

G-Cloud 15: Enterprise and Solution Architecture

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1. Who are Moorhouse Consulting

Moorhouse is a specialist transformation consultancy firm, helping FTSE100 businesses and public sector organisations to turn their strategy into action, through exceptional delivery and a commitment to establishing a culture of change.

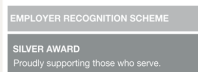
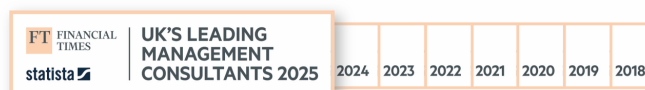
- We are **experts in AI, data, digital and cloud advisory**, including maturity assessments, developing operating models and helping our clients to design and implement 'future-proofed' digital, data and AI capabilities that help to deliver strategic goals.
- We bring **deep sector experience** in Government & Public Services, Education, Transport, Defence and other regulated sectors, working alongside clients such as:
 - HM Revenue and Customs
 - Ministry of Defence
 - The National Health Service
 - Cabinet Office
 - The Department for Work and Pensions
 - The Department for Environment, Food & Rural Affairs
 - The Department for Digital, Culture, Media & Sport
 - The Department for Education
 - Transport for London
 - Bank of England
 - Financial Conduct Authority
 - Ofgem
 - Ofwat
 - Office for National Statistics
 - Multiple Police Services
- Moorhouse have worked extensively across **Central Government Departments, Arm-Length-Bodies, and other public institutions** including implementing Agile delivery methodology for Health Departments, managing multiple 3rd party systems integrators and defining the impact of AI, Digital and Data strategy on the operating model.
- We have **specialist service line practices** below, working with organisations to design cloud services that meet the needs of all their stakeholders
 - AI, Digital and Data
 - Strategy and Operating Model
 - Organisational Design and Change Management
- We **tailor our methods** to our clients' needs, ensuring that we maximise the impact and efficiency of our support.
- We genuinely **live our values**, bringing a collaborative, facilitative way of working alongside client teams, leveraging our respective skills and experience.

Why Moorhouse

Working with Moorhouse is different. We're committed to your success, not only during a project but for the long term. We help drive the change, while designing and implementing many of the new processes and programmatic frameworks needed to underpin any transformation.

An overview of Moorhouse:

- **Transformation focused** - With a track record of helping the UK's most highly regarded organisations turn strategic ambition into reality.
- **Execution expertise** - With a clear focus on high quality and structured execution, we draw on the best consultants with strong transformation and change credentials.
- **Highest quality consultants** - We select and develop only the best consultants; our junior consultants and consultants have outstanding industry experience, and all of our consultants at the senior grade and above have at least three years of 'upper-quartile' experience gained in a global consulting firm or industry. We are over 200 (consulting staff) strong, with additional access to 200 associate SMEs that we draw on.
- **Different way of working** - Working in small teams integrated with your people ensures that we effectively deliver the results you want. We pride ourselves in leaving a legacy of increased capability in your organisation.
- **Agility** - Our pragmatic approach, coupled with an innovative way of thinking, enables us to flex to your needs.
- **Service Lines** - Business Transformation is underpinned through Service Line expertise in AI, Digital & Data, Customer & Strategy, Performance Improvement and People & Change.
- **Award winners** - Moorhouse has won an industry award in every year of existence. This includes Financial Time's UK's Leading Management Consultants, , the Management Consultancies Association amongst others.



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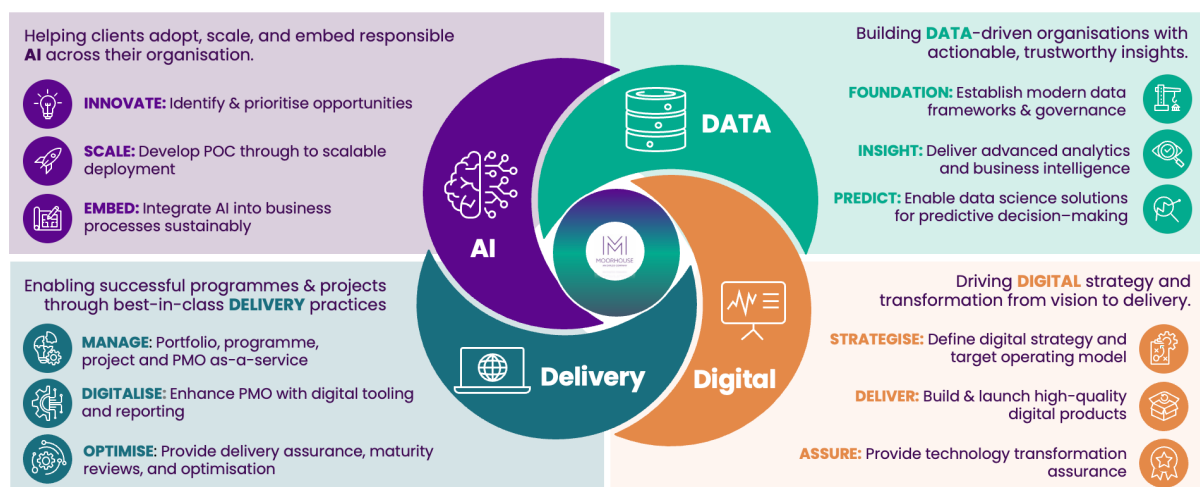
2. Overview of our AI, Data, and Digital Cloud services

Cloud enabled transformation requires a combination of designing a viable future operating model, orchestrating delivery and building capabilities across the organisation. This is all the more relevant when working with cloud-based technologies and services which help enable new delivery techniques, ways of working and agile design approaches.

At Moorhouse, we work across a large range of private and public sector organisations to help them understand and address their most pressing challenges:

- Digital change will **become constant** and it is hard to **rapidly implement** new technology
- The range of digital opportunities is **growing rapidly**, and it is critical to choose the **right technologies** to invest in
- **AI will fundamentally change** the way businesses operate

We are a trusted strategic advisor and delivery partner for digital transformation. We have **extensive expertise and knowledge** across the digital and cloud technologies underpinned by AI and data, operating model capabilities, and strategy. We bring cloud transformation, delivery and deep specialist implementation skills needed to help you execute each step of the journey. Our AI, Digital, Data and Delivery capabilities span the fundamentals of your transformation to the very cutting-edge of data and technology.



Our services	What does this entail
Artificial Intelligence (AI) Services	We help organisations Innovate, scale and embed AI to deliver measurable value, including assessing where cloud-based AI services can accelerate value. We work end-to-end from opportunity identification through to deployment and sustainable adoption, ensuring AI solutions are ethical, transparent and aligned to organisational goals. Our services include: • Cloud-based AI opportunity identification and prioritization • AI strategy, roadmap and business case development • Proof of concept (PoC) design and scaling to production incorporating cloud architecture principles • AI readiness and adoption planning • Responsible AI, governance and ethics • Integration of AI into business processes and operating models
Digital & Cloud Services	We support the definition and delivery of digital strategy and cloud transformation, from vision through to implementation. Our focus is on delivering high-quality, user-centred digital products and services that are cloud-first, scalable, secure and aligned to organisational outcomes. Our services include: • Digital strategy and target operating model design • Design, build and launch of digital products and services • Technology and platform optimisation and assurance • Cloud strategy, maturity assessment, adoption and roadmapping • Technology transformation and assurance

Our services	What does this entail
Data Services	We support organisations to become cloud-first and data-driven, treating data as a strategic asset that underpins decision-making, insight and innovation. Our services establish strong data foundations, improve trust and quality, and enable advanced analytics and data science. Our services include: • Data strategy and data-driven operating models • Modern data platforms and architecture design • Data governance, quality and management frameworks • Business intelligence, dashboards and reporting • Advanced analytics and insight generation • Development of Bespoke Products • Data science and predictive modelling to support decision-making
Delivery Services	We enable successful programmes and projects through best-in-class delivery and assurance practices. We help organisations manage complex cloud adoption transformation, improve delivery confidence and embed sustainable delivery capability. Our services include: • Portfolio, programme and project management (including PMO-as-a-Service) • Agile and hybrid delivery approaches • Digital tooling and reporting to enhance PMO capability • Delivery assurance, maturity assessments and reviews • Continuous optimisation of delivery performance

Cloud Vendor Relationships

Moorhouse is a technology-agnostic transformation consultancy with strong in-house expertise in advising on, designing, and delivering cloud solutions. We have extensive experience supporting organisations across major cloud service providers, including AWS, Microsoft Azure, Oracle Cloud, and Google Cloud Platform (GCP).

Using our domain expertise, we provide a comprehensive range of cloud advisory and implementation services, including:

- Cloud readiness and feasibility assessments
- Cloud architecture design and deployment
- Migration planning and execution
- Scalable, on-demand cloud-based test environments
- Independent cloud assurance and quality checks

Through our parent organisation, Expleo, we also benefit from access to an expanded network of cloud specialists and partner accreditations. Expleo is a Microsoft Gold Partner and holds Google Cloud Platform Premium Partner status, which enhances our overall capability to support complex cloud programmes and multi-cloud environments. This gives clients the advantage of Moorhouse's independent advisory strength, complemented by additional technical depth where appropriate.

This model ensures clients receive independent, unbiased consulting from Moorhouse, enhanced by specialist cloud engineering expertise when required, offering access to more, not reliance on a single source.

3. Service Definition – Enterprise and Solution Architecture

Service

Our integrated Enterprise and Solution Architecture service designs, governs and evolves technology landscapes aligned to organisational, policy and delivery needs. We provide pragmatic, standards-based architecture that supports transformation, cloud adoption and modernisation, while reducing risk and enabling informed decision-making across programmes and services.

Features

- Define target architectures and transition roadmaps
- Produce high-level solution blueprints and reference architectures
- Assure solution designs produced by delivery teams and suppliers
- Produce options appraisals and trade-off analysis
- Apply recognised architecture frameworks and public sector standards
- Assess enterprise and solution architecture team capabilities
- Assess current technology architecture's alignment to organisational strategy and needs
- Support cloud and legacy modernisation architecture planning
- Support system, vendor and product selection
- Offer broader technology support e.g. migration, service transition

Benefits and Value Add Outcomes

- Aligns digital solutions, technology architecture, technology strategy and change portfolio
- Delivers solutions which meet business requirements and align with strategy
- Improves decision-making and maximises RoI from future technology investments
- Fully defines and documents architecture across all four domains
- Ensures strategy, architectures and roadmaps are agile and adaptable
- Provides understanding of "to be" architecture and accompanying roadmap
- Defines improvement opportunities across EA and SA disciplines
- Defines governance framework for managing IT investments
- Guides cloud enabled transformation with clearly defined strategy and architecture
- Provides traditional EA structure with agility of a modern environment

How we help buyers plan how they'll implement cloud hosting or software services

We help organisations constantly adapt to market trends, changing business needs and emerging technologies by ensuring their technology strategy, architecture, and

supporting roadmap are flexible to change. We follow a continuous approach to ensure there is constant alignment between digital solutions, technology strategy and architecture.

Amongst other areas of work, we help organisations define their technology strategy and document their 'as is' EA; two essential pre-requisite activities for any organisation undertaking a cloud transformation project. These artefacts will ensure any investment decisions taken align with the overall technology strategy and consider any architectural nuances.

By working with stakeholders across IT and business who own and develop business processes, existing cloud solutions and data across the organisation, we identify architecture principles that will be followed throughout a cloud transformation e.g. build vs buy, single suite vs best of breed etc.

We leverage these principles to design a 'to be' EA which incorporates the new cloud infrastructure or software services. Through a gap analysis exercise, we then develop the delivery plan to implement the new cloud services.

We can also help our clients develop their business cases, assess organisational readiness to adopt cloud services, compare cloud vendors and deliver cloud enabled transformations.

How we help buyers migrate to the cloud or between cloud services

We support our clients to perform a detailed assessment and mapping of their "as is" EA and develop a post-migration "to-be" EA, considering architecture principles, technology strategy, architectural limitations and nuances, capability / maturity of EA and SA team, and the business to formulate the right approach.

We then perform a gap analysis to build a detailed implementation plan, identifying which people, processes and technology elements will be needed when. We work closely with stakeholders across the business to identify the right cutover and migration windows, contingency plans and communications to users for cutover.

Our team then plan and execute extensive testing services to ensure migration success and identify future performance improvements post-migration. In addition to providing any further assessment on the "to-be" environment to improve services once stable.

Moorhouse can provide specialist services for specific applications or infrastructure migrations, such as mainframe or legacy (out of support) infrastructure to support migrations. Furthermore, we can support across the data transformation, data migration and service transition phases to provide clients with a full suite of services to support their migration to the cloud or between cloud services.

Moorhouse approach

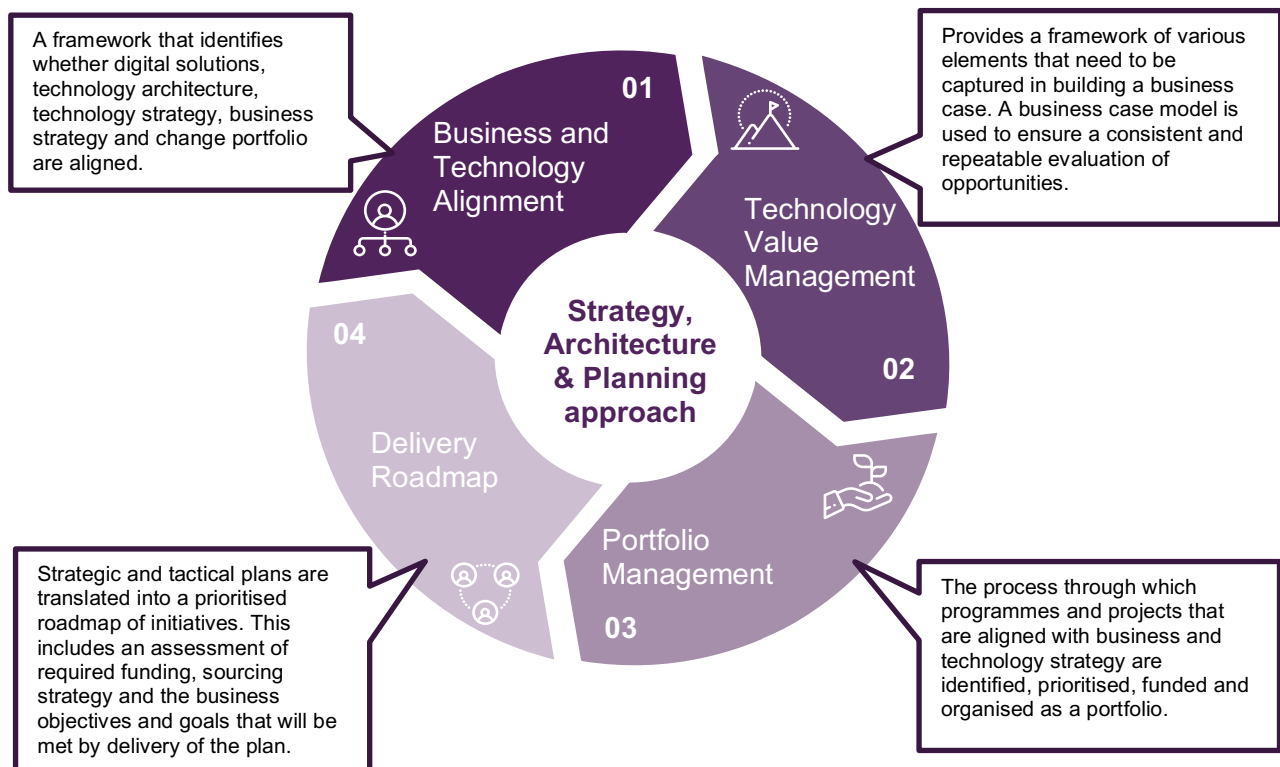
Modern business strategy needs to be more fluid than ever given the rapid pace of market, technological and regulatory change. It is therefore essential that an

organisation's technology strategy, architecture and change portfolio remain continuously aligned, flexible and responsive. This alignment must also extend to emerging AI and data strategies, ensuring that cloud, data, AI and wider business objectives reinforce one another and drive coherent, sustainable value.

To achieve success, it is important that organisations invest in their Enterprise Architecture function to support and connect the business and IT to achieve strategic business objectives. The Enterprise Architecture function is responsible for ensuring initiatives and portfolios of work are aligned to the strategy, and if not, discontinue these workstreams or adapt them to ensure they align to the strategy. The same applies for Solution Architecture, particularly where cloud services are involved. Organisations need to be clear on what are the initiatives that need to be delivered and the value that each is delivering to the business.

We specialise in **Strategy, Architecture & Planning**. As part of this, we help define the technology strategy, design the supporting “to be” architecture and build the deliver roadmap to get there. This involves:

- Assessment of “as is” technology strategy and definition of a new technology strategy if required to ensure it aligns with the overarching business strategy.
- Assessment of “as is” Enterprise Architecture and design of “to be Enterprise Architecture across all four architecture domains.
- Perform gap analysis between “to be” and “as is” Enterprise Architectures to inform the development of a prioritised delivery plan to realise the “to be” Enterprise Architecture.



With the technology landscape continually evolving, organisations are being challenged to transform their systems and processes to meet continually evolving

business needs. Ensuring the right solution is chosen for your organisation is fundamental to driving business success.

Moorhouse supports its clients to select **digital and cloud** solutions that meet their business needs, ensuring that business context and strategy and architectural nuances are fully taken into account throughout the selection process.

What the Enterprise and Solution Architecture service includes:

- Technology and cloud strategy
- AI strategy and Ethics
- IT / Digital operating model
- Business architecture
- Enterprise architecture
- Enterprise architecture assurance
- Capability assessment
- Maturity assessment
- Solution design assurance
- Solution implementation assurance
- Technology cost optimisation / FinOps
- DevOps and CloudOps
- Delivery of technology enabled change
- Value stream mapping
- Technology strategy and planning
- Systems architecture (Cloud infrastructure, application, integration)
- Solution architecture
- Data architecture
- Testing

We provide advisory and delivery services to set-up, support and assure effective and modern Enterprise Architecture teams, and provide end-to-end Solution Architecture services to maximise the potential of your technology estate.

4. Where we have done it before

Moorhouse have significant experience in turning cloud and digital strategy into action across both Government and Public Services and the Private sector.

	Context and what we did	The value we delivered
Digital Network Business Enterprise Architecture	Our client was developing a new operating model to support fibre network plans, build and rollout at scale: connecting 3m premises to their fibre network. As part of our cloud support work, Moorhouse defined an enterprise process architecture modelled on the business' core value chain. A set of process standards and frameworks were developed to inform a common business approach for process documentation and to set-up a new cloud-enabled operating model.	Moorhouse defined and implemented a new enterprise and cloud solution architecture, based on 52 business processes. This included supporting processes down to the procedure level. In the design of this new architecture, Moorhouse used re-usable process blocks, agnostic of product, to drive repeatability; aligning, simplifying and streamlining 35% of operating processes.
UK Police Force Solution Architecture	Our client was seeking to procure a Commercial off the Shelf (COTS) solution to replace legacy systems which are used to respond to 999 calls and despatch forces. Moorhouse were asked to lead the end-to-end technical advisory, assurance, delivery and change for the required 50+ integrations. Moorhouse led the assessment of legacy systems to inform the development of new requirements for the COTS solution. This was followed by definition of the integration patterns for each of the identified external systems, working closely with the lead Enterprise Architect. The team are now focused on delivering the integrations into Production which has included the build of each integration, standing up	Moorhouse ensured the new COTS product integrations followed modern technology architecture principles of decoupling the core products using middleware platforms, following a unified role-based access model and session management and optimisation of data warehouses through batch updates. After completing the design phase, Moorhouse has now successfully delivered all integrations into a Pre-Production environment. Following the completion of the final phases of testing, these integrations will be deployed into Production to support the successful go-live of the overall solution.

new environments and extensive testing.