

# G-Cloud 15: Cloud and Digital Strategy

Jan 2026



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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.

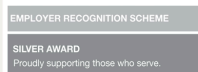
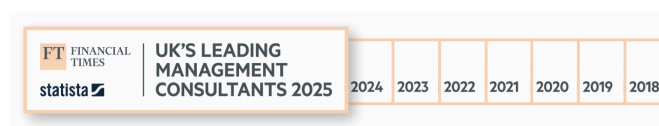
- We are **experts in AI, data, digital and cloud advisory**, including maturity assessments, developing operating models and helping our clients to design and implement 'future-proofed' digital, data and AI capabilities that help to deliver strategic goals.
- We bring **deep sector experience** in Government & 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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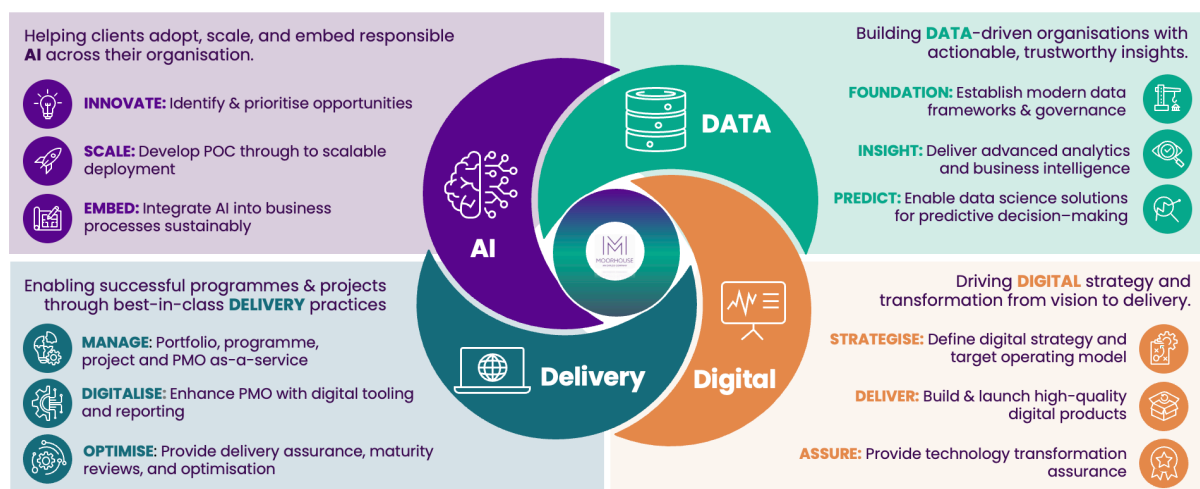
## 2. Overview of our AI, Data, and Digital Cloud services

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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Artificial Intelligence (AI) Services</b> | <p>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.</p> <p>Our services include:</p> <ul style="list-style-type: none"> <li>• Cloud-based AI opportunity identification and prioritization</li> <li>• AI strategy, roadmap and business case development</li> <li>• Proof of concept (PoC) design and scaling to production incorporating cloud architecture principles</li> <li>• AI readiness and adoption planning</li> <li>• Responsible AI, governance and ethics</li> <li>• Integration of AI into business processes and operating models</li> </ul> |
| <b>Digital &amp; Cloud Services</b>          | <p>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.</p> <p>Our services include:</p> <ul style="list-style-type: none"> <li>• Digital strategy and target operating model design</li> <li>• Design, build and launch of digital products and services</li> <li>• Technology and platform optimisation and assurance</li> <li>• Cloud strategy, maturity assessment, adoption and road mapping</li> <li>• Technology transformation and assurance</li> </ul>                                                                                                                                                 |

| Our services             | What does this entail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Data Services</b>     | <p>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.</p> <p>Our services include:</p> <ul style="list-style-type: none"> <li>• Data strategy and data-driven operating models</li> <li>• Modern data platforms and architecture design</li> <li>• Data governance, quality and management frameworks</li> <li>• Business intelligence, dashboards and reporting</li> <li>• Advanced analytics and insight generation</li> <li>• Development of Bespoke Products</li> <li>• Data science and predictive modelling to support decision-making</li> </ul> |
| <b>Delivery Services</b> | <p>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.</p> <p>Our services include:</p> <ul style="list-style-type: none"> <li>• Portfolio, programme and project management (including PMO-as-a-Service)</li> <li>• Agile and hybrid delivery approaches</li> <li>• Digital tooling and reporting to enhance PMO capability</li> <li>• Delivery assurance, maturity assessments and reviews</li> <li>• Continuous optimisation of delivery performance</li> </ul>                                                                                                                             |

## 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 – Cloud and Digital Strategy

Moorhouse helps clients articulate their technology vision, and the role digital and cloud solutions play in achieving their strategic ambitions. This includes review of existing strategies and objectives, assessment of current maturity levels, definition of design principles and strategic focus areas, and alignment on next steps through roadmap development and milestones.

#### Benefits and value add outcomes

- Supports clarity and alignment on importance of digital and cloud
- Ensures traceability to achievement of organisational objectives
- Brings people together around the digital 'art of the possible'
- Specifies key areas for capability development and solution investment
- Outlines the sequencing and timeline requirements for key initiatives
- Prioritises areas for financial investment and business case development
- Provides actionable steps and recommendations to accelerate transformation
- Highlights where broader organisational initiatives complement digital goals
- Defines roles and responsibilities to maintain and take strategy forward
- Articulates metrics to track progress over time

#### Features

- Alignment on organisational vision and how strategy will enable it
- Assessment of digital maturity and strengths, weaknesses and priority areas
- Definition of digital vision and associated design principles
- Development of strategic focus areas, priorities and key initiatives
- Creation of user personas that bring strategic vision to life
- Specification of strategic enablers or dependencies
- Outline of governance structures to embed and carry strategy forward
- Development of strategic roadmap and consolidation of core initiatives
- Outline of high-level conceptual architecture
- Considerations and recommendations to take strategy forward

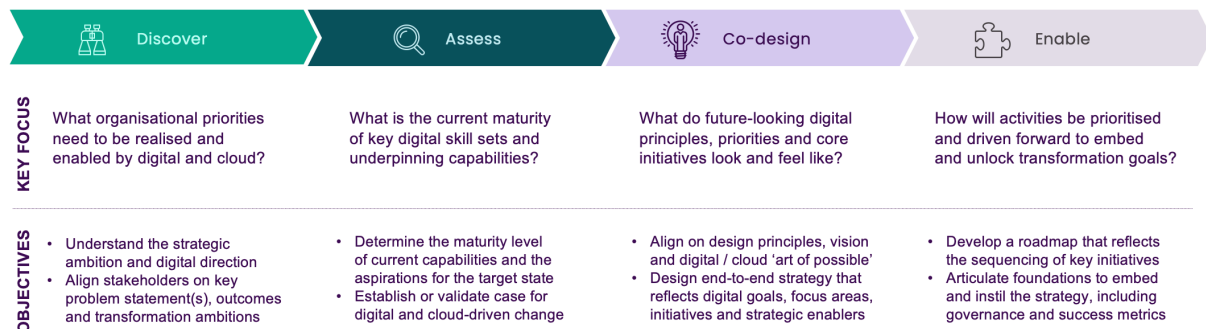
#### Moorhouse Approach

Cloud and digital technology are evolving rapidly, and organisations are constantly looking for ways to exploit the use of emerging technology. With the volume of digital solutions available, the importance of being clear on which solutions are most appropriate for a given organisation, and the ability to prioritise the technical and business capabilities to invest in to achieve strategic outcomes, becomes increasingly important. Without a clear strategy, the benefits of cloud and emerging digital technologies will not be fully realised.

We help our clients articulate strategic objectives, identify capabilities for improvement, and then turn their strategy into action by mobilising a portfolio of transformation programmes. A digital and cloud strategy enables the prioritisation of technology initiatives and supports alignment on areas for business investment.



# Digital and Cloud Strategy Approach Overview



When developing a strategy, we start by understanding the organisation's strategic priorities, including the overarching organisational strategy and key programmes of work, and the extent to which the views, needs and perspectives of all key stakeholders have been reflected and taken into account. Then, we follow an iterative approach that includes the following steps:

## 1. Discover

In the Discover stage, we review the ambitions and vision for cloud and digital within strategic documentation, including what is defined in current organisational, digital or other enabling strategies; taking stock of current state challenges, and ambitions for the future.

## 2. Assess

In Assess, we analyse the maturity levels of current state capabilities through inputs from representative groups of stakeholders via interviews, maturity assessments and/or industry benchmark exercises. With an understanding of both the current state, and the ambitions for the target (e.g. via Discover and Assess insights), we are then in a position to design a digital and cloud strategy that aligns to the needs of the organisation, including any considerations around preferred cloud solutions.

## 3. Co-design

In Co-design, we collaborate with stakeholders to build out and refine the cloud and digital strategy in an iterative manner. This includes workshops or regular working sessions with stakeholders to build out or validate key elements of the strategy, align on the language of core components, such as the vision, and agree the strategic priorities and focus areas in line with the defined case for change.

## 4. Enable

In Enable, we then focus on articulating key components that will ensure the strategy can be implemented and carried forward. To do this effectively, we focus on elements such as:

- **Roadmap development** – consolidating initiatives into a roadmap that structures key initiatives into defined time periods and associated sequencing for execution. This includes core projects, enablers and key milestones.
- **Governance** – outlining the governance structure to maintain and review the strategy over time, ensuring it is a living document that is reviewed and modified where needed in line with changing organisational or industry needs.
- **Metrics or success factors** – specifying key metrics that will support an ability to track and measure the successful adoption of the strategy over time.
- **Conceptual architecture diagram** – developing conceptual target state architecture diagrams that showcase how the technology stack, solutions or products will integrate in the future, and underpin defined capabilities.

Validation of the strategy and roadmap is critical to ensure the client is comfortable with the actions required, and the implications for stakeholders across organisational functions. Where helpful, we can also provide ‘t-shirt sizing’ for different projects, providing a high-level outline of the size and scope of investment (e.g. small, medium, large) to inform next steps and business case decisions.

### Our key deliverables are:

#### 1. Cloud and Digital strategy

- Digital vision and principles to drive transformation
- Articulation of case for change and associated strategic themes
- Defined strategic priorities and areas of focus

#### 2. Roadmap for change

- Key initiatives to embed the strategy, segmented into timeframes
- Governance structure to take strategy forward
- Conceptual target state architecture
- Outline of key adoption metrics or success factors

We believe that a robust cloud and digital strategy is built around four capabilities for a digital enterprise – which we call the Digital Ecosystem. We use this Ecosystem to inform the development and definition of strategies, and when considering capabilities required to enable cloud-based solutions (e.g. Software-as-a-Service, Platform-as-a-Service, Infrastructure-as-a-Service). In our experience, data is at the heart of the Digital Ecosystem, and is critical for each of the four capabilities that organisations must develop in the digital age.

### The capabilities are:

- **Digital Customer:** applying emerging technologies and developing digital channels to enable a better customer experience, and engage, attract, and retain customers; to develop better insights and deliver higher value.

- **Digital products and services:** innovatively embedding digital solutions into both existing digital and non-digital products and services to deliver new value, better insights, and engage and delight the customer.
- **Digital workforce:** providing the workforce with new ways of working and digital solutions including automation through AI to make their work easier, faster, more flexible, and more engaging, supporting the workforce in embracing and capitalising on the digital environment and capabilities.
- **Digital infrastructure and operations:** empowering organisations with digital solutions that lead to efficiency and agility, and streamline their physical and industrial environments including supply chain, manufacturing and operations.

Digitising businesses with the right mix of cloud and emergent technologies requires transforming how organisations manage their customers, products, workforce and operations – essentially, the four elements of its ecosystem. An effective cloud strategy and digital defines these target capabilities and new operational ways of working as part of the strategic areas of focus.

### How we provide planning services for the implementation of cloud hosting or cloud software

As part of strategy development, Moorhouse can conduct a comprehensive analysis of the current maturity level and existing technologies within the organisation to identify potential opportunities, benefits and risks associated with leveraging cloud services. This assessment allows us to develop a tailored strategy that aligns with overarching business objectives, whether that involves advising buyers already using cloud-based services, or those who are just beginning their journey. These insights inform elements of Co-design and Enable, including elements such as the vision, strategic priorities and roadmap of initiatives to drive transformation.

Furthermore, to support the execution of the strategy, we offer extensive support throughout the implementation process, including business analysis, business case preparation, requirements gathering, vendor and software selection, and change management across the organisation's people, processes, and cloud technology. We can provide detailed support for implementation planning, including designing specific cloud services, and defining the necessary skills and processes required for successful adoption.

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

Moorhouse can support organisations to identify clear requirements to meet their strategic vision from selecting cloud providers and supporting them through defining their migration strategy to implementing cloud transformations.

We conduct a detailed analysis of the organisation's current infrastructure, applications, and business requirements to develop a tailored migration strategy.

This strategy encompasses factors such as data migration, application compatibility, security considerations and cost optimisation.

Following the assessment, we devise a migration plan that outlines the sequence of steps, timelines and resources required for a smooth transition. This plan includes strategies for minimising downtime, ensuring data integrity and mitigating risks associated with the migration.



## 4. Where we have done it before

Moorhouse has significant experience in turning cloud and digital strategy into action in Government and Public Services and the Private sector. This shows that Moorhouse is best placed to support you on your digital and technology journey.

|                                        | Context and what we did                                                                                                                                                                                                                                                                                                     | The value we delivered                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Health Trust</b>                    | An NHS Trust had a digital strategy that was due to expire, and needed support to develop a new, forward-looking strategy that reflected digital and data ambitions, including requirements to be more digital- and cloud-first, and integrate more modern technology solutions, like AI.                                   | We held interviews and working sessions across key areas of the Trust to determine pain points and challenges, align on the case for change, and build out the strategy. In addition, we defined a strategic roadmap that informed team prioritisation discussions in the context of limited spend and presented the strategy within multiple Board sessions to support its socialisation and advancement. |
| <b>Transport Operator</b>              | A transport organisation was operating without a formal technology strategy, which had resulted in technology maturity being approached in a piecemeal and siloed manner. They required assistance to develop their strategy, including how they would make use of modern cloud-based solutions and data lakes / platforms. | We held interviews and facilitated working sessions with agreed teams across the organisation to define the technology case for change and worked closely with the Head of IT to co-design the strategy. We outlined focus areas, work packages to take forward and a high-level conceptual architecture diagram to visualise the intended target state.                                                   |
| <b>Financial Services Organisation</b> | A global financial institution was using an outdated IT system that was no longer supported by the vendor. The system had been highly customised over the years, and they needed support to determine how to upgrade and transition to the new cloud-based platform with this customisation in mind.                        | We worked in collaboration with the client and vendor to accelerate the organisation of the process to assess cloud migration options. This included socialising the assessment and gathering inputs from clients across five major countries, and structuring the business case outline based on known information, including a structure for the vision, upgrade options, approach and costs.            |
| <b>Ambulance provider</b>              | A critical ambulance service had limited technology and data utilisation in their                                                                                                                                                                                                                                           | We identified cloud improvement initiatives to realise the clients' strategy. This provided the client                                                                                                                                                                                                                                                                                                     |

|                           |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                  |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | operations. Moorhouse delivered a digital strategy by performing a current state assessment and analysis of processes. This was followed by leading strategic and tactical projects, including cloud solution implementations.                                                                                                                                              | with a clear vision to orient their organisation and a complex partnership towards a more digitally enabled service that provides an enhanced experience to patients.                                                                                                                                                            |
| <b>Health institute</b>   | The client operated separate IT and Digital functions that needed integrating to maximise the value from using cloud solutions. We led the development of a joined Digital, Information and Technology strategy for the team, as well as defining the new operating model.                                                                                                  | We completed interviews, surveys, and workshops with senior leadership, and iteratively developed a new strategy. By assessing functions and the technology stack, we provided a high-level roadmap for delivery. The strategy informed the requirements for new roles in their team that develops and operates cloud solutions. |
| <b>UK Regulator</b>       | Moorhouse led development of a bold new strategy aimed at driving client value from exploitation of data and the cloud. We identified current strengths and opportunities, challenged current processes, and worked closely with the data strategy portfolio team to contextualise strategy and steer its realisation.                                                      | We created a strategy that provided a bridge between the high-level, strategic direction and the means of implementing the data strategy and cloud within the organisation.                                                                                                                                                      |
| <b>Transport Provider</b> | Following several acquisitions, the client invested in a data excellence function to best use group-wide data and the cloud. Moorhouse developed and defined the strategy with senior management for the group function, as well as the operating model for the function, including all services, engagement models, organisation roles and responsibilities and processes. | We brought clarity and vision to what 'good' looks like for a central cloud-enabled data function and what the outcomes each operating business should expect. The commercial data warehouse was rolled out effectively, consolidating all commercial data and reports into a single governed process and system.                |