Andy Price

Head of Content Design & Principal Service Designer
London | andyhprice@proton.me | 07957 732250 | andyhprice.co.uk

Profile

Content and service design leader with a background spanning government digital transformation, editorial strategy, technology journalism and digital product development. I combine deep content design expertise with systems thinking, service design and a strategic understanding of how content, technology, audiences and operations work together.

I specialise in making complex services and ideas clear, useful and actionable. My experience spans leading content design teams, shaping end-to-end government services, developing editorial strategies and publishing models, and improving how multidisciplinary teams deliver. At Cognizant, I combine principal-level design practice with content design leadership, team development, bid support and delivery responsibilities within the UK Experience Design function.

Core capabilities

- **Content strategy and design:** Content strategy, content design, information architecture, content governance, accessibility, plain language, complex policy communication and content quality.
- **Service and experience design:** End-to-end service design, service blueprints, journey mapping, systems thinking, process mapping, service logic, prototyping and service improvement.
- **Editorial strategy and digital products:** Editorial direction, audience development, publishing strategy, commissioning, content operations, publishing workflows, digital product strategy and commercial content models.
- **Design leadership and capability:** Team management and mentoring, recruitment, performance and development, design communities of practice, capability building and multidisciplinary collaboration.
- **Delivery and stakeholder leadership:** Senior stakeholder engagement, delivery-lead cover, resource planning, onboarding and offboarding, cross-account support, bids and GDS assessment preparation.
- **AI-enabled design and transformation:** Generative AI, prompt development, reusable workflow templates, AI-assisted content creation and documentation, and identifying practical opportunities to improve design processes.

Experience

Head of Content Design & Principal Service Designer — Cognizant

UK Experience Design | Senior Manager | March 2022–present

Content design leader and principal-level practitioner working across HMRC Self Assessment modernisation. My responsibilities span hands-on content and service design, team leadership, account-level design influence, delivery support and commercial activity.

- **Leading content design capability:** Manage and mentor around 10 content designers across grades, supporting performance, professional development, recruitment, capability building and effective deployment. Help maintain design quality while aligning team capability with changing project and client needs.

- **Designing complex, high-volume services:** Lead and contribute to end-to-end design across HMRC Self Assessment services used by around 12 million taxpayers. Work across registration, cessation, penalty appeals and repayments discovery, connecting user journeys with policy, operations, risk, caseworkers, support processes, APIs and legacy systems.

- **Setting content strategy and information architecture:** Shape content strategy, governance and information architecture across complex services. Work with multidisciplinary teams to make policy and operational requirements understandable, establish clear journeys and ensure content decisions support the wider service rather than treating individual screens in isolation.

- **Simplifying Self Assessment registration:** Helped replace separate self-employed and non-self-employed registration forms with a single branching service. Removed eligibility questions already covered by the GOV.UK checker and redesigned duplicated contact-detail questions after research showed they confused users.

- **Resolving the tension between user needs and technical constraints:** Worked with HMRC risk and technical teams to preserve essential email and phone data while removing unnecessary screens, mapping general contact information to legacy API fields. Used caseworker evidence to introduce targeted occupation guidance and validation where vague entries were causing rejected registrations.

- **Reducing repeat work through service redesign:** Analysed around 20,000 cessation submissions and identified approximately 2,500 repeat requests. Designed a journey based on users' circumstances rather than internal transaction types, using account-state and available tax-year data to prevent invalid or conflicting requests. The redesigned service supported around 50% automation of eligible requests.

- **Turning policy into service logic:** Translated penalty-appeal policy into structured decision logic, distinguishing cases suitable for automation from those requiring human judgement. The automation work was in testing, rather than a confirmed live outcome.

- **Reframing problems and shaping service strategy:** In repayments discovery, challenged the assumption that users primarily needed a transaction tracker and reframed the problem around preventing failure states before they occur. Develop service maps, blueprints, prototypes, guidance, offline processes and support models to help teams understand the implications of design decisions across the service.

- **Influencing stakeholders and the wider service ecosystem:** Present services to HMRC External Expert Panels, including tax specialists, representative bodies and other interested stakeholders. Invite challenge, track feedback and report back on actions. Other teams, including Making Tax Digital and agent services, use the work as a reference and approach me for demonstrations, design rationale and wider ecosystem context.

- **Leading bids and GDS assessment preparation:** Act as a design lead in in-person Q&A sessions for new bids, helping communicate the team's design capability, approach and delivery experience. Have become a go-to contact for GDS assessment preparation, bringing practical experience of service standards, design evidence and multidisciplinary delivery.

- **Taking responsibility beyond design:** Provide cover for the project delivery lead when required and take on delivery responsibilities as needed. Support onboarding, offboarding and resource planning for my own team and colleagues across other accounts, helping maintain continuity, allocate capability and respond to changing delivery demand.

- **Improving design workflows through AI:** Use generative AI tools to support drafting, wording exploration, documentation and administrative work. Develop reusable prompts and templates for workflows such as translating screen flows into content documentation, while exploring practical ways to make design work more efficient without replacing professional judgement.

Lead Content Designer — UK Civil Service

Department for Transport, Cabinet Office and Department for Work and Pensions | April 2019–February 2022

Worked across government departments on digital services, policy content, guidance and accessibility, combining hands-on content design with stakeholder engagement and team leadership.

Department for Transport | April 2019–December 2021

- **Leading content across policy and services:** Led content for Brexit communications and wider departmental digital content, working across campaigns, policy design, service design and GOV.UK guidance.

- **Improving content and accessibility:** Led content transformation work and contributed to a W3C web accessibility project. Used user mapping, research and prototyping to improve services and page layouts.

- **Advising senior stakeholders:** Worked with departmental units on policy development and advised senior leadership and ministers on content approaches.

- **Managing designers:** Line-managed two content designers and supported their development while contributing to wider departmental content capability.

Department for Work and Pensions | January–May 2021

- Worked within Universal Credit on user-centred content and service improvement for a large-scale government service.
- Collaborated with user researchers and interaction designers to develop and test prototypes.
- Led content within an agile team and reviewed service content for accessibility, with a focus on reducing the cost and maintenance burden of the service.

Cabinet Office | June 2021–February 2022

- Worked in the Equality Hub on content relating to disability policy, ethnic disparities and gender equality.
- Led content design for the digitisation of the Gender Recognition Certificate process, supporting its progression from discovery through to launch.
- Used research and real-world evidence with user researchers and interaction designers to develop problem statements, test prototypes and iterate content.
- Contributed to the government content design community through critiques, presentations and community event planning.

Senior Content Producer — UK Research and Innovation

April 2017–April 2019

Worked within UK Research and Innovation, reporting to the Director of Communications for Innovate UK, to communicate the government's £4.7 billion Industrial Strategy Challenge Fund.

- **Developing content strategy and campaigns:** Devised and delivered flagship creative campaigns to engage young innovators and communicate complex science, technology and innovation.
- **Leading multimedia production:** Managed around £100,000 in annual content projects, covering commissioning, budgets, agencies and production across annual reports, video, animation, podcasts and other digital formats.
- **Improving digital experiences:** Contributed to UX redesign across digital channels, alongside brand development and management.
- **Developing people:** Mentored four junior colleagues, including content designers and writers.

Editor-in-Chief — Intelligenti

2014–2017

Led editorial strategy and digital publishing across consumer technology publications and products, combining audience-focused content, product thinking, publishing operations and commercial considerations.

- **Developing an editorial and product ecosystem:** Shaped the relationship between Swipe, TapSmart and Tips & Tricks, balancing premium and exclusive content with a broader publishing and audience-development model. This connected the core product with a WordPress-powered publishing layer and a content proposition designed to build audience reach and advertising revenue.

- **Owning editorial strategy and planning:** Set editorial priorities and publishing calendars across news, reviews, features and Apple and iOS coverage. Commissioned, edited and coordinated work from a staff writer and around five freelance contributors, maintaining quality and consistency across products.

- **Connecting content to audience behaviour:** Developed a more deliberate approach to push notifications, using audience engagement and publishing rhythms to make news content more timely and relevant. This contributed to increased app opens and stronger engagement with editorial content.

- **Supporting subscription and advertising performance:** Managed editorial decisions across products with different audience and commercial roles. The approach supported steady growth in Swipe subscriptions and helped stabilise advertising revenue for the wider publishing model.

- **Improving publishing operations and technology:** Redesigned workflows and the technical publishing setup so the editorial team could publish and update content without relying on full-time developers. Reduced publishing effort while giving the team greater control over its digital products.

- **Building a sustainable editorial model:** Combined commissioning, audience development, product requirements and publishing operations into a model that remained useful beyond my tenure, rather than treating editorial output as a series of disconnected articles.

Technology Editor / Journalist — Sift Media

2011–2014

- Wrote, commissioned and edited specialist content covering enterprise technology, cloud computing and digital transformation across public- and private-sector organisations.

- Translated complex technology products, systems and business change into clear, useful editorial content for professional audiences.

- Worked across editorial planning, interviews, features and publishing deadlines, building subject-matter knowledge in technology and digital services.

Journalist — Future Publishing
2007–2011

- Wrote news, features and reviews for a specialist computer graphics magazine within a major international publishing business.
- Produced technically detailed editorial content to house style and regular print deadlines, developing strong research, interviewing, editing and audience-focused communication skills.

Education and professional development

- **BA (Hons) Media and Communications, 2:1** — University of Birmingham
- **Diploma in Script Development** — National Film and Television School
- **AI Fluency training programme** — Cognizant
- **Leadership Development Programme, Emerging Leader certification** — Cognizant