policy and delivery
- Improved outcomes from digital services
- Earlier identification of risks and dependencies
- Reduced rework through proportionate analysis
- Stronger evidence for investment decisions
- Consistent analysis across delivery phases
- Scalable support without long-term commitments
- Improved internal analysis capability



Product Management CaaS

Herd's Product Management Capability-as-a-Service provides a managed, scalable product management capability for public-sector digital services. We help organisations set product direction, prioritise investment, and maximise value across discovery, delivery, and live services, aligned to policy intent, user needs, organisational constraints, and public-sector digital standards.

Service Features

- Managed product management capability with clear accountability
- Product ownership across discovery, delivery, and live services
- Early product shaping and vision definition
- Recovery of stalled or underperforming products
- Portfolio-level roadmapping and prioritisation
- Backlog management aligned to outcomes
- Value tracking and performance monitoring
- Alignment of policy, users, and delivery
- Alignment with GDS, DDaT, TCoP and spend control standards
- Support from the collective experience of senior Herd practitioners

Service Benefits

- Confident decisions in ambiguous conditions with competing goals
- Improved investment prioritisation decisions
- Stronger alignment between policy and delivery
- Increased value from digital services
- Earlier identification of risks and trade-offs
- Reduced waste through focused discovery
- Stronger governance over product decisions
- Consistent product practices across phases
- Scalable support without long-term commitments
- Improved internal product capability



Delivery Management CaaS

Herd's Delivery Management Capability-as-a-Service provides a managed, scalable delivery management capability for complex public-sector digital programmes. We help organisations establish predictable delivery, manage risk, and maintain delivery confidence across multi-team environments spanning discovery, delivery, and live services, aligned to GDS Service Standard, DDaT, TCoP, and digital governance standards.

Service Features

- Managed delivery management capability with clear accountability
- Delivery leadership across discovery, delivery, and live services
- Programme mobilisation and delivery model design
- Recovery of delayed or underperforming deliveries
- Capacity planning and flow optimisation
- Risk, dependency, and issue management
- Transparent delivery metrics and reporting
- Assessment readiness and assurance support
- Alignment with GDS, DDaT, TCoP and spend control standards
- Stakeholder analysis and management

Service Benefits

- Improved predictability of delivery outcomes
- Increased confidence for senior stakeholders
- Reduced delivery risk in complex environments
- Clear visibility of progress and risks
- Faster decisions through reliable delivery data
- Earlier resolution of delivery issues
- Stronger assurance and assessment readiness
- Smoother transition into live services
- Scalable support without long-term commitments
- Improved internal delivery capability



Business Architecture CaaS

Herd's Business Architecture Capability-as-a-Service provides a managed, scalable business architecture capability for public-sector transformation. We take a pragmatic, outcome-focused approach to help organisations create shared understanding of their operating landscape, align change to strategic intent, and make informed decisions about capabilities, operating models, and transition, aligned to public-sector digital standards.

Service Features

- Managed business architecture capability with clear accountability
- Business capability modelling and value chains
- Target operating model and transition design
- Organisation, process, and information alignment
- Legacy-to-cloud dependency mapping
- Constraint and non-functional analysis
- Architecture supporting investment decisions
- Strategic alignment of change initiatives
- Alignment with GDS, DDaT, TCoP and spend control standards
- Support from the collective experience of senior Herd practitioners

Service Benefits

- Clearer strategic direction for transformation
- Improved alignment between strategy and delivery
- Reduced risk during major transitions
- Better-informed investment decisions
- Early identification of dependencies and constraints
- Improved coherence across programmes and services
- More effective operating model design
- Reduced rework through shared understanding
- Scalable support without long-term commitments
- Improved internal architecture capability



PPM CaaS

Herd's Project and Programme Management Capability-as-a-Service provides a managed, scalable PPM capability for public-sector portfolios and programmes. We help organisations control investment, prioritise demand, and provide reliable insight to support confident senior decision-making across complex, multi-programme environments, aligned to the Project Delivery Capability Framework.

Service Features

- Managed PPM capability with clear accountability
- Portfolio, programme, and project governance
- Investment prioritisation and demand management
- Programme and portfolio mobilisation support and stakeholder management
- Delivery assurance and health checks
- Risk and dependency management at scale
- Proportionate controls and governance
- Progress reporting and forecasting
- Alignment with the Project Delivery Capability Framework
- Support from the collective experience of senior Herd practitioners

Service Benefits

- Improved control of investment priorities
- Increased confidence in portfolio status
- Earlier identification and management of delivery risks
- Clearer insight for senior decisions
- Reduced delivery risk across portfolios
- Better alignment of funding and delivery
- Governance that supports delivery pace
- Stronger assurance for high-risk programmes
- Scalable support without long-term commitments
- Improved internal PPM capability



Business Analysis Leadership CaaS

Herd's Business Analysis Leadership Capability-as-a-Service provides senior, accountable leadership to establish, stabilise, and mature business analysis capability across the public sector. We bring a pragmatic, outcome-focused approach where analysis is critical to delivery success but requires clearer direction, consistency, or recovery.

Service Features

- Senior business analysis leadership with accountability
- Direction setting for analysis capability
- Practice mobilisation and stabilisation support
- Alignment of analysis to delivery outcomes
- Standards and quality assurance
- Capability assessment and improvement planning
- Leadership across digital and organisational analysis
- Coaching for senior analysts and leads
- Alignment with GDS, DDaT, TCoP and spend control standards
- Support and challenge from senior Herd practitioners

Service Benefits

- Clear leadership for analysis capability
- Improved consistency and quality of analysis
- Reduced delivery risk through pragmatic direction
- Faster progress in complex environments
- Better alignment of analysis and delivery
- Earlier resolution of capability issues
- Increased confidence among senior stakeholders
- Sustainable internal capability improvement
- Scalable leadership without permanent appointments
- Improved outcomes from digital change



Product Management Leadership CaaS

Herd's Product Management Leadership Capability-as-a-Service provides senior product leadership to guide decisions across a portfolio, programme, or policy area. We help public sector organisations align priorities, strengthen governance, and stabilise product capability, ensuring accountable ownership and better outcomes, aligned to GDS Service Standard, DDaT, TCoP, and digital governance standards.

Service Features

- Expert product leadership who can radically focus on outcomes
- Product vision and strategy direction
- Portfolio-level prioritisation and investment control
- Stabilisation of underperforming products
- Alignment of policy, users, and delivery
- Governance and assurance for product decisions
- Capability assessment and practice improvement
- Leadership support for Heads of Product
- Alignment with GDS, DDaT, TCoP, and digital spend control standards
- Support and challenge from senior Herd practitioners

Service Benefits

- Confident decisions in ambiguous conditions with competing goals
- Improved investment prioritisation confidence
- Stronger alignment of strategy and delivery
- Increased value from digital services
- Reduced risk from unclear ownership
- Faster recovery of stalled products
- Greater confidence among senior stakeholders
- Sustainable internal product capability
- Scalable leadership without permanent appointments
- Improved outcomes from live services



Delivery Management Leadership CaaS

Herd's Delivery Management Leadership Capability-as-a-Service provides senior, accountable delivery leadership for complex public-sector programmes. We help organisations establish control, restore confidence, and improve predictability where delivery risk is high, assurance is required, or leadership capacity is stretched, operating within GDS Service Standard, TCoP, and digital governance standards.

Service Features

- Senior delivery leadership with clear accountability
- Direction across complex delivery environments
- Delivery assurance and independent challenge
- Stabilisation of at-risk programmes
- Portfolio-level dependency and capacity oversight
- Governance and senior stakeholder engagement
- Delivery performance insight and forecasting
- Alignment of delivery to strategy
- Alignment with GDaD, DDaT, GDS, TCoP, and spend control standards
- Support and challenge from senior Herd practitioners

Service Benefits

- Increased confidence in delivery control
- Earlier identification of delivery risks
- Improved predictability across programmes
- Faster senior decision making
- Reduced risk in complex environments
- Stronger assurance for high-profile programmes
- Improved alignment of delivery and governance
- Faster recovery of pressured programmes
- Scalable leadership without permanent appointments
- Improved delivery maturity



PPM Leadership CaaS

Herd's Project and Programme Management Leadership Capability-as-a-Service provides senior, accountable leadership across complex public-sector portfolios. We support organisations where delivery confidence is low, investment risk is high, or portfolio governance needs resetting to restore control, clarity, and senior confidence, aligned to the UK Government Project Delivery Capability Framework.

Service Features

- Senior PPM leadership with clear accountability
- Portfolio-level direction and assurance
- Investment prioritisation and capacity alignment
- Independent critical friend and challenge
- Stabilisation of at-risk programmes
- Proportionate portfolio governance models
- Risk and confidence management
- Executive insight and reporting
- Alignment with the UK Government Project Delivery Capability Framework
- Support and challenge from senior Herd practitioners

Service Benefits

- Clear accountability for portfolio control
- Increased confidence in portfolio status
- Better investment decisions under uncertainty
- Earlier mitigation of systemic risks
- Reduced delivery risk across portfolios
- Faster senior decision making
- Governance supporting delivery pace
- Stronger assurance for high-risk initiatives
- Scalable leadership without permanent appointments
- Sustainable internal PPM capability



Head of Profession CaaS

Herd's Head of Profession Capability-as-a-Service provides senior, accountable stewardship of digital and delivery professions across the public sector. We help organisations establish, stabilise, and mature professional capability at scale, ensuring consistent standards, sustainable capability models, and alignment to delivery priorities, assurance standards, and digital governance across multiple professions.

Service Features

- Senior Head of Profession stewardship
- Profession strategy and standards definition
- Capability assessment and maturity planning
- Alignment of professions to delivery priorities
- Career pathways and role definitions
- Professional standards and quality assurance
- Workforce planning and capability risk management
- Cross-profession alignment and coordination
- Alignment with GDaD, DDaT, GDS, and TCoP standards
- Knowledge transfer supporting assurance and spend controls

Service Benefits

- Clear ownership of professional capability
- Improved consistency across delivery professions
- Reduced delivery risk from capability gaps
- Stronger alignment of people and outcomes
- Faster stabilisation of immature professions
- Sustainable capability beyond interventions
- Increased confidence among senior leaders
- Clearer career pathways and retention
- Scalable stewardship without permanent appointments
- Improved organisational readiness for change



Iterative Business Analysis CaaS

Herd provides iterative Business Analysis capability to support live delivery of public-sector digital services. We embed analysts within delivery teams to deliver hypothesis-led, user-centred, just-enough analysis aligned to the GDS Service Standard and DDaT standards, supporting continuous prioritisation, change, and learning within operational, policy, and assurance constraints.

Service Features

- Embedded business analysis within delivery teams
- Iterative, just-enough analysis supporting continuous delivery
- Backlog-centred requirements and prioritisation support
- Ongoing clarification of scope, assumptions, and constraints
- Analysis aligned to GDS Service Standard and DDaT standards
- Collaboration with product and delivery leadership
- Stakeholder engagement throughout delivery lifecycle
- AI-assisted analysis supporting synthesis and consistency
- Continuous refinement of requirements and insights
- Collective senior peer support and challenge

Service Benefits

- Faster decision making during live delivery
- Reduced analysis bottlenecks in delivery teams
- Improved flow from discovery into delivery
- Better prioritisation under changing conditions
- Reduced rework through continuous clarification
- Improved alignment across product, delivery, and policy
- Stronger confidence during assurance and assessments
- More adaptive response to emerging risks
- Sustainable analysis without over-documentation
- Scalable capability without long-term commitments



Agile Business Analysis CaaS

Herd's Agile Business Analysis Capability-as-a-Service provides a managed, scalable business analysis capability for iterative, product-led public-sector change. We take a pragmatic, outcome-focused approach, supporting continuous learning and evidence-based decisions across discovery, delivery, and live services, aligned to public-sector digital standards and user-centred delivery.

Service Features

- Iterative business analysis with clear accountability
- Continuous problem discovery and refinement
- User-centred, product-led analysis approaches
- Just-enough analysis supporting rapid delivery
- Ongoing options appraisal and decision support
- Incremental requirements elaboration and validation
- Non-functional requirements defined progressively
- Traceability aligned to evolving delivery priorities
- Alignment with GDS, DDaT, TCoP and spend control standards
- Support from the collective experience of senior Herd practitioners

Service Benefits

- Reduced delivery risk in fast-moving environments
- Faster learning and more confident decisions
- Improved outcomes through continuous feedback
- Reduced waste from over-specification
- Earlier identification of risks and trade-offs
- Stronger alignment between user needs and delivery
- Better support for product-led teams
- Consistent analysis across iterative delivery phases
- Scalable support without long-term commitments
- Improved internal iterative analysis capability



Agile Product Management CaaS

Herd's Agile Product Management Capability-as-a-Service provides a managed, scalable product management capability for iterative, product-led public-sector digital services. We take a pragmatic, outcome-focused approach to set direction, prioritise investment, and maximise value across discovery, delivery, and live services, aligned to public-sector digital standards.

Service Features

- Iterative product management with clear accountability
- Continuous product shaping and refinement
- Product ownership across discovery, delivery, and live services
- Incremental roadmap and priority management
- Outcome-aligned backlog management
- Continuous value tracking and learning
- Recovery of stalled or underperforming products
- Alignment of policy, users, and delivery
- Alignment with GDS, DDaT, TCoP and spend control standards
- Support from the collective experience of senior Herd practitioners

Service Benefits

- Faster learning and more confident product decisions
- Reduced risk in fast-moving delivery environments
- Improved outcomes through continuous feedback
- Reduced waste from over-specification
- Earlier identification of risks and trade-offs
- Stronger alignment between user needs and delivery
- Better support for product-led teams
- Consistent product practices across iterative phases
- Scalable support without long-term commitments
- Improved internal product capability



Agile Delivery Management CaaS

Herd's Agile Delivery Management Capability-as-a-Service provides a managed, scalable delivery management capability for iterative public-sector digital programmes. We take a pragmatic, outcome-focused approach, delivering change incrementally through short delivery cycles while coaching teams to improve flow, manage risk, and maintain delivery confidence across discovery, delivery, and live services.

Service Features

- Iterative delivery management with clear accountability
- Outcome-focused delivery through short delivery cycles
- Delivery leadership across discovery, delivery, and live services
- Coaching delivery teams and leaders in iterative working
- Adaptive delivery model design and mobilisation
- Recovery of delayed or underperforming deliveries
- Capacity planning and flow optimisation
- Risk, dependency, and issue management
- Alignment with GDS, DDaT, TCoP and spend control standards
- Transparent delivery metrics and stakeholder engagement

Service Benefits

- Improved outcomes through incremental delivery
- Reduced risk in fast-moving delivery environments
- Faster learning and decision making
- Earlier identification and resolution of delivery issues
- Increased confidence among senior stakeholders
- More predictable delivery through shorter planning cycles
- Stronger team capability through embedded coaching
- Reduced waste from over-planning
- Scalable support without long-term commitments
- Improved internal delivery capability



SECTION 2

Non-CaaS Services



Business Case Development

Herd supports public-sector organisations to develop clear, proportionate business cases for digital, data, and technology change. We help define problems, assess options, and present decision-ready cases aligned to policy intent, delivery feasibility, value for money, HM Treasury Green Book principles, and relevant GDS, DDaT, and Technology Code of Practice expectations.

Service Features

- Strategic, outline, and full business case development
- Problem definition and investment rationale clarification
- Options identification and comparative analysis
- Green Book and Five Case Model alignment
- Benefits identification and realisation planning
- Cost, affordability, and funding considerations
- Risk, dependency, and assumption analysis
- Stakeholder engagement and evidence gathering
- Support for governance, assurance, and digital spend controls
- Knowledge transfer aligned to GDS and DDaT practices

Service Benefits

- Clear, evidence-based investment decisions
- Improved confidence for senior decision makers
- Alignment with Green Book and assurance expectations
- Better alignment between strategy and funding
- Early visibility of risks and assumptions
- More proportionate and realistic proposals
- Reduced rework during approvals
- Stronger foundation for discovery and delivery
- Clearer value for money articulation
- Scalable support without long-term commitment



Options Analysis

Herd supports public-sector organisations to identify, assess, and compare options for digital, data, and technology change. We provide objective, evidence-based analysis to support transparent, auditable decisions aligned to policy intent, delivery feasibility, value for money, HM Treasury Green Book principles, and relevant GDS, DDaT, and Technology Code of Practice expectations.

Service Features

- Identification of viable delivery and investment options
- Comparative assessment using agreed decision criteria
- Green Book and Five Case Model alignment
- Cost, benefit, and risk comparison
- Delivery feasibility and constraint assessment
- Dependency, impact, and scenario analysis
- Stakeholder input and evidence synthesis
- Assumptions and sensitivities made explicit
- Support for governance, assurance, and digital spend controls
- Clear, decision-ready and auditable options documentation

Service Benefits

- Clear, objective comparison between realistic options
- Improved confidence in investment decisions
- Alignment with Green Book and assurance expectations
- Transparent and auditable decision rationale
- Early visibility of risks and dependencies
- Reduced bias in option selection
- Better alignment between strategy and delivery
- Stronger foundation for business cases
- Reduced rework during assurance reviews
- Scalable support without long-term commitment



Customer Journey Mapping

Herd supports public-sector organisations to understand customer journeys across end-to-end digital and service interactions. We map journeys to identify user needs, pain points, constraints, and handoffs, producing proportionate, decision-focused artefacts that support service design, prioritisation, and decision making aligned to policy intent and delivery realities.

Service Features

- End-to-end customer journey mapping
- User needs identification and validation
- Current and future state journey mapping
- Cross-channel and handoff analysis
- Pain point and constraint identification
- Artefacts tailored to audience and purpose
- Integration with service design and delivery
- Inclusive and accessible design considerations
- Evidence capture through workshops and research
- Clear, reusable journey artefacts

Service Benefits

- Clear understanding of end-to-end service experiences
- Improved alignment between services and user needs
- Early visibility of service pain points and constraints
- Better prioritisation of improvement opportunities
- Reduced risk of fragmented service design
- Improved consistency across channels and teams
- Stronger evidence for service decisions
- Better collaboration across delivery functions
- Improved accessibility and inclusivity awareness
- Scalable support without long-term commitment



Process Improvement

Herd's Process Improvement service delivers pragmatic, outcome-focused change across complex public-sector environments. Led by experienced Business Analysts, we identify bottlenecks, streamline workflows, and improve efficiency, embedding seamlessly or operating independently to prioritise, assure, and deliver sustainable improvements that leave teams better equipped long after engagement.

Service Features

- Discovery and analysis to understand current-state processes and impact
- End-to-end process mapping and insight to identify waste and risk
- Lean and Agile informed improvement techniques to simplify workflows
- Target-state process and service design, shaped through a product mindset
- Benefits identification, quantification and prioritisation, including baselining and success measures
- Cost / benefit analysis to support confident investment decisions and prioritisation
- Benefits tracking and knowledge transfer to sustain improvement after engagement

Service Benefits

- Clear cost visibility, benefits and return on effort and investment
- Simpler, more efficient processes that reduce cost and delay
- Improved service quality and user experience for citizens and staff
- Increased operational capacity and resilience without adding complexity
- Clear ownership, governance, and accountability across services
- Sustainable improvement, equip teams to track benefits / improvements after engagement



Non-Functional Analysis & Requirements

Herd supports public-sector organisations to identify, analyse, and document non-functional requirements for digital technology services. We help clarify performance, security, accessibility, resilience, and operational needs, ensuring services are designed and delivered in line with policy intent, GDS Service Standard, Technology-Code-of-Practice, delivery constraints, and assurance expectations.

Service Features

- Identification of service non-functional requirements
- Performance, availability, and resilience analysis
- Security, privacy, and data protection considerations
- Accessibility and inclusive design requirements
- Operational support and service management needs
- Scalability and capacity considerations
- Constraints, dependencies, and assumptions analysis
- Alignment with policy and assurance expectations
- Integration with delivery and architecture activities
- Clear, testable non-functional requirement documentation

Service Benefits

- Clear understanding of critical service quality requirements
- Reduced delivery risk from missed non-functional needs
- Improved readiness for assurance and assessment
- Better alignment between design and operational reality
- Early visibility of technical and operational constraints
- Reduced rework during build and testing
- Improved consistency across teams and suppliers
- Stronger foundations for secure, resilient services
- Better informed delivery and investment decisions
- Scalable support without long-term commitment



Gap Analysis

Herd supports public-sector organisations to assess gaps between current and desired future states for digital, data, and service change. We provide proportionate, evidence-based analysis across capability, process, technology, and delivery, focusing on decision-relevant gaps aligned to policy intent, delivery constraints, and assurance expectations.

Service Features

- Definition of current and future states
- Capability, process, and technology gap identification
- Delivery readiness and maturity assessment
- Dependency, constraint, and impact analysis
- Risk assessment of identified gaps
- Evidence validated with operational stakeholders
- Prioritisation of gaps by risk and value
- Alignment to policy and strategic objectives
- Clear documentation of findings and implications
- Inputs to options and business case development

Service Benefits

- Clear understanding of gaps hindering change
- Improved prioritisation of improvement activities
- Early visibility of delivery and capability risks
- Better alignment between strategy and delivery reality
- Reduced risk of unrealistic plans
- Stronger evidence for investment decisions
- Improved readiness for discovery and delivery
- Reduced rework during assurance reviews
- Better stakeholder alignment and understanding
- Scalable support without long-term commitment



Root Cause Analysis

Herd supports public-sector organisations to identify underlying causes of persistent problems affecting digital services and delivery. We provide structured, evidence-based root cause analysis focused on understanding systemic issues, not symptoms, producing clear, decision-ready findings aligned to operational realities, policy intent, and delivery constraints.

Service Features

- Problem definition and scope clarification
- Structured root cause analysis techniques
- Evidence gathering from data and stakeholders
- Analysis of process, technology, and organisational factors
- Identification of contributing and systemic causes
- Validation of findings with operational teams
- Artefacts proportionate to purpose and audience
- Alignment to policy and operational context
- Inputs to improvement and recovery planning
- Knowledge transfer to internal teams

Service Benefits

- Clear understanding of underlying problem causes
- Reduced recurrence of persistent issues
- Better targeting of improvement actions
- Improved confidence in decision making
- Early visibility of systemic risks
- Reduced wasted effort on symptom fixes
- Stronger evidence for prioritisation decisions
- Improved alignment across teams and stakeholders
- Better foundations for sustainable improvement
- Scalable support without long-term commitment



Data Modelling - Conceptual & Logical

Herd supports public-sector organisations to define and understand data structures through conceptual and logical data modelling. We develop clear, technology-agnostic models to support shared understanding, system design, integration, and decision making, aligned to policy intent, delivery constraints, and assurance expectations.

Service Features

- Conceptual data modelling for shared understanding
- Logical data modelling using entity relationship diagrams
- Definition of entities, attributes, and relationships
- Clarification of data ownership and boundaries
- Alignment to business processes and user needs
- Data integrity, quality, and consistency considerations
- Support for system design and integration
- Stakeholder engagement and validation workshops
- Clear, reusable data model artefacts
- Inputs to delivery, architecture, and assurance activities

Service Benefits

- Clear understanding of core data structures
- Reduced ambiguity in data requirements
- Improved alignment between business and technical teams
- Stronger foundations for system design
- Reduced risk of rework during delivery
- Improved data consistency across services
- Better support for integration and interoperability
- Stronger evidence for design decisions
- Improved readiness for assurance reviews
- Scalable support without long-term commitment



Continuous Improvement

Herd supports public-sector organisations to improve digital services, processes, and ways of working over time. We use proportionate, evidence-based approaches to identify improvement opportunities, prioritise actions, and embed learning, ensuring improvement activity is focused, sustainable, and aligned to operational realities, delivery constraints, and policy intent.

Service Features

- Assessment of current performance and improvement opportunities
- Evidence-based identification of improvement priorities
- Process and service improvement analysis
- Root cause and constraint identification
- Improvement backlog creation and prioritisation
- Measures aligned to purpose and decision needs
- Incremental, iterative improvement approach
- Alignment with operational and delivery teams
- Stakeholder engagement and validation
- Knowledge transfer to internal teams

Service Benefits

- Clear focus on highest-value improvements
- Reduced recurrence of known issues
- Improved service and process effectiveness
- Better use of evidence in decisions
- Improved alignment between operations and delivery
- Reduced waste and inefficiency
- More sustainable improvement over time
- Improved consistency across teams and services
- Stronger ownership of improvement actions
- Scalable support without long-term commitment



RPA - Business Analysis

Herd's Robotic Process Automation Business Analysis Service supports public-sector organisations to assess and prepare processes for robotic and AI-assisted automation. We provide proportionate, evidence-based analysis to understand suitability, risks, and constraints, helping teams make informed decisions about where automation adds value, aligned to operational realities, delivery feasibility, and assurance standards.

Service Features

- Identification of candidate processes for automation and AI
- Assessment of RPA and AI automation suitability and feasibility
- Process mapping proportionate to automation purpose
- Exception handling and variation analysis
- Risk, control, and compliance considerations
- Data quality and dependency assessment
- Benefits, costs, and constraint identification
- Evidence validated with operational stakeholders
- Inputs to options and business case development
- Technology-agnostic, vendor-neutral analysis

Service Benefits

- Clear understanding of automation opportunities and limits
- Reduced risk of inappropriate automation decisions
- Better targeting of automation investment
- Improved clarity and consistency of processes
- Early visibility of automation, data, and AI risks
- Stronger evidence for investment decisions
- Improved alignment between operations and technology
- Reduced rework during automation delivery
- More informed prioritisation of improvement initiatives
- Scalable support without long-term commitment



ERP Business Analysis

Herd's ERP Business Analysis Service supports public-sector organisations to analyse requirements and readiness for ERP-enabled change. We provide purpose-led, proportionate analysis of processes, data, roles, and constraints to inform ERP selection, configuration, and implementation decisions aligned to operational realities, delivery feasibility, policy intent, and assurance expectations.

Service Features

- ERP scope, purpose, and problem definition
- Current and future state process analysis
- Requirements across finance, HR, procurement, operations
- Data, reporting, and integration needs analysis
- Non-functional and control requirements identification
- Fit-to-standard analysis, proportionate to needs
- Constraint, dependency, and risk analysis
- Evidence validated with operational stakeholders
- Inputs to options, procurement, business cases
- Artefacts tailored to purpose and audience

Service Benefits

- Clear, purpose-driven understanding of ERP needs
- Reduced risk of misaligned ERP decisions
- Improved prioritisation of ERP requirements
- Better alignment between ERP design and operations
- Early visibility of risks and constraints
- Stronger evidence for investment decisions
- Improved collaboration across business functions
- Reduced rework during ERP configuration
- Improved readiness for procurement and delivery
- Scalable support without long-term commitment



Business Case Development for AI Solutions

Herd supports public-sector organisations to develop clear, proportionate business cases for AI-enabled solutions. We help define problems, assess AI and non-AI options, and present decision-ready cases aligned to policy intent, delivery feasibility, value for money, HM Treasury Green Book principles, the UK Government AI Playbook, and TCoP/GDS standards.

Service Features

- Strategic, outline, and full AI business case development
- Problem definition and AI suitability assessment
- AI and non-AI options identification and comparison
- Green Book and Five Case Model alignment
- Benefits identification and realisation planning
- Cost, affordability, and funding considerations
- Risk, dependency, assumption, and AI ethics considerations
- Stakeholder engagement and evidence gathering
- Support for governance, assurance, and digital spend controls
- Knowledge transfer aligned to GDS, DDaT, and AI Playbook principles

Service Benefits

- Clear, evidence-based AI investment decisions
- Improved confidence for senior decision makers
- Alignment with Green Book and assurance expectations
- Better alignment between strategy and AI investment
- Early visibility of risks, assumptions, and ethical considerations
- More proportionate and realistic AI proposals
- Reduced rework during approvals
- Stronger foundation for discovery and delivery
- Clearer value for money articulation
- Scalable support without long-term commitment



Non-Functional Analysis & Requirements for AI Solutions

Herd supports public-sector organisations to identify, analyse, and document non-functional requirements for AI-enabled digital services. We clarify performance, security, accessibility, resilience, transparency, and operational needs, ensuring AI solutions are designed and delivered in line with policy intent, the UK Government AI Playbook, GDS Service Standard, TCoP, and delivery constraints.

Service Features

- Identification of AI-specific non-functional requirements
- Performance, availability, and resilience analysis
- Security, privacy, and data protection considerations
- Accessibility and inclusive design requirements
- Transparency, explainability, and auditability needs
- Operational support and service management needs
- Scalability, capacity, and model lifecycle considerations
- Constraints, dependencies, and assumptions analysis
- Alignment with policy, assurance, and AI Playbook expectations
- Clear, testable non-functional requirement documentation

Service Benefits

- Clear understanding of critical AI service quality requirements
- Reduced delivery risk from missed AI non-functional needs
- Improved readiness for assurance and assessment
- Better alignment between AI design and operational reality
- Early visibility of technical, data, and ethical constraints
- Reduced rework during build and testing
- Improved consistency across teams and suppliers
- Stronger foundations for secure, responsible AI services
- Better informed delivery and investment decisions
- Scalable support without long-term commitment



Gap Analysis for AI Solutions

Herd supports public-sector organisations to assess gaps between current and desired future states for AI-enabled digital and data services. We provide proportionate, evidence-based analysis across capability, process, data, technology, and delivery, focusing on decision-relevant gaps aligned to policy intent, delivery constraints, responsible AI considerations, and the UK Government AI Playbook.

Service Features

- Definition of current and future states for AI services
- Capability, data, process, and technology gap identification
- Delivery readiness and organisational maturity assessment
- Dependency, constraint, and impact analysis
- Risk and AI ethics considerations within gap assessment
- Evidence validated with operational stakeholders
- Prioritisation of gaps by risk, value, and feasibility
- Alignment to policy, assurance, and AI Playbook expectations
- Clear documentation of findings and implications
- Inputs to AI options and business case development

Service Benefits

- Clear understanding of gaps affecting AI-enabled change
- Improved prioritisation of AI improvement activities
- Early visibility of delivery, data, and ethical risks
- Better alignment between AI ambition and operational reality
- Reduced risk of unrealistic AI plans
- Stronger evidence for AI investment decisions
- Improved readiness for discovery and delivery
- Reduced rework during assurance reviews
- Better stakeholder alignment and understanding
- Scalable support without long-term commitment



AI Analysis

Herd supports public-sector organisations to analyse the suitability, risks, and implications of AI-enabled solutions. We provide proportionate, evidence-based analysis to inform decisions on where AI may add value, considering data, capability, ethics, delivery feasibility, and assurance expectations aligned to policy intent, governance constraints, and the UK Government AI Playbook.

Service Features

- AI use case identification and problem analysis
- Assessment of AI suitability and appropriateness
- Data readiness and quality analysis
- Capability and operating model assessment
- Risk, constraint, and dependency analysis
- AI ethics and responsible use considerations
- Delivery feasibility and maturity assessment
- Alignment with policy, assurance, and AI Playbook principles
- Evidence gathering and stakeholder input
- Decision-ready analysis and documentation

Service Benefits

- Clear understanding of where AI may add value
- Reduced risk of inappropriate AI adoption
- Improved confidence in AI-related decisions
- Early visibility of data and capability gaps
- Better alignment between ambition and feasibility
- Stronger evidence for options and business cases
- Improved readiness for assurance and scrutiny
- Reduced rework during discovery and delivery
- Better stakeholder alignment and understanding
- Scalable support without long-term commitment



Digital Directorate Scale-Up Support

Herd's service helps Digital Directorates scale from 50 to 500 people without reorganisation. A senior trio works alongside leaders and teams for 3-6 months, prioritising strategic and tactical improvements, unblocking decisions, and establishing a sustainable rhythm of continual improvement - leaving the organisation capable of continuing progress independently.

Service Features

- Senior trio embedded for 3-6 months
- Trio has all skills needed and can move fast
- Focus on one strategic, one tactical improvement
- No reorganisations or target operating models
- Runs alongside live delivery
- Grounded in organisational research and reality
- Develops internal, fast-moving improvement trios
- Reframes Communities of Practice around removing delivery blockers
- Establishes Extended SLT for collective leadership
- Expertise across DDaT, change and transformation, and communication

Service Benefits

- Unblocks decision-making, which improves flow of delivery
- Improves ways of working and relationships without pausing delivery
- Expert alignment with Digital Spend Control, Service Standard, DDaT/GDaD
- Reduces senior leadership need to firefight operational issues
- Improves delivery outcomes at scale
- Establishes sustainable continual improvement
- Aligns leadership focus on what matters most
- Fixes root causes, not symptoms
- Develops Grade 6 capability to lead improvements
- Avoids disruptive reorganisations



Scale-Up for Digital Delivery

Herd's service helps Digital Deliveries scale from 50 to 500 people without reorganisation. A senior trio works alongside leaders and teams for 3-6 months, prioritising strategic and tactical improvements, unblocking decisions, and establishing a sustainable rhythm of continual improvement - leaving the organisation capable of continuing progress independently.

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Target Operating Model (TOM)

Herd supports public-sector organisations to define, implement and operationalise a future-state Target Operating Model (TOM) that enables effective and sustainable delivery of services. Our evidence-based approach aligns people, process, technology, governance, and financials to the organisation's strategic objectives to create a scalable model that can be practically embedded into operations.

Service Features

- 'As-is' assessment of current operating model maturity and constraints
- Designing future TOM including organisation structure, capabilities and service design
- Alignment to business strategy, service objectives and public sector standards
- Design of governance and decision frameworks, including assurance mechanisms
- Design and definition of roles, responsibilities (RACI)
- Identification of the enabling technology and tools required
- Definition of the financial and commercial models to support sustainability
- Stakeholder planning and engagement
- Delivery of TOM artefacts including RACI, process maps, service descriptions
- Implementation roadmap and support for roll out, including change management

Service Benefits

- A clearly defined, scalable operating model aligned to strategic objectives
- Improved service delivery through clear accountability and ownership
- Greater organisation clarity with clearly defined roles and responsibilities
- Increased efficiency with improved services and streamlined processes
- Reduced operational risk through defined governance and stronger compliance
- Improved collaboration across teams
- Clear roadmap for implementation and change
- Scalable and repeatable operating model process
- People equipped with the right tools to perform and innovate



SECTION 3

Discovery Services



Discovery

Herd's Discovery service is a short, evidence-led intervention that runs alongside live delivery. We help leaders surface blocked decisions, test risky assumptions, and clarify the real problem - providing clear, evidence-backed options on what to stop, change, or prioritise next, without slowing delivery.

Service Features

- User-centred, multidisciplinary team
- Pragmatism means we can run alongside live delivery
- Minimum research needed to make confident decisions
- Clear definition of benefits, including baseline and improvement targets
- Focuses on confident decision making over massive documentation
- Tests riskiest assumptions first
- Uses both user evidence and organisational context
- Surfaces constraints: policy, technology, data, operations
- Provides clear options: proceed, pivot, or stop
- Led by senior practitioners with public sector experience

Service Benefits

- Go/no-go decision for Alpha
- Explicit focus on outcomes for users and the organisation
- Expert alignment with Digital Spend Control including Service Standard
- Enables confident decisions without pausing delivery
- Reduces delivery risk and senior exposure
- Surfaces when teams are busy but outcomes aren't landing
- Identifies what to stop, change, and prioritise
- Prevents expensive work on the wrong problems
- Restores leadership confidence in delivery
- Improves auditability and defensibility of decisions



Ethical AI Discovery

AI Discovery helps leaders make confident, defensible decisions about where AI is worth using - and where it isn't. We start with the business, not the tools, combining capability mapping, technology radar, ethical guardrails, and opportunity prioritisation to fund outcomes, not hype, and reduce risk.

Service Features

- Alignment with GDS, DDaT, TCoP and spend control standards
- Rapidly deployed DDaT specialists and multi-disciplinary teams within 5 days
- Business capability mapping before technology decisions
- Technology radar tailored to organisational context
- Opportunity mapping across policy, programme, or portfolio
- Ethical guardrails aligned to existing standards
- Clear prioritisation of AI and non-AI opportunities
- Focus on outcomes, not tools
- Action-oriented, time-boxed exploration
- Designed to run alongside existing governance

Service Benefits

- Aligned with Cabinet Office & Treasury Digital Spend Review
- Reduces risk of investing in AI hype
- Improves confidence in AI-related decisions
- Aligns AI use to real business outcomes
- Enables faster, safer experimentation
- Prevents fragmented or duplicated AI initiatives
- Protects trust through ethical technology introduction
- Focuses funding on highest-value opportunities



Pre-Discovery Exploration

Herd's Pre-Discovery Exploration Service helps leaders assess complex policy, programme, or portfolio spaces before committing to Discovery or delivery. We surface and compare multiple opportunities, analyse value and feasibility, and provide clear options on where to invest, what to change, and what to stop - setting up delivery for success.

Service Features

- Rapidly deployed DDaT specialists and multi-disciplinary teams within 5 days
- Designed for policy, programme, or portfolio-level exploration
- Broad, system-level research and analysis
- Identifies multiple opportunity types, not just products
- Action-oriented, minimum viable research
- Explicit focus on value, feasibility, and confidence
- Clear prioritisation of opportunities
- Investment sized proportionately to potential value
- Outputs clear options: discover, deliver, improve, or stop
- Consistent approach to capturing and comparing opportunities

Service Benefits

- Alignment with GDS Digital Spend Control, Service Standard, & TCoP
- Action-oriented: Opportunities can proceed to Discovery whilst Exploration continues
- Aligns strategy, policy intent, and delivery reality
- The minimum research needed to find your first, best opportunities
- Operates alongside live delivery
- Improves investment decisions before major commitment
- Shortens time needed for subsequent Discovery
- Creates clarity in complex policy or programme spaces
- Enables confident prioritisation across multiple opportunities
- Provides defensible evidence for senior decisions



Mid-Flight Discovery

Herd's Mid-Flight Discovery is a targeted, evidence-led intervention that runs alongside live delivery. We surface the specific decisions, assumptions, and constraints blocking progress, and provide clear options on what to change, stop, or prioritise - restoring momentum, reducing risk, and rebuilding confidence without restarting Discovery.

Service Features

- Rapidly deployed DDaT specialists and multi-disciplinary teams within 5 days
- Alignment with GDS Digital Spend Control, Service Standard, & TCoP
- Designed explicitly for Discovery already in progress
- Runs alongside teams without restarting Discovery
- Uses minimal evidence required to enable confident decisions
- Focuses on removing blockers, not full problem restatement
- Quickly Tests assumptions already embedded in delivery
- Surfaces constraints shaping current outcomes
- Produces clear, decision-ready options
- Clear definition of benefits, including baseline and improvement targets

Service Benefits

- Explains why teams are busy but decision-making is paralysed
- Expert alignment with Digital Spend Control including Service Standard.
- Enables corrective decisions without stopping live work
- Reduces risks mid-delivery
- Identifies what to stop, fix, or simplify now
- Prevents further spend on misaligned work
- Restores senior confidence in live delivery
- Improves auditability and defensibility of decisions
- Explicit focus on outcomes for users and the organisation



Discovery Recovery

Herd's Discovery Recovery service is a targeted, evidence-led intervention that runs alongside live delivery. We surface the specific decisions, assumptions, and constraints blocking progress, and provide clear options on what to change, stop, or prioritise - restoring momentum, reducing risk, and rebuilding confidence without restarting Discovery.

Service Features

- Rapidly deployed DDaT specialists and multi-disciplinary teams within 5 days
- Alignment with GDS Digital Spend Control, Service Standard, & TCoP
- Designed explicitly for Discovery already in progress
- Runs alongside teams without restarting Discovery
- Uses minimal evidence required to enable confident decisions
- Focuses on removing blockers, not full problem restatement
- Quickly Tests assumptions already embedded in delivery
- Surfaces constraints shaping current outcomes
- Produces clear, decision-ready options
- Clear definition of benefits, including baseline and improvement targets

Service Benefits

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- Reduces risks mid-delivery
- Identifies what to stop, fix, or simplify now
- Prevents further spend on misaligned work
- Restores senior confidence in live delivery
- Improves auditability and defensibility of decisions
- Explicit focus on outcomes for users and the organisation



SECTION 4

Talent Herd - Future Talent Pathways



Business Analysis Talent Herd - Future Talent Pathways (Recruit, Train, and Deploy)

The Business Analysis Talent Herd is our 2-year recruit-train-and-deploy academy that develops your future talent. We do the hiring, people management and learning, aligned to GDD / DDaT frameworks. Trainees are embedded into your team; putting learning into practice, supported by highly-experienced, practitioner coaches, demonstrating the 70/20/10 learning model.

Service Features

- A 2 year Business Analysis academy that recruits-and-builds lasting capability
- Learning grounded in BCS, aligned to DDaT / GDD capability framework
- Interactive learning and real world practice to accelerate capability development
- Trainees work in real projects, learning through delivery, with coaching
- Experienced Business Analysts mentor trainees throughout, maintaining learning consistency
- Regular progress and capability reviews assure quality standards before deployment
- Creating sustainable talent pipelines by hiring trainees at academy completion

Service Benefits

- Trainees' learning is aligned with the CDDO DDaT / GDD framework
- Trainees contribute earlier, with confidence - capability is developed through doing
- Learning skills needed now, developing the skills needed for later
- Trainees apply user centred and product thinking, improving service usability
- Learners acquire industry recognised certifications and qualifications in Business Analysis
- Building long term BA talent pipelines that meets your needs
- Trainees develop facilitation and communication skills, stakeholder engagement outcomes



Delivery Management Talent Herd - Future Talent Pathways (Recruit, Train, and Deploy)

The Delivery Management Talent Herd is our 2-year recruit-train-and-deploy academy that develops your future talent. We do the hiring, people management and learning, aligned to GDD / DDaT frameworks. Trainees are embedded into your team; putting learning into practice, supported by highly-experienced, practitioner coaches, demonstrating the 70/20/10 learning model.

Service Features

- A 2 year Delivery Management academy that recruits-and-builds lasting capability
- Training aligned with DDaT / GDD Delivery Management Framework, ensuring capability standards
- Training and coaching includes GDS service delivery practices
- Blended learning - real world practice and coaching that accelerates development
- Regular progress reviews and capability checks ensure expected standards
- Creating sustainable talent pipelines by hiring trainees at academy completion

Service Benefits

- Develop delivery management skills aligned to the DDaT / GDD framework
- Delivery management capability is developed through practice, meaning trainees contribute
- Trainees support governance, risk management, and delivery assurance activities
- Trainees support planning, scheduling, and resource coordination, improving delivery predictability
- Training in common Government methods, aligning to DDaT / GDS standards
- Qualifications in Delivery Management to support career progression and capability
- Building product management talent pipelines overhead of recruitment and training
- Trainees develop facilitation, presentation and communication skills



Product Management Talent Herd - Future Talent Pathways (Recruit, Train, and Deploy)

The Product Management Talent Herd is our 2-year recruit-train-and-deploy academy that develops your future talent. We do the hiring, people management and learning, aligned to GDD / DDaT frameworks. Trainees are embedded into your team; putting learning into practice, supported by highly-experienced, practitioner coaches, demonstrating the 70/20/10 learning model.

Service Features

- A 2 year Product Management academy that recruits-and-builds lasting capability
- Learning aligned with the CDDO DDaT / GDD Capability Framework
- Interactive learning and real world practice to accelerate capability development
- Trainees work in real projects, learning through delivery, with coaching
- Experienced Product Managers mentor trainees throughout, maintaining learning consistency
- Regular progress and capability reviews assure quality standards before deployment
- Creating sustainable talent pipelines by hiring trainees at academy completion

Service Benefits

- Trainees develop product skills aligned to CDDO DDaT / GDD best-practice
- Contribute earlier, with confidence - capability is developed through doing
- Learning to apply user research, problem framing and hypothesis testing
- Support development of product strategy, value propositions and roadmaps
- Applying value-based prioritisation techniques to supporting informed product decision making
- Strong validation, measurement and iteration skills to reduce wasted effort
- Qualifications in product management to support career progression and capability
- Building product management talent pipelines overhead of recruitment and training
- Trainees develop facilitation, presentation and communication skills



SECTION 5

Training & Coaching



Digital Leadership Training

Digital Leadership Training helps Grade 6 digital leaders move from senior practitioner to effective organisational leader. Designed and delivered by former Grade 6s, it builds the judgement, confidence, and leadership capability needed to lead digital change in the real constraints of public service.

Service Features

- Designed and delivered by authors and contributors to DDaT/GDaD
- Can focus on a single profession, or cross-profession
- Designed specifically for Grade 6 digital leaders
- Designed by former Grade 6 Heads of Profession
- Focuses on leadership judgement, not simply technical skills
- Grounded in real government delivery experience
- Workshop-based with practical leadership exercises
- Mixes expert input with peer learning
- Optional senior leader framing to set context
- Dedicated space to develop collective leadership capability

Service Benefits

- Transitions digital practitioner to Grade 6 leaders
- Alignment with GDS Digital Spend Control, Service Standard, & TCoP
- Orientates new Civil Servants to digital in the public sector
- Builds leadership judgement grounded in public sector reality
- Improves decision-making in ambiguous situations
- Aligns leadership behaviours across digital functions
- Reduces risk of ineffective or isolated leadership
- Creates shared understanding of digital leadership expectations
- Strengthens leadership credibility with senior stakeholders
- Supports more effective outcomes public sector constraints



GDS Digital Spend and Service Standard Training

GDS Digital Spend and Service Standard Training equips Grade 6 and Senior Civil Service digital leaders to understand, interpret, and implement the Cabinet Office's Digital Spend Controls, Service Standard, and TCoP. Delivered by a former Departmental Assurance Lead, it builds confidence, judgement, and capability to lead compliant, value-focused digital delivery.

Service Features

- Delivered by a former Departmental Assurance Lead (50–60 products/services)
- Workshop-based training combining expert insight, practical examples, and peer learning
- Coverage of Service Standard and Manual, Spend Control, and TCoP
- Guidance on implementing / adapting / improving the model in complex organisations
- Case studies from central government, HE, local government, and charities
- Practical exercises in prioritisation, governance, and ethical introduction of technology
- Discussion of lessons learned from live portfolios, assurance, and approvals
- Optional support for in-house adoption and ongoing coaching
- Emphasis on building judgement and decision-making in ambiguous, high-stakes conditions

Service Benefits

- Clear understanding of the GDS model, Service Standard, and Spend Controls
- Pragmatic, modern approach to governance
- Ability to implement user-centred, outcome-driven product and service practices
- Improved compliance with Cabinet Office expectations and assurance processes
- Confidence in negotiating investment decisions, prioritisation, and approval
- Practical insight into scaling digital practice across portfolios and services
- Reduced risk of ineffective or misaligned investment
- Capability to adapt the model to organisational context without losing intent
- Increased credibility with senior stakeholders and cross-government partners
- Promotes a consistent approach across teams



Service Owner Training

Service Owner Leadership Training equips Grade 6 and SCS leaders to excel in the Service Owner role. Built on Herd's experience defining, leading, and developing the profession, it builds judgement, confidence, and leadership capability to establish, embed, and grow Service Owner practice, improving decisions, accountability, and outcomes across services.

Service Features

- Designed and delivered by original DDaT Service Owner architects
- Led by former Grade 6 Heads of Profession
- Tailored for Grade 6 and SCS Service Owners
- Workshop-based, combining expert guidance with peer learning
- Focuses on leadership judgement, not just technical knowledge
- Covers introduction, embedding, and ongoing development of Service Owner practice
- Optional framing by senior leaders to contextualise organisational strategy
- Provides dedicated space for reflection and collective leadership practice
- Integrates real examples from public sector service delivery
- Can be delivered cross-profession or focused on a single service area

Service Benefits

- Transitions leaders into effective Service Owners at G6/SCS level
- Aligns Service Owner practice with DDaT frameworks and governance
- Builds judgement grounded in public sector realities
- Strengthens decision-making across complex, cross-functional services
- Alignment with GDS Digital Spend Control, Service Standard, & TCoP
- Reduces risk of ineffective or siloed Service Ownership
- Aligns behaviours across digital and delivery functions
- Enhances credibility with senior stakeholders and boards
- Creates shared understanding of Service Owner expectations
- Improves outcomes across portfolio, programme, and service delivery



Business Analysis Leadership Training

Herd's Business Analysis Leadership Training equips Grade 6 Business Analysts to lead and embed business analysis capability across their organisation. Drawing on Herd's experience providing accountable BA leadership in the public sector, it builds judgement, confidence, and practical skills to stabilise, scale, and improve analysis practice for better delivery outcomes.

Service Features

- Delivered by senior BA leaders and former Heads of Profession
- Focused on Grade 6 and SCS leaders
- Workshop-based with practical leadership exercises
- Covers establishing, stabilising, and maturing BA capability
- Guidance on standards, governance, and quality assurance
- Practice mobilisation and improvement planning support
- Coaching for senior analysts and BA leads
- Alignment with DDaT/GDD capability framework
- Mixes expert insight with peer learning
- Optional senior leader framing to contextualise organisational priorities

Service Benefits

- Builds accountable leadership for business analysis capability
- Alignment with GDS Digital Spend Control, Service Standard, & TCoP
- Improves consistency and quality of analysis work
- Reduces delivery risk with clearer direction
- Accelerates progress in complex, high-stakes environments
- Aligns analysis with delivery outcomes and organisational priorities
- Resolves capability issues earlier and more effectively
- Develops sustainable internal BA leadership capability
- Enables scalable leadership without permanent appointments
- Improves outcomes from digital programmes and change



Delivery Management Leadership Training

Herd's Delivery Management Leadership Training equips Grade 6 delivery leaders to lead complex programmes and portfolios with confidence. Drawing on Herd's experience providing accountable delivery leadership, it builds judgement, capability, and practical skills to stabilise at-risk delivery, improve predictability, and embed governance-aligned delivery practices across public-sector organisations.

Service Features

- Delivered by senior delivery leaders and former Heads of Profession
- Tailored for Grade 6 and SCS leaders
- Workshop-based, practical leadership exercises
- Covers stabilisation and improvement of delivery capability
- Guidance on governance, assurance, and portfolio oversight
- Support for at-risk programmes and dependency management
- Insight into delivery performance and forecasting
- Alignment with DDaT/GDD capability framework
- Mixes expert insight with peer learning
- Optional senior leader framing to contextualise organisational strategy

Service Benefits

- Builds accountable delivery leadership for complex programmes
- Alignment with GDS Digital Spend Control, Service Standard, & TCoP
- Reduces delivery risk in high-stakes environments
- Accelerates senior decision-making with clear evidence
- Restores confidence in pressured or at-risk delivery
- Strengthens alignment between delivery, governance, and strategy
- Enables earlier identification of risks and dependencies
- Develops sustainable in-house delivery leadership capability
- Provides scalable leadership without permanent appointments
- Improves delivery maturity and outcomes across portfolios



Product Management Leadership Training

Product Management Leadership Training equips Grade 6 and SCS leaders to guide product decisions across portfolios, programmes, or policy areas. Designed by senior practitioners, it builds judgement, capability, and radical focus to stabilise underperforming products, align priorities, strengthen governance, and maximise outcomes in complex, ambiguous, and distributed delivery environments.

Service Features

- Delivered by senior product leaders and former Heads of Product
- Tailored for Grade 6 and SCS leaders
- Alignment with DDaT/GDD capability framework
- Workshop-based, combining expert insight and peer learning
- Focuses on stabilising underperforming products and portfolios
- Guidance on portfolio-level prioritisation and investment control
- Alignment of product decisions with policy, users, and delivery
- Governance, assurance, and capability assessment support
- Pragmatic approach to product over generic frameworks
- Mix of practical exercises, coaching, and reflection

Service Benefits

- Confident decision-making in ambiguous, high-stakes environments
- Alignment with GDS Digital Spend Control, Service Standard, & TCoP
- Radical focus on outcomes
- Prioritisation of the highest-value product opportunities
- Stronger alignment between strategy, delivery, and policy
- Reduced risk from unclear ownership or distributed decisions
- Faster recovery of stalled or underperforming products
- Increased value from digital services and initiatives
- Sustainable internal product capability development
- Improved outcomes across live services and portfolios



Project & Programme Management Training

Herd's Project and Programme Management Leadership Training equips Grade 6 Project Managers to lead complex projects and programmes with confidence. Drawing on Herd's experience providing accountable project and programme management, it builds judgement, capability, and practical skills to stabilise at-risk delivery, improve predictability, and embed governance-aligned practices across public-sector organisations.

Service Features

- Builds accountable project management leadership for complex projects and programmes
- Alignment with GDS Digital Spend Control, Service Standard, & TCoP
- Alignment with the UK Government Project Delivery Capability Framework
- Accelerates senior decision-making with clear evidence
- Restores confidence and stabilises projects or programmes at-risk
- Strengthens alignment between delivery, governance, and strategy
- Enables earlier identification of risks and dependencies
- Develops sustainable in-house project and programme management leadership capability
- Provides scalable leadership without permanent appointments
- Improves project maturity and outcomes across portfolios

Service Benefits

- Delivered by senior project leaders and former Heads of Profession
- Tailored for Grade 6 and SCS leaders
- Workshop-based, practical leadership exercises
- Covers stabilisation and improvement of project delivery capability
- Guidance on governance, assurance, and portfolio oversight
- Support for at-risk programmes and dependency management
- Insight into project, programme and portfolio performance and forecasting
- Alignment with DDaT/GDD capability framework
- Mixes expert insight with peer learning
- Optional senior leader framing to contextualise organisational strategy



Continuous Improvement Training

Herd's Continuous Improvement Training equips teams and leaders with practical techniques to identify waste, improve processes and deliver better outcomes. Herd's experience of continuous improvement approaches, such as Agile and Lean principles, helps organisations to embed a culture of process efficiency, through iterative improvement.

Service Features

- Alignment with GDS, DDat, TCoP and spend control standards
- Training content tailored to organisational needs, maturity, and objectives
- Training aligned to Lean, process and service improvement principles
- Supports the ability to assess organisational practices against functional standards
- Enables smaller, iterative enhancements and improvement in an agile way
- Support for embedding continuous improvement into day-to-day ways of working
- Focus on measurable outcomes and sustainable improvement
- Delivered by experienced practitioners via in-person, virtual, or hybrid formats
- Workshop-based with practical leadership exercises
- Optional follow-up sessions or coaching to reinforce learning

Service Benefits

- Trained staff, building the capability and skills of teams to continuously improve
- Improved efficiency and effectiveness of processes and services
- Increased staff engagement and ownership of improvements and change
- Increased staff confidence in identifying and solving problems
- Sustainable improvements rather than one-off fixes
- Supports the ability to have consistent and repeatable improvement approaches
- Improves collaboration across teams and functions, improving ways of working
- Helps to embed and foster a continuous improvement culture
- Enables better use of data to drive decisions



Continuous Improvement Coaching Programme

Herd's coaching programme is designed to increase knowledge, skills and confidence in relation to continuous improvement. It supports teams and leaders to foster a continuous improvement culture within a coaching cohort that can be diffused into the wider organisation and supports leaders to develop and implement a continuous improvement service.

Service Features

- Overarching objectives and coaching schedule tailored to organisation needs
- Weekly group coaching sessions around Continuous Improvement themes
- Coaching aligned to defining and delivering a Continuous Improvement service
- Each delegate is supported to develop team and personal objectives
- Develops knowledge and skills in process management, metrics and monitoring
- Builds the ability to identify, understand and agree prioritisation
- Custom Coaching Programme Workbook provided to all participants tracks progress
- Facilitator - Christina Lovelock (MSc Senior Leadership, Author - Delivering Business Analysis)

Service Benefits

- Learners develop capability to define and implement Continuous Improvement methods
- Learners move to leading improvements, developing abilities to influence stakeholders
- Creates a cohort of mentors, advocating and championing Continuous Improvement
- Regular progress reviews ensure learners meet the quality standards required
- Upskills internal staff to handle complex and strategic improvement initiatives
- Supports the ability to have consistent and repeatable improvement approaches
- Improves collaboration across teams and functions, improving ways of working



Senior Business Analyst Development Programme

A 5-month intensive leadership programme for progression to Senior Business Analyst, delivered by industry expert Christina Lovelock. Aligned with the 70/20/10 learning model, the programme moves beyond theory to embed strategic leadership, impact-driven communication, and vision-setting within the Government context, mapped to the DDaT / GDD capability framework.

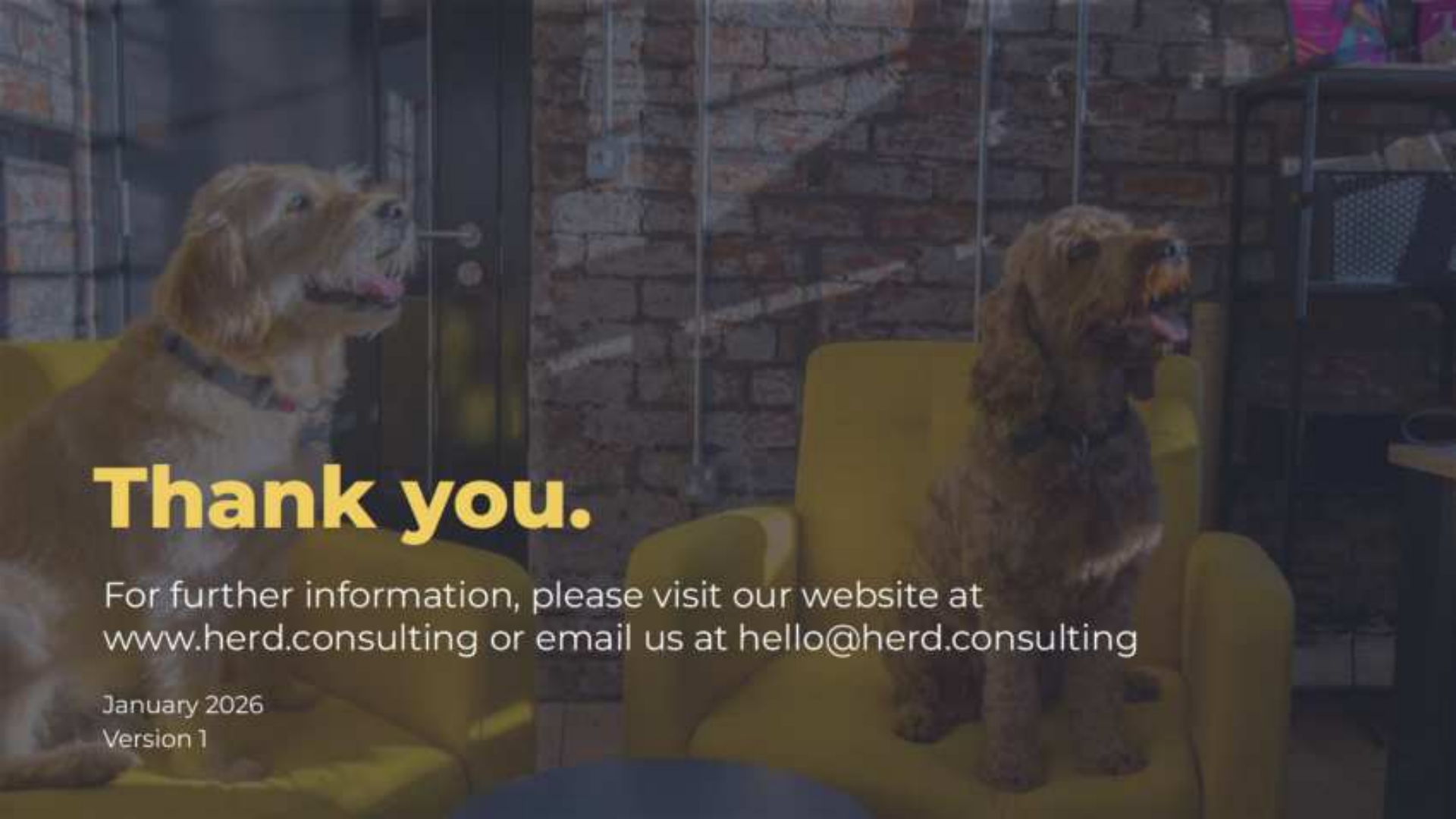
Service Features

- Diagnostic survey to align coaching with your Departments specific needs
- Monthly half-day sessions focused on communication and strategic-thinking
- Monthly learner 1-2-1 to tackle project-based leadership and development hurdles
- Learning is grounded in delivery, supported by practitioner expertise
- Custom Coaching Programme Workbook provided to all participants tracks progress
- Skills align with the Senior and Principal Business Analyst frameworks
- Facilitator - Christina Lovelock (MSc Senior Leadership, Author - Delivering Business Analysis)

Service Benefits

- Learners move to leading - developing abilities to influence senior stakeholders
- Talent Herd approach places learners on live projects month one
- Creates a cohort of mentors for Talent Herd trainees
- Regular progress reviews ensure learners meet the quality standards required
- Upskilling internal staff to handle complex strategic BA leadership roles



A photograph of two dogs sitting on yellow armchairs in a room with a brick wall and large windows. The dog on the left is a light-colored, long-haired breed, and the dog on the right is a darker, curly-haired breed. Both dogs are looking towards the right side of the frame. The text "Thank you." is overlaid in a large, bold, yellow font on the left side of the image.

Thank you.

For further information, please visit our website at
www.herd.consulting or email us at hello@herd.consulting

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