

# RAHI DAVIES

Service Design · UX · Digital Transformation · 20 Years in Complex Organisations

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**Clearances:** Working with Children Check (current); Previously held UK SC and DV clearance (lapsed)

**Status:** 491 visa holder, no sponsorship required **Availability:** Adelaide-based, remote, and international roles

## PROFILE

Senior design and transformation leader with 20 years of experience working inside complex government, defence, and enterprise organisations. I specialise in service design, UX leadership, and organisational change, understanding how systems actually work, identifying where improvement is needed, and building the evidence and capability to make that change last.

Trusted in high-security, compliance-intensive, and politically sensitive contexts, I translate competing strategic, regulatory, and user needs into coherent direction and strong outcomes. Currently working with SA Government clients at Aplo on digital transformation and AI-enabled service improvement. Equally comfortable leading teams, working hands-on, and advising at an executive level.

## EXPERTISE

- Service design and UX leadership: end-to-end design delivery from research and strategy through to implementation
- Organisational capability building: embedding sustainable practices, governance frameworks, and design culture that outlast the engagement
- Systems transformation and digital change across complex government, defence, and enterprise environments
- AI-enabled process improvement: identifying automation opportunities and designing governance for responsible adoption
- Executive stakeholder engagement and strategic alignment in high-stakes, politically sensitive contexts
- Data-informed decision-making: translating qualitative and quantitative insight into clear direction
- Cross-functional leadership across design, product, engineering, and policy teams
- Design systems, accessibility (WCAG), and evidence-based design practice

**Tools & Methods:** Figma • Sketch • Adobe Creative Suite • Miro • MURAL • High-fidelity prototyping • AI-assisted design workflows • Data visualisation • Information architecture • Usability testing

**Domain Knowledge:** Government & Public Sector • Defence & National Security • Education • Infrastructure & Utilities • Financial Services • Telecommunications

## LEADERSHIP EXPERIENCE

**Managing Consultant & Service/UX Design Lead** *Aplo, South Australia* | February 2025 to Present

*Lead Aplo's design capability across complex, multi-year transformation programmes, building organisational resilience and aligning cross-functional teams to deliver systemic outcomes.*

- Identify where AI and automation can genuinely improve organisational processes, designing governance and guardrails to ensure trustworthy and sustainable adoption
- Lead cross-functional teams across 3–4 concurrent engagements, applying systems thinking to map policy, operational, and technical interdependencies
- Integrate qualitative insight with operational and performance data to drive prioritisation, roadmaps, and evidence-informed service strategy
- Build governance frameworks and operating rhythms that embed sustainable capability within client organisations
- Facilitate executive workshops translating competing priorities into coherent, actionable strategy, improving alignment and delivery confidence
- Engage hands-on when needed to unblock delivery, guide design decisions, and model best practice for teams

**Acting UX & Development Lead** *Department for Education, South Australia | November 2024 to February 2025*  
*Appointed interim leader to stabilise delivery and build data-informed capability during organisational transition.*

- Led a multidisciplinary team of designers and developers, introducing governance, prioritisation frameworks, and operating rhythms that improved collaboration and reduced delivery friction quickly
- Synthesised stakeholder insight, service data, and policy constraints into a strategic digital policy tool supporting evidence-based planning and faster organisational decision-making
- Delivered high-fidelity prototypes and implementation-ready assets to accelerate informed decisions while maintaining cross-functional alignment
- Engaged hands-on when necessary to guide design delivery, unblock workflows, and ensure systemic outcomes were realised

**Design Lead, Digital Transformation** *UK Department for Culture, Media & Sport | August 2021 to August 2024*  
*Led design across national programmes, balancing operational, policy, and technical ecosystems in security-cleared environments.*

- Designed and shipped services within complex system architectures, ensuring alignment with organisational strategy, user needs, and regulatory constraints
- Embedded user-centred and data-informed practices across teams, translating complex datasets into actionable insights for operational and policy stakeholders
- Architected and governed scalable Design Systems supporting multiple B2B and B2C products, enabling consistency and reuse across portfolios — reducing duplication and accelerating new product development
- Partnered with executive and technical leads to align product roadmaps with strategic objectives, representing UK Government in strategic forums shaping UX direction within national security
- Maintained high personal output alongside team leadership — prototyping, reviewing, and shipping design work directly rather than only directing

**UX Practice Lead & Digital Art Director** *BAE Systems Digital Intelligence, UK | March 2010 to July 2021*  
*Built and scaled the Gloucester UX capability over 11 years, establishing governance, quality standards, and sustainable organisational practices.*

- Grew UX function from 3 to 25 practitioners — building hiring pipelines, onboarding frameworks, and professional development pathways from scratch
- Defined governance standards and design frameworks adopted across multiple portfolios — balancing quality standards with delivery velocity across high-stakes programmes
- Delivered mission-critical interfaces for complex socio-technical systems, aligning real-time operational data with system architecture and stakeholder requirements
- Maintained hands-on design involvement throughout leadership growth — modelling best practice, unblocking delivery, and keeping craft standards high
- Led business development and bid support, strengthening UX positioning within multi-million-pound programme pursuits

## CAREER FOUNDATION

**Senior Designer, space01 (2005 to 2010):** Financial services design lead - developing deep expertise in regulated environments, complex B2B products, and senior stakeholder engagement across Aviva, Bupa, NatWest, and RBS.

**Freelance Practice, Raygirl (2005 to 2019):** Independent consultancy running alongside permanent roles - building commercial acumen, client relationship management, and the ability to operate under ambiguity without hand-holding.

**Early Career (2000 to 2005):** Foundational design experience across packaging and digital for global brands: BBC, Hugo Boss, P&G, Mars, Diageo.

## THOUGHT LEADERSHIP

- Invited speaker in high-security, government, and enterprise contexts
- Represented UK Government in strategic forums shaping UX direction within national security
- Lead Practitioner for client engagement, BAE Systems Digital Intelligence

## EDUCATION

**BSc (Hons) MediaLab Arts**, University of Plymouth (2000 to 2004)

**BTEC Foundation Art & Design**, Central Saint Martins, London (1999 to 2000)

## RECOGNITION

BIMA Winner (Vodafone UK) • IVCA Gold (BBC) • BIMA Commended (BBC Fimbles) • Money Marketing Nomination (Clerical Medical)