

G-Cloud 15:

Change Management and User Training

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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.

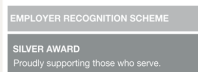
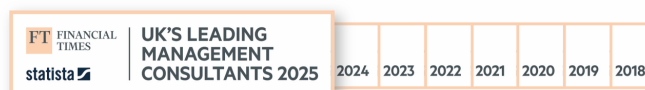
- We are **experts in AI, data, digital and cloud advisory**, including maturity assessments, developing operating models and helping our clients to design and implement 'future-proofed' digital, data and AI capabilities that help to deliver strategic goals.
- We bring **deep sector experience** in Government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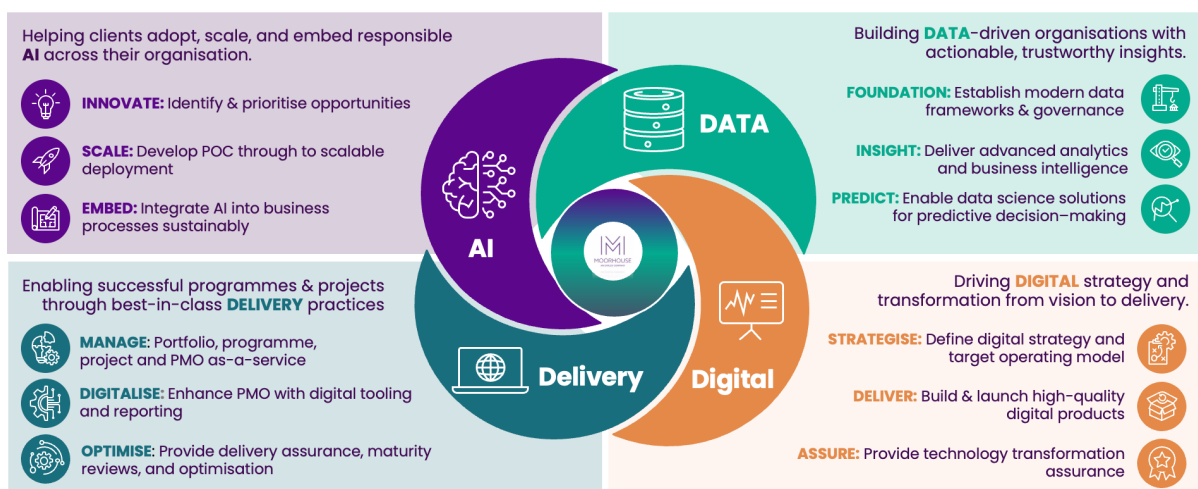
2. Overview of our AI, Data, and Digital Cloud services

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 – Change Management & Training

Moorhouse provides change management and training services, supporting clients in maximising benefits found in transitioning to cloud solutions. With our change management approach, users have a clear understanding of the value of cloud-related changes, the impact of change on day-to-day activities, and tools, training, and processes to drive sustainable adoption.

Benefits and Value add outcomes

- Stakeholders engaged throughout the transformation process
- Customised training and communication plans to address stakeholder needs
- Communication & training approach that build a desire in your people to embrace change
- Incorporation of capabilities and skill sets to support cloud solutions
- Effective transition to new ways of working and target state
- Embedding change to cultivate a culture to maximise cloud opportunities
- Centralised resources to facilitate ongoing development and knowledge transfer
- Clear metrics to track adoption and drive continuous improvement

Features

- Define the 'case for change' and develop the benefits model
- Articulate the current and target state for cloud solutions
- Assess the change impact and culture readiness across key stakeholders
- Socialise the change to ensure awareness and ascertain buy-in
- Partner with teams so that communications are cascaded from known & trusted leaders and peers to enable greater adoption of change
- Determine cloud adoption metrics and success criteria
- Evaluate capability gaps in support of transition to target state
- Develop detailed training, processes and communications in support of transition
- Ensure the appropriate level of business hypercare is considered & made available to support users during transition
- Deliver training through tailored sessions and provision of training materials
- Track the realisation of adoption metrics and sustainable change

How we provide training for Cloud Hosted Software Services

To successfully embed change within an organisation, focused effort is required to design and deliver effective training that increases individual skill and knowledge. We apply our training development framework tailored to organisations and work collaboratively to shape and support the delivery of effective training.

Our tailored training to organisational needs may cover:

- Cloud architecture and design – ensure an understanding of cloud architecture & design including structural set up, impact across systems, and other specific considerations
- Cloud concepts – enhance familiarity of cloud concepts and ways of working
- Cloud solutions – train staff for front and back-end application usage and ensure an understanding of critical functionality
- Security within the cloud – ensure awareness of application security design and constraints
- Data management – ensure awareness of data management processes and ensure capability to manage and analyse data

Our training approach will:

- Co-Design a training strategy, needs analysis, approach and delivery and tracking mechanisms
- Enable training rollout through targeted learning sessions supported by the provision of training materials
- Robustly manage training evaluation, capture user feedback and align to key metrics and business outcomes

Moorhouse Approach

Our change management & training approach underpins all of our transformation efforts to ensure that organisational staff and leadership are prepared and enabled to adopt change on a sustained basis. We typically follow a prepare, enable, adopt methodology to change delivery aligned with industry best practice such as the ADKAR model within the Prosci framework.

Prepare: Be clear on the rationale and impact of change:

- Ensure there is a clear, compelling vision and case for change
- Define the objectives of the change
- Gain commitment of leaders
- Identify Change Champions
- Define the strategic narrative and branding for the change
- Assess the impact of the change on people, processes and technology

Enable: Develop plan and equip impacted users with the skills, knowledge and desire to support the change:

- Leverage Change Impact Assessment outputs to develop change strategy
- Design staff and leadership change journeys
- Design change interventions in line with change journeys
- Define and launch a change communication strategy
- Engage stakeholders and manage expectations
- Develop benefits realisation model
- Run Change Readiness Assessment
- Provide training to enable changes to be successfully implemented
- Align business processes with new ways of working

Adopt: Ensure change sticks, with ownership from users.

- Measure the outcomes of the change
- Review benefits case and measures

- Assure communication of achieved benefits
- Gather feedback, support users and iterate the approach
- Sustain the change, communicating and celebrating success
- Run post implementation reviews



4. Where We Have Done It Before

Moorhouse have significant experience in Change Management and training in Government and Public Services and the Private sector. This shows that Moorhouse are best placed to partner with you on the digital and technology journey and ensure your people are engaged throughout, informed & excited about transformation.

	Context and what we did	The value we delivered
Telecoms & Media Provider	Programme and Project Managers in client delivery team were using a variety of different project management tools to conduct detailed planning activities for their initiatives. Following a Tooling Assessment and Proof of Concept, the client elected to roll out the cloud-based tool <i>Smartsheet</i> across their team to enable detailed project planning, dependency management and risk and issue management. With use of the tool mandated within the Delivery Team, the client needed an effective and accelerated implementation of the tool, plus successful adoption and user readiness across the 70+ person team. Moorhouse deployed our Change Management approach (Prepare, Enable, Adopt) to manage the implementation of <i>Smartsheet</i> across the client Team. During the 'Prepare' phase, we developed a communications strategy alongside the implementation roadmap, plus completed a training needs analysis to understand the training requirements across the different impacted stakeholder groups. A targeted communications plan, and series of learning pathways were created, tailored towards	All Programme and Project Managers, plus Department Leads were successfully onboarded to the new tool, enabling standardised project management tooling across the Project Management community. This provided greater transparency and insight on project delivery progress, enabled more effective project status reporting, and a move to self-serve latest project information. Project Managers now also have platform to provide greater insight into dependencies to and from their project, boosting collaboration and communication across the delivery team, and ultimately the successful delivery of projects to time, budget and quality.

	stakeholder groups depending on their technical competency and familiarity with planning tools. During the 'Enable' phase, we developed and issued a variety of training materials aligned to the learning pathways, including user guides, how-to videos, plus we delivered multiple live training sessions providing an overview and demo of the tool. We worked with the project Sponsor and Communications Lead to deliver an awareness campaign, developing several communications artefacts, issued across multiple channels. In support of go-live, we facilitated several drop-in support sessions, both virtual and face-to-face, and provided 121 coaching for many project managers to provide them with the knowledge and ability to use the tool. Alongside the rollout of the tool, in collaboration with the Sponsor and business owner we developed adoption metrics to validate the success of the implementation tracked adoption against these metrics on a weekly basis. This information was used to inform further adoption interventions and reinforcement communications in order to increase the adoption of new ways of working.	
Energy Provider	The client embarked on a business transformation programme to consolidate disparate Finance, Procurement and Financial Reporting processes and systems across their two retail organisations The	The change was delivered successfully providing a single Finance and Procurement system with high user adoption and levels of training which drove efficiency benefits across the two organisations.

	programme would implement a single cloud-based platform using Oracle ERP and EPM solutions, migrating both organisations onto the new system, allowing retirement of legacy applications, and enabling the creation of a single core services function to support the retail business. As part of this work, Moorhouse led change management and training activities as part of the delivery through our robust methodology.	
Charity	Moorhouse led the change and training workstreams for the implementation of a new cloud based Case Management System across over 1000 member charities. We applied our Change Management methodology and designed a detailed training programme to support the rollout of the system.	Through leadership of these critical workstreams the client was prepared for digital adoption and positioned for the successful launch of the platform to over 1000 member charities and over 3000 end-users.
UK Rail Provider	An existing in-flight project faced numerous challenges; it had been long-running due to delays from the COVID-19 pandemic and Brexit and was beginning to lose sense of momentum and trust with key stakeholders. Senior stakeholders needed to be reengaged on the benefits of new technology to secure their support and maintenance staff needed to understand how the technology would impact their roles. As the project reached maturity technology pilots were ending the need for Change & training support was identified to support preparation for deployment.	Our work rapidly accelerated the technology deployment and the change workstream generated significant end user engagement across the organisation. Our work delivered: 1) An agreed high-level narrative of the programme and how it will benefit specific stakeholders within the organisation. 2) A clear strategy for engaging stakeholders, resulting in greater understanding and business engagement of the project at all levels. 3) Providing information to facilitate decisions on

	Moorhouse blended with the client team to focus on change & training preparation. We designed five core areas of work to accelerate the progress of the project and to prepare different parts of the organisation for the change: • Analysing the key stakeholders • Clarifying the vision and future capabilities of the tech • Understanding the end user • Capturing and communicating the benefits • Assessing the impact of change These workstreams provided a coherent framework for Business Change and encouraged the project team to consider the main barriers to adoption. Using these workstreams as a basis, we delivered key activity such as an Operational Demo and establishing a Community of Practice.	procurement and future operating model, enabling the business to make investment decisions. 4) A refined version of the Business Case for key stakeholders and the Chief Executive.
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