

G-Cloud 15: Process Optimisation

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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:
 - The Department for Digital, Culture, Media & Sport
 - The Department for Education
 - The Department for Work and Pensions
 - The National Health Service
 - Transport for London
 - Bank of England
 - Financial Conduct Authority
 - Ofgem
 - Ofwat
 - Office for National Statistics
 - HM Revenue and Customs
 - Cabinet Office
 - Ministry of Defence
 - Multiple Police Services
- Moorhouse have worked extensively across **Government sectors** and 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 in **AI, Digital & Data, Strategic Design and Customer**, working with organisations to design cloud services that meet the needs of all their stakeholders.
- 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.

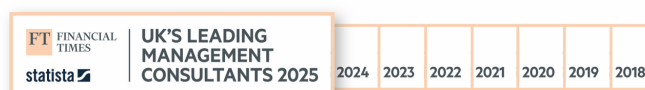
Working with Moorhouse is different. We're committed to your success, not only during a project but for the long term. We help drive the change, while designing and implementing many of the new processes and programmatic frameworks needed to underpin any transformation.

Why Moorhouse

Moorhouse is recognised for delivering excellence in programme leadership and organisational transformation. We support our clients with turning strategic ambitions into deliverable portfolios and programmes, supporting delivery of complex programmes and projects and embedding a culture for the successful delivery of change.

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.



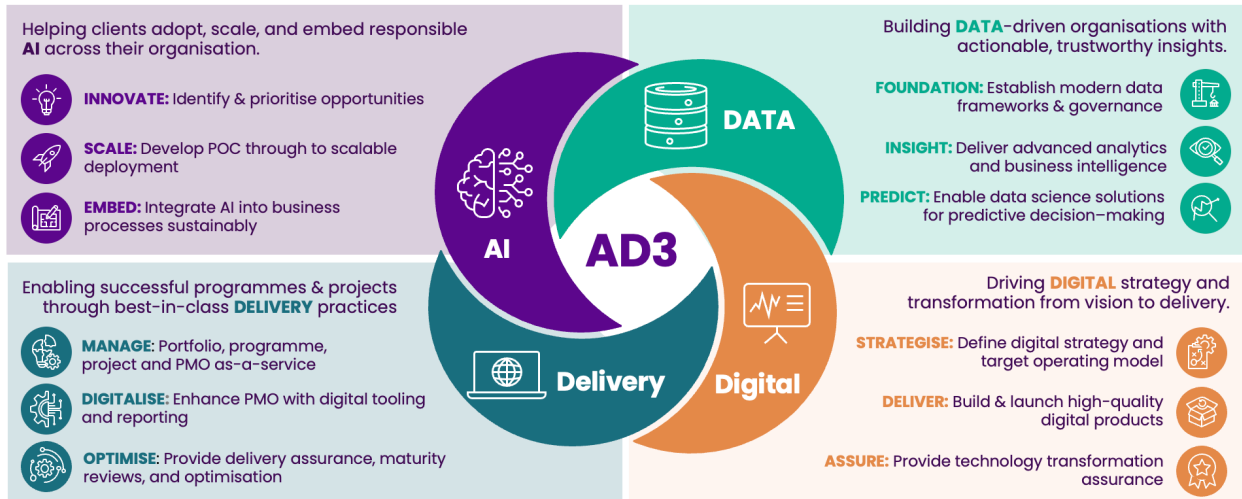
2. Overview of our Digital and Cloud services

Cloud enabled transformation requires a combination of designing a viable future operating model, orchestrating delivery and building capabilities across the organisation. This is even 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 adopt, scale and embed AI to deliver measurable 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: • AI opportunity identification and prioritization • AI strategy, roadmap and business case development • Proof of concept (PoC) design and scaling to production • 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
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 • Data science and predictive modelling to support decision-making

Our services	What does this entail
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 experience of advising and delivering cloud implementations. Through our parent organisation Expleo, our team has access to specialist Amazon Web Services (AWS), Microsoft Azure, Oracle Cloud and Google Cloud (GCP) capabilities.

Expleo is a Microsoft Gold Partner both consuming Microsoft technologies in the running of the business and the delivery of professional technology services to clients. A large proportion of Expleo client engagements now also involve the use of Microsoft Azure DevOps as an Application Lifecycle Management Solution. In addition, Expleo has partnerships granting it Google Cloud Platform Premium Partner status.

Utilising this experience, we can provide a variety of cloud advisory and implementation support services to clients, including health-checks on the feasibility of migrating environments to cloud; streamline pre-production quality assurance by providing scalable on-demand test environments; cloud solution deployments.

3. Service Definition - Process Design, Improvement and Automation

Service

Moorhouse provide cloud enabled process improvement and robotic process automation (RPA) services. We help our clients through their automation journey from supporting strategy definition to identifying process improvement and automation opportunities. We also support continuous improvement and innovation whilst embedding robotics into organisations through tried and tested frameworks.

Benefits and value add outcomes

- Automation vision engrained into broader Digital Strategy
- Process maps and automation candidate opportunities identified
- Efficiency and effectiveness of cloud-based services increased
- Stakeholder assurance is provided as part of delivery
- Automation roadmaps and KPIs are developed through delivery
- Assessment and deployment of responsible AI
- Costs are optimised based on the level of service desired
- Business cases are supported through effective governance and monitoring
- Transparency provided through the change process
- Process ownership is embedded.

Features

- Proof of Concepts (POCs) utilised to demonstrate benefits before implementation
- Improvements modelled prior to implementation
- Processes optimised through lean / six sigma methodologies, deploying AI where appropriate
- Process design that supports the target operating model to enable maximum scalability and business benefit
- Optimisation of Cloud based services to aid continuous improvement
- Provision of Process benchmarks and further review opportunities
- Driven by strategy-aligned KPIs
- Strong governance embedded to monitor change
- Mature project management frameworks utilised to support delivery
- Effective change management and support provided
- Agile delivery & implementation to enable, reinvigorate and sustain programme pace.

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

We help organisations plan for implementation of cloud services by identifying opportunities and realising performance improvements. By working with our parent organisation Expleo, we have access to BluePrism, UiPath, Automation Anywhere capabilities.

We follow an agile approach to process design and improvement:

1. **Assess** - understand strategic objectives, priorities, as-is mapping and root cause analysis
2. **Improve** - sprint cycles to model to-be processes and embed quick wins, whilst remaining focused on KPIs and supported by governance and change management
3. **Implement** - train, communicate and support the culture around new processes, whilst tracking ongoing performance metrics
4. **Continuous Improvement** - build capability for process improvement, whilst incentivising and empowering staff to drive further improvements.

For more mature organisations, process simplification and improvement is combined with robotic process automation. We can help our clients through their automation journey from helping to define their strategy to identifying automation candidates, running proof of concepts and embedding robotics into their organisation. Through our RPA approach called MORSE we support clients from planning to embedding:

1. **Model & Optimise:** Identify and optimise processes to an automation-ready state.
2. **Robotics:** automate high candidate processes and move from the Proof of Concept to an implementation.
3. **Sustain & Educate:** Embed awareness of automation technologies and map automation factory efforts back to business benefits to enable scaled implementation at pace.

How we help buyers perform training for cloud software and hosting services

Without effective training, new processes are rarely adopted in practice. If people do not have the capability or knowledge to use new processes, it is far too easy for them to slip back into old ways of working. We provide a mix of training routes to ensure everyone is confident and comfortable working with their upgraded processes.

We embed robust methods to track and review performance. Appropriate and healthy targets are built into the review mechanism. Cross-functional teams are also empowered and incentivized to share improvement ideas.

Our experienced trainers work with your teams to provide them with the tools, knowledge and confidence to manage the improvement cycles, delivering future benefits. We use a blend of desk-side coaching, formal training and on-the-job learning to ensure individuals are confident to perform at their best with new processes. We also have an experienced change team who support communications throughout the training journey.

We work with leaders of organisations to identify steps towards helping staff feel empowered to make change. With employees feeling accountable, they proactively identify more improvement ideas to be considered.

Moorhouse approach to Process Design and Improvement

We ensure that processes are able to secure the most value in line with your strategic direction, whilst remaining flexible to business change and considerate of any changes to people. Our proven approach to process improvement is rooted across 4 key principles:

Value driven

We invest time early on to identify the key value drivers for your business, ensuring we prioritise activities to provide the greatest return

Flexible

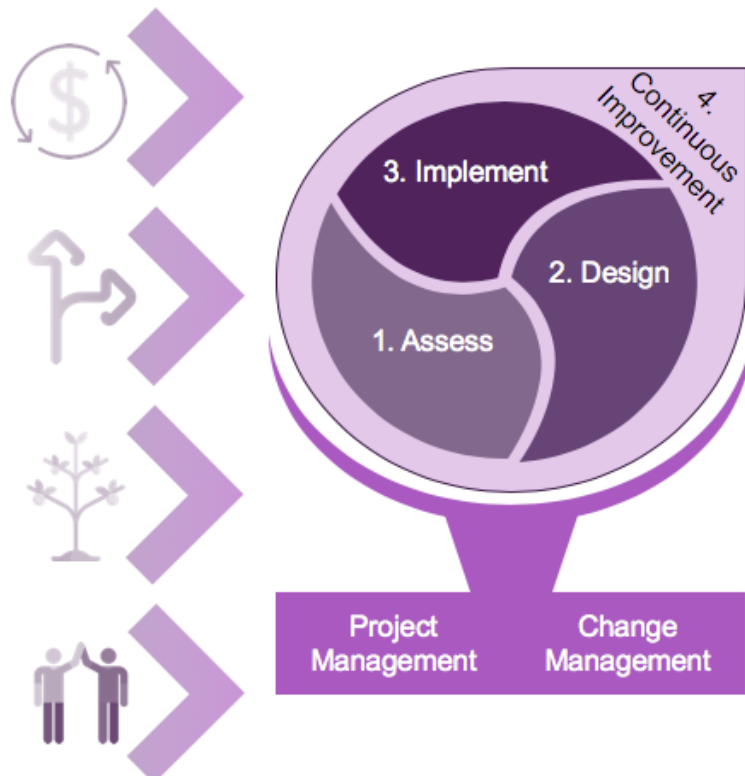
Our modular and iterative approach can be flexed to meet the needs of your business and is supported by strong governance principles

Sustainable

From the very start of the project, we work with you to embed capabilities and share our experience to ensure the change is sustainable

Human

We understand the importance of your people to your business. Our approach is supported by strong change and project management principles so ensure your staff are brought along the improvement journey



Phase 1: The Assess phase is the first step within our iterative and agile process improvement approach. Assess focuses on building a clear understanding of how processes support strategic objectives, how they are structured, how they are performing and why.



Our experienced subject matter specialists will work with you to understand and articulate the strategic objectives that underpin the analysis of your business. After building a deeper perspective of the platform for change, we'll begin to identify priority areas to begin our analysis.

We take a technology-enabled approach to mapping processes. We can map these live and across dispersed teams through tools provided by our technology partners. Our root cause analysis is informed by Lean and Six Sigma approaches that focus on streamlining processes, removing non-value add steps and reducing

waste. From this insight, we can easily identify high level improvement initiatives to take forward.

Throughout the phase, we build a clear understanding of the barriers your processes create when aiming for improved performance.

Phase 2: Our rigorous but pragmatic approach to designing processes ensures we deliver to-be processes aligned to your strategic objectives. Having modeled and tested KPI performance with a range of options, we work with you to identify the best fit for your organisation.

- **Sprint cycles / rapid testing** - Using sprint cycles, we are able to model and test the impact of process changes to your business. This allows us to quickly identify the processes which will best support your strategic objectives.
- **Responsive to wider change** - Our agile approach ensures we remain responsive to the needs of various stakeholders and adaptable to the changing business environment.
- **Strong governance** - We provide a governance structure with a design authority to help you review and approve changes to be made.
- **Quick wins embedded** - Following a thorough root cause analysis we prioritise improvement initiatives by ease and impact. We then work with you to embed high-impact, quick wins to develop and maintain momentum through the process improvement changes.
- **Driven by KPI performance** - By spending time with you in the early phases of the process design and improvement lifecycle, we have a clear understanding of the metrics that matter for your business. We monitor KPI performance through our improvement and modelling approach to deliver value.
- **Change Management** - We evaluate the impact of changes to people, systems and customers. We then build interventions to guide people through change

Phase 3: We understand that simply designing efficient and effective processes is not enough. A process only delivers value if it is adopted by staff and individuals don't fall back into previous ways of working. Using our project and change management expertise, we ensure processes are implemented by your workforce to deliver maximum value.

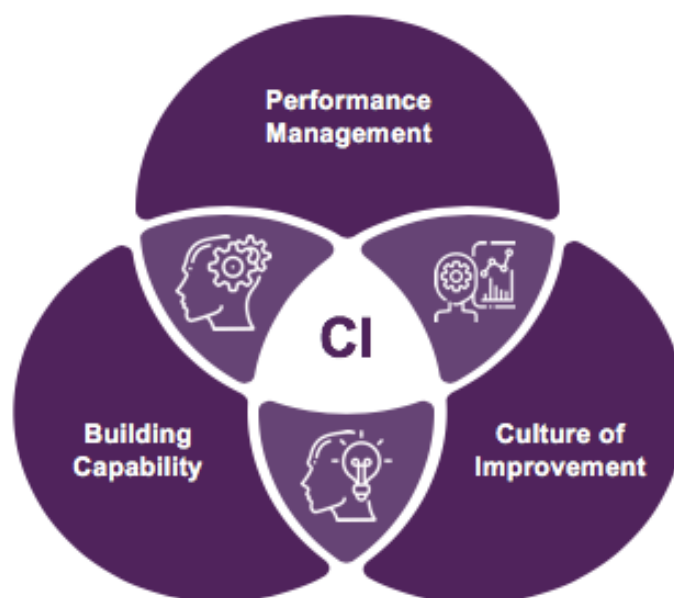
- **Training** - Without effective training, new processes can remain stuck as documents. If people don't have the capability or knowledge to use new processes, it's far too easy for them to slip back into old ways of working. We provide a mix of training routes to ensure everyone is confident and comfortable working with their upgraded processes.
- **Communications & Culture** - The implementation of new processes is likely to result in change. With any significant change to the way people work and operate, a strong change management approach is vital. We work with your

people to ensure they understand the context for change and how it can benefit their day-to-day work.

- **Ongoing Performance Tracking** - One of the key objectives with any process improvement initiative, is to ensure that it delivers value and results in a step change to performance. Throughout the implementation of new processes we provide tools to ensure there is visibility on both how the processes are implemented and how they are performing.
- **Governance** - Our iterative and agile approach to process improvement ensures we stay flexible to business needs. To support this, we ensure there is a strong governance framework for you to have visibility of how things are progressing and information for decision making if future activities should change to deliver more value.

Phase 4: For organisations who wish to reap the rewards of ongoing and continuous improvement, we provide three pillars to embed this into business as usual operations. These ensure that the organisation will be able to generate further benefits on an ongoing basis.

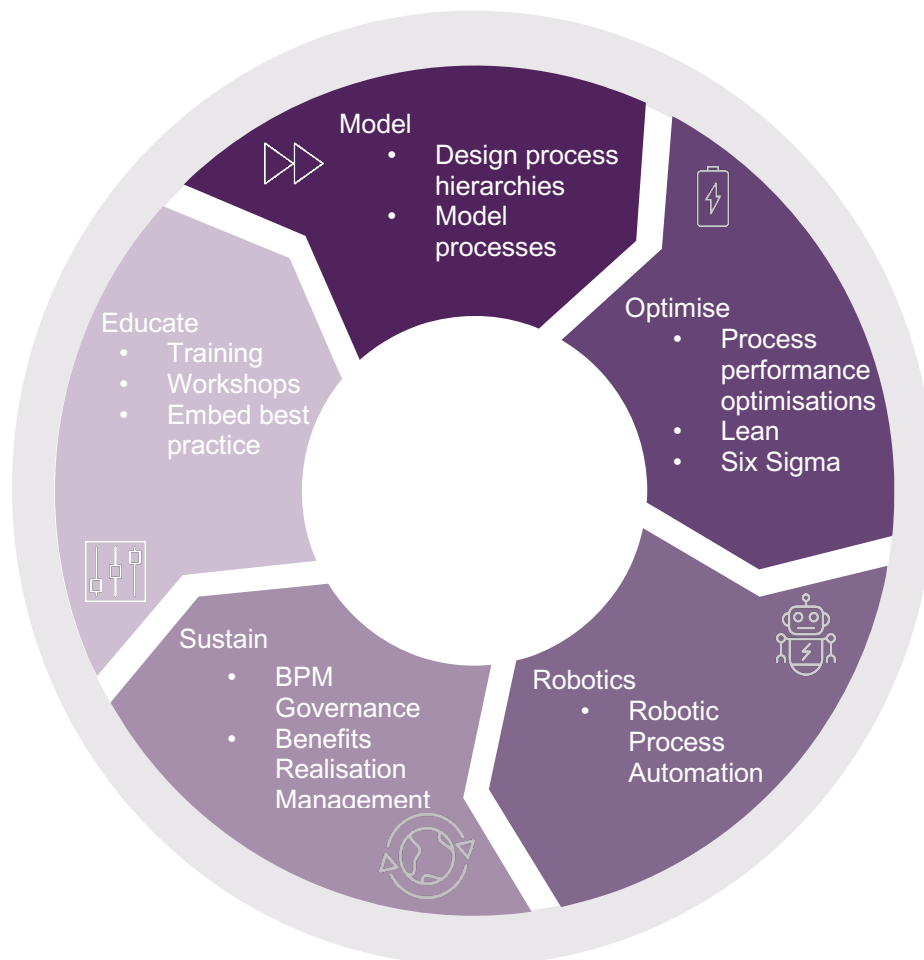
- **Performance Management** - We embed robust processes to track and review performance. Appropriate and healthy targets are built into the review mechanism. Cross-functional teams are also empowered and incentivized to share improvement ideas
- **Building Capability** - Our experienced trainers work with your teams to provide them with the tools, knowledge and confidence to manage the improvement cycles, delivering future benefits
- **Culture of Improvement** - We work with leaders of organisations to identify steps towards helping staff feel empowered to make change. With employees feeling accountable, they proactively identify more improvement ideas to be considered.



Our core continuous improvement principles

Moorhouse approach to Robotic Process Automation

We can help our clients through their automation journey from helping to define their strategy to identifying automation opportunities, running proof of concepts and embedding robotics into their organisation through implementation and training.



- **Model & Optimise:** Identify and optimise processes to an automation-ready state.
- **Robotics:** Automate high candidate processes and move from the Proof of Concept to an implementation.
- **Sustain & Educate:** Embed awareness of automation technologies and map automation factory efforts back to business benefits.

We apply a rigorous approach to selection of the right processes for the right reasons. The order of development for a long list of candidate processes can be selected based on complexity and expected business value:

1. **Eradicate:** verify that the process is being used and is providing value

2. Simplify: validate that the process can be re-engineered
3. Automate: ensure the process meets the checklist similar to below, and can be automated

RPA Candidate Checklist:

1. Is the process highly manual?
2. Is the process highly repetitive?
3. Is the process rules based?
4. Does the process have a low exception rate?
5. Does the process have high process volumes?
6. Does the process have peaks in process volumes?
7. Does poor process adherence impact quality?
8. Does the process have readable electronic inputs?
9. Does the process have a structured input and output?
10. Are the underlying technologies expected to change?

4. Where we have done it before

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

	Context and what we did	The value we delivered
Charities Community	The bespoke cloud-based Case Management System (CMS) used by approximately 100 charities to manage case work was costly and lacked resilience and scalability. A new cloud CMS off-the-shelf product and IT partner was selected to replace the old antiquated system. Moorhouse was engaged to lead the business analysis of the design phase of the project.	The success of this phase of works meant that the project was able to achieve sector wide confidence, support and board sign-off of the proposal to progress into the implementation phase during which Moorhouse has been selected as a delivery partner, leading the key Integration and Data Migration workstreams.
Telecoms Provider	The client faced a significant challenge to design a compliant technical solution to meet the Home Office Emergency Services Network standards, and to plan the substantial expansion and upgrade of their existing network. Moorhouse were engaged to define, design and deliver the new Service Management framework, including design of the supporting business architecture, process catalogue and ARIS database.	The Moorhouse organisation-wide approach to the development of the technical and business solutions, and supporting commercial model, has enabled the client to meet all of its commercial milestones to date.
Telecoms Provider	The client launched a programme to enhance their core operational processes that supported the delivery of product offerings. In addition, we were required to support, advise and deliver on RPA. We re-engineered key processes utilising BPM strategies where process risks and issues were identified and incorporated improvements to create enhanced 'to be' processes.	Moorhouse delivered increased efficiency of internal processes and reduced cycle time to deliver services to customers. The automation of processes resulted in significant cost reduction, increased productivity and improved performance and reliability.
Outsourcing Provider	Moorhouse were approached to analyse the client's contact centre operating models for three business	Moorhouse supported the programme from start to finish, leading all phases and holding

	units with a view to their integration which would create a central scalable growth platform and strategic asset.	programme management accountability to the executive sponsor. The team supplied best practice across Service Management, operating model, business change, programme management and technology.
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