

G-Cloud 15: Service Management and Design

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Table of Contents

1. Who are Moorhouse Consulting	3
2. Overview of our Digital and Cloud services.....	5
3. Service Definition – Service Management and Design	8
4. Where We Have Done It Before	12

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.

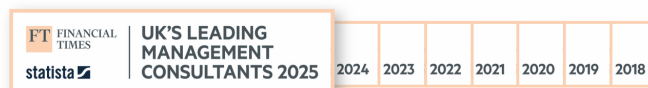
Working with Moorhouse is different. We're committed to your success, not only during a project but for the long term. We help drive the change, while designing and implementing many of the new processes and programmatic frameworks needed to underpin any transformation.

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.



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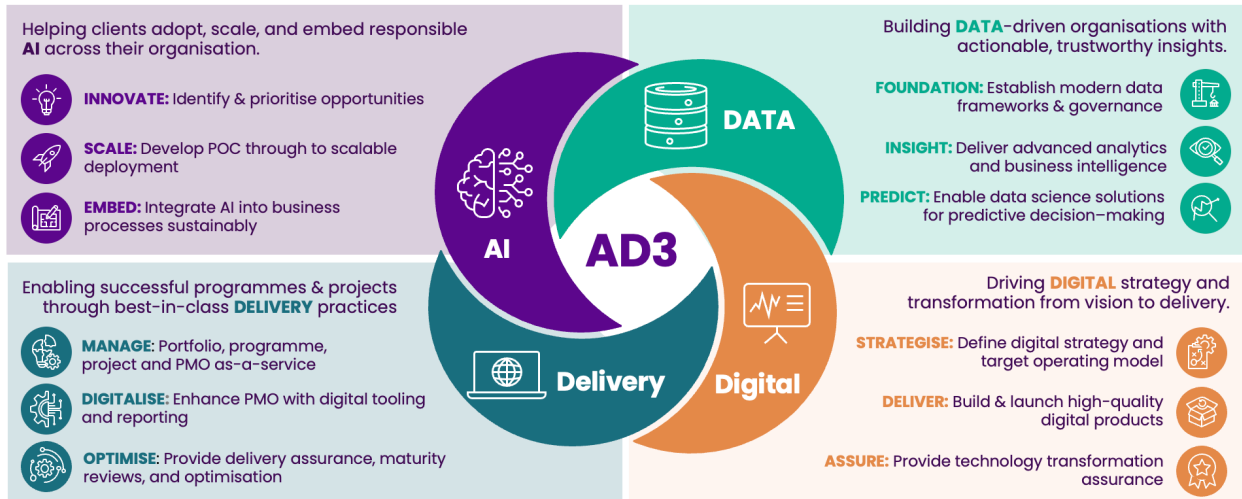
2. Overview of our Digital and Cloud services

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 – Service Management and Design

We help organisations set up modern IT Service Management (ITSM) services and adapt them for solutions migrated to the cloud. We support the development of new infrastructure and software services, the refinement of SLAs, and the transition to latest frameworks such as ITIL 4. We also help organisations incorporate AI into service design and operations, for example through AI-enabled service dashboards, automated incident triage, intelligent workflow routing and improved service insights. Our advisory spans service strategy, design, management, optimisation and ITSM toolset replacement.

Benefits and Value add outcomes

- Pragmatic interventions increasing cloud readiness across IT Service Management
- Service Management operating model aligned to cloud solutions
- Alignment between service catalogue, design, transition, operations and continuous improvement
- Clear line of sight from business value to operational delivery
- Optimised service management operations to maximise return on investment
- Improved service delivery and customer satisfaction
- Reduced IT services cost through improved utilisation of resources
- Enhanced management of operational risk and business service disruption
- Stable IT services environment to support cloud solution implementations
- Stability when applying agile and DevOps principles

Features

- Service management designed in line with strategy and cloud architecture
- IT Service Management strategy tailored to SaaS, PaaS, IaaS implementations
- Configuration and optimisation of ITSM platforms, such as ServiceNow
- As-is Service Management capability assessment and maturity roadmap definition
- Identification of Service Management improvements that would increase business value
- Understanding customer and end user service needs to design services
- Translation of cloud design into service management requirements
- Impact assessment on existing service policies, procedures, SLAs and roles
- Replacement ITSM toolset requirements specification, selection and implementation

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

Cloud based solutions must be supported by carefully designed IT services to help ensure they achieve agreed service levels at an acceptable cost base. We help clients make decisions across the IT Service Management strategy, service design, transition to new ITSM infrastructure and software, and other phases of their cloud migrations.

To achieve successful implementation, we help design a roadmap focussing on people, processes, products and partners involved in IT Service Management and service design. Our approach for supporting organisations planning to implement cloud services includes:

1. Service strategy assessment and design.
2. As-is Service Management assessment: what exists today and how it measures up against best practice.
3. Definition of change interventions to enhance the business value delivered by Service Management.
4. Understanding customer and user needs.
5. Translating service requirements into robust service design.
6. Planning the transition of new or changed services into the live operation.
7. Understanding impact to existing service policies, processes and roles.

We can provide a range of services across Technology Strategy, Architecture & Planning, Operating Model Design and Service Management Optimisation to ensure the cloud solutions and services deliver enduring business value and are supported by ITSM.

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

We help prioritise initiatives from the digital and cloud strategy and deliver technology enabled change transformation programmes. We help source the best cloud solutions to meet the strategic aims, select cloud providers and support buyers throughout their transformations. This includes helping them navigate through design, build, testing, migration, cutover, transition and embedding new services.

We specialise in technology transformation programmes, with dedicated teams of cloud and data specialists, ensuring successful migrations to the cloud. Our team will critically analyse existing technology against core technology lenses - such as data, integration, applications and infrastructure. We can work within technical teams or provide support for critical roles. We have a proven record of working with client teams to build a plan, identify critical data sets, support the cutover and migration planning and support teams through change.

Underlying this is our Service Transition Framework, which has a comprehensive set of tasks, activities and deliverables to ensure success. We deploy this framework to focus on cloud migration - allowing us to leverage business readiness plans, acceptance testing, user training, delivery of infrastructure, planning and execution of cutover, and management of post go-live support.

Moorhouse Approach

We provide Service Management Optimisation to help organisations with the following:

- Service strategy assessment and design
- As-is Service Management assessment: what exists today and how it measures up against best practice
- Definition of change interventions to enhance the business value delivered by Service Management

The Moorhouse approach to evolving service operations works throughout around the three core phases.

1. As-is assessment: what do we have and how does it measure up against best practice?

Our teams are experienced service management professionals who hold industry accreditation. We understand the environment through engaging people and reviewing the existing setup. This helps us determine where the pain points exist and the opportunities to deliver increased business value across service management.

2. Defining the required change: what do we need to change and how will it deliver tangible business benefit?

We detail the changes that are required to increase business value from service management across service strategy, service design, service transition, service operations and service improvement.

3. Change delivery and benefit realisation: how do we deliver the change and realise the benefits?

Our teams work in partnership with clients to lead the delivery of enduring service management change and realisation of desired business benefits.

To support client service management challenges, we have three core Service Management offerings that provide both advisory and delivery services:

ITSM Maturity Assessment

We offer an independent, vendor agnostic assessment of current service management maturity to advise on existing service management function performance, identify improvement initiatives with associated expected benefits and an implementation roadmap.

ITSM Service Design

We work with organisations to provide service design capability through planning and organising people, process and architectures, partners, communications, policies and documentation to design services that meet

customer needs. Our Service Design offering normally involves working with our clients to improve existing services and design new services as part of complex business transformations.

ITSM Toolset Replacement

We provide client side advisory services from as-is ITSM tooling assessment, business case development, requirements generation, procurement support, programme management, delivery assurance and implementation support. We support clients to review decision making when current tooling reaches end of life, is perceived as no longer fit for business or customer purpose, or a first ITSM tooling implementation is required.

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
Telecoms provider	Moorhouse were engaged to lead the definition of the client's Service Management process framework. Moorhouse positioned the Telecom provider's Technology Operations Centre for a successful implementation of the Service Management Framework for the new ESN service, completing on time and to budget.	Moorhouse defined 26 processes within the service management framework, which covered the ITIL areas of Strategy & Design, Transition & Operation, & Continuous Improvement. The processes now outline how the Telecoms providers Technology Operations Centre manage 33 million commercial customers alongside the critical delivery of ESN.
Telecoms network provider	The client wanted to replace its dated Service Management toolset with a modern cloud based technology solution, and asked Moorhouse to review existing process versus industry best practice and design the to-be processes for their new toolset.	We worked with the Telecom provider to elicit the new ITSM tooling requirements. We then produced a rapid assessment of existing processes to understand where efficiency and effectiveness opportunities existed. We designed all key processes following the assessment. We then supported implementation as an assurance partner. This included leading all governance activities to minimise any disruption to the new toolset being introduced. We also supported improve data integrity and the quality of reporting which would be obtained from the new toolset.
Global payments provider	A global payments organisation recognised the opportunity to launch a digital customer loyalty product to challenge the European market. Moorhouse was asked to support the cloud-enabled service launch.	Moorhouse brought a structured and robust approach to product delivery and service readiness. Our team established: • Capabilities which are now part of the core business operations

		• Flexible and sustainable processes for future product launches • An approach to rapidly establish a scalable service management process
NHS Hospital Foundation Trust	Moorhouse were engaged to review the maturity of a Hospital's IT Service Capability and recommend areas of enhancement to support operational capability.	Moorhouse assessed the current IT Operating Model and maturity across core processes and systems. Moorhouse then provided recommendations for improvement initiatives. Moorhouse also produced a detailed capacity plan to support the hospital trust manage IT service capacity more effectively.
Global EV charging provider	Moorhouse were engaged to assess the ITSM capability of this client, and design a fit-for-scale ITSM operating model, utilising ITIL best practice. As part of the operating model, the team designed incident, request and change management processes utilising the cloud-based ServiceNow platform.	Moorhouse left the client equipped with an enhanced ITSM operating model that could service the increasing size of the business, and also scale with expected future growth. Customer satisfaction levels, both internal and external have improved as a result of the implementation activities associated with the new operating model.
Global energy provider	As part of a large programme of work being led by Moorhouse, the introduction of new ITSM capability was needed to supplement the delivery. Moorhouse led the strategy development of this ITSM capability, considering cloud-based tooling, impact on industry participants, example customer journeys and SLAs.	Moorhouse's ITSM strategy was unanimously approved on time and to excellent feedback by the programme leads, and other affected industry participants, allowing the client organisation to complete their subsequent service implementation activities.