

G-Cloud 15:

Digital and Cloud Operating Model

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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.

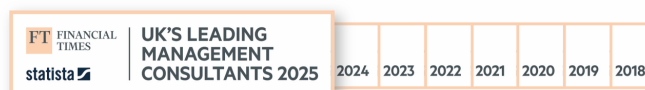
- We are **experts in AI, data, digital and cloud advisory**, including maturity assessments, developing operating models and helping our clients to design and implement 'future-proofed' digital, data and AI capabilities that help to deliver strategic goals.
- We bring **deep sector experience** in Government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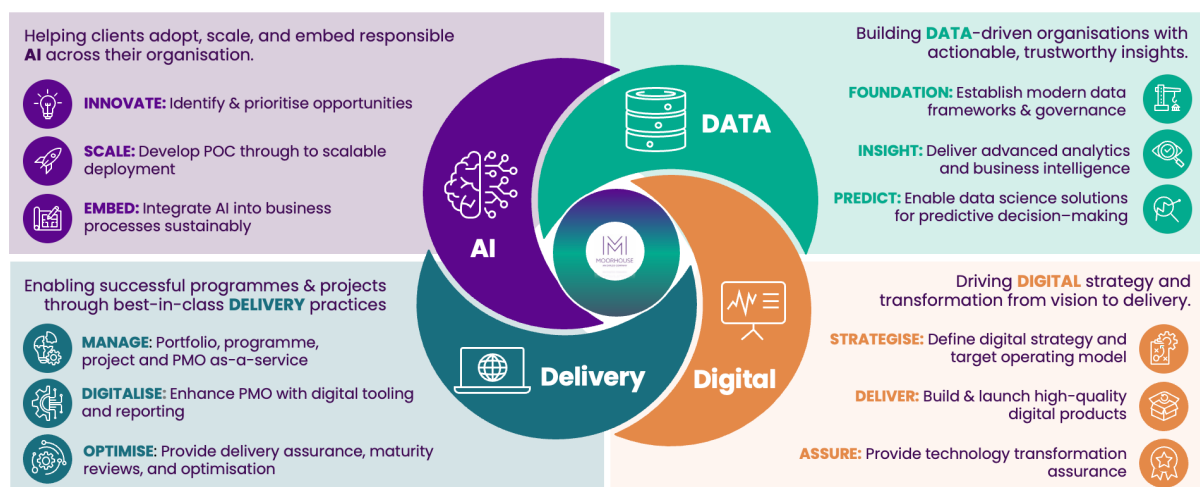
2. Overview of our AI, Data, and Digital Cloud services

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 – Operating Model Design (CloudOps)

Service

Moorhouse provides cloud operating model assessment services. We help our clients realise their cloud ambitions by assessing their current organisations set up, articulating opportunities to enable their cloud strategy. We then work with our clients to design a cloud enabled operating model with a robust implementation roadmap and change considerations.

Benefits and Value add outcomes

- Strategic ambition aligned with technology skills and ambitions
- Improved efficiency and effectiveness of the cloud operating model
- Unified vision and clear goals realised with increased collaboration
- Clarity of resource requirements in planning with appropriate skills
- Focus areas identified to invest or improve for organisation cloud capabilities
- Efficient processes to speed up decision making
- KPIs to track performance and inform decision making
- Increase intended benefits through benefits realisation and KPI tracking
- Reduced business risk and costs through appropriate planning
- Clear focus areas defined through implementation plan to improve capabilities

Features

- Critically assess the current operating model across the IT/Cloud estate using a maturity assessment
- Recommendations on actions to help address problem areas and design new processes where necessary
- Designs of a suitable technology operating model to enable cloud ambitions
- Strategically align operating model to support the organisation's needs
- Evaluate which IT/Cloud functions will be sourced and which retained
- Best practice organisational capability mapping
- Develop short, medium and long term roadmaps to transition to a new digital operating model
- Undergo a skills review and capability assessment
- Prioritisation of activities required to realise the future state
- Create work packages aligned to the proposed roadmap for the transition to new IT operating model

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

An Operating Model describes how an organisation is structured across several dimensions, both internally and in relation to its staff, suppliers and customers. Designing a Target Operating Model for the implementation of cloud services should reflect, and be dependent upon, an understanding and clear articulation of capabilities across the following:

- Value proposition
- Interactions
- People
- Organisational structure
- Technology and data
- KPIs and performance tracking
- Partnerships.

Our approach is centred on ensuring that value is driven out of each of the seven dimensions outlined above and that the needs of the end user are adequately met. Key activities you can expect from us include:

- Maturity assessment of the existing environment
- Target operating model design
- Service design and roadmap
- Technology skills review
- Process assessment and review
- Organisation review design
- Implementation plan and roadmap
- Migration plan

We conclude by documenting the case for change in a business case, supported by a comprehensive rollout plan and a change plan integrating the development of necessary capabilities and sourcing arrangements, along with reskilling and retooling the retained organisation. Certain changes can be managed through existing teams and delivery structures, while others may necessitate a dedicated programme of work. Plans are organised to deliver benefits early in the journey.

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

As part of the definition and assessment of the operating model, the target operating model will identify capabilities which require leveraging the cloud. Once we have identified new capabilities required for the new operating model, we help to plan the transition to cloud services, focussing on people, service design and transition and change management. We have a proven record of digital transformation for our

clients and can leverage our best-in-class frameworks to support our assessment and migration to new cloud services and effectively manage the change to technology, people and process capabilities.

Moorhouse approach

Digital and Cloud Operating Model designs have changed in response to evolution in the IT services marketplace and organisations need to consider how they respond to: disconnect between IT strategy and cloud ambitious, operating cloud based services, scalability, flexibility, rising cost of IT and supplier management.

We help organisations address the need by delivering the following services:

1. Digital Operating Model Assessment – “How is my operating model performing?”

- A rapid but in-depth assessment of the ‘as-is’ situation across the whole or some of the seven business dimensions in relation to the client’s IT estate.
- The assessment output identifies specific opportunities to inform the case for change and subsequent target model definition and planning.

2. Digital Operating Model Design – “What should the operating model look like to align to the strategy?”

- Articulating a future state operating model which takes advantage of opportunities and generates value to the IT organisation.
- Consideration to capabilities required to enable the future operating model.

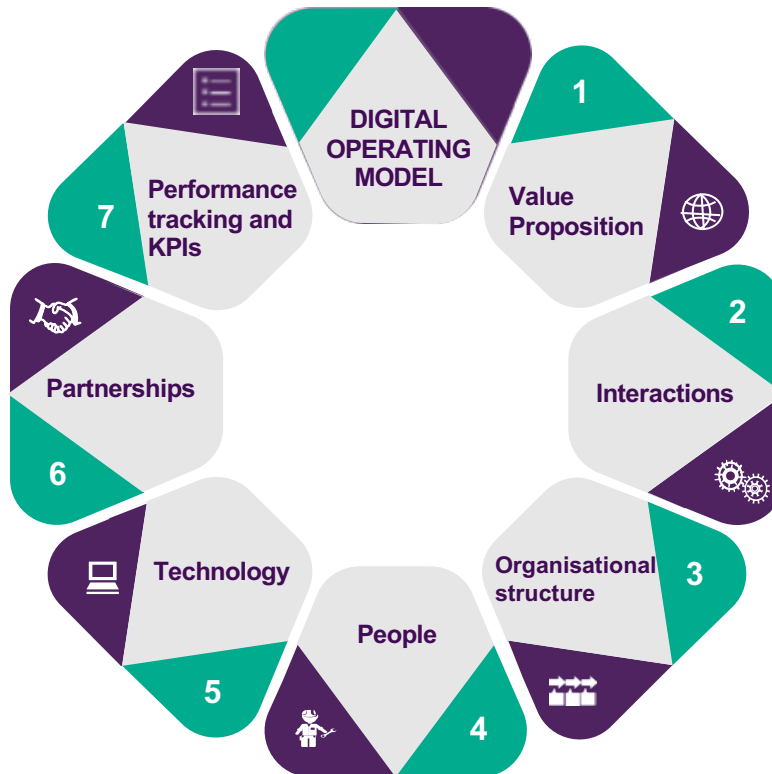
3. Digital Operating Model Implementation – “What needs to be done to reach the future operating model?”

- Defined roadmap with packages activities and change considerations to advance to the future state operating model.
- Defined migration plan with prioritisations of timed transitions.

Our framework serves as a guide to understand all components of a cloud enabled target operating model (TOM). We work with our clients to design and implement the operating model that enables delivery of strategic vision and transformation roadmap. The TOM describes:

- Detailed outline of capabilities and clusters required in your organisation to realise IT goals.
- Clear delineation between managed in-house IT and sourced service.
- Detailed mapping of organisational structure to realise the IT ambitions, such as a functional or domain model with centralised or decentralised mechanisms.

- Definition and ownership of the Service Integration processes, describing how services will be delivered.



We go through a structured process to deliver a preferred TOM. We engage teams and stakeholders from across the organisation to ensure that the model aligns with key priorities. This is a highly interactive process that requires both one-to-one interviews and ideation and validation workshops. The activities usually include the following:

- Review high level processes, systems, and strategy.
- Evaluate current organisational structure and review cloud capability across people and processes.
- Collate ideas from teams that use cloud (IT, digital and data, departments, functions) before prioritising and visualising components of future model.
- Understand stakeholder requirements and use cases with a clear vision of how users and stakeholders would engage with the new model.
- Iteratively develop the operating model and associated organisation structures by defining and refining cloud and IT services, organisation governance and roles, required systems and solutions (see framework).
- Assess the impact and develop an engagement and benefits plan to ensure successful implementation.
- Develop and validate a roadmap for implementing the operating model. The plan incorporates the build of the required capability, organisational structural changes and sourcing arrangement; re-skilling of the retained IT organisation and re-tooling to meet the desired operating model.
- Manage the implementation and transition of the functions into the TOM.

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
Health institute	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 Operating Model for the team.	TOM design options were developed and tested iteratively with leadership. We performed skills gap analysis, and aligned the TOM to the IT4IT value chain standard reference and the government's DDaT professional framework. By assessing functions and the technology stack, we provided a roadmap for TOM delivery. The operating model informed the requirements for new roles in their team that develops and operates cloud solutions,
Leading distributor	To deliver a new strategy, the business invested in a major transformation programme to improve its performance. At the heart of the Programme was the requirement for a major transformation of the business' IT systems landscape to cloud-based platforms.	Moorhouse supported three main phases of work: • We developed the IT strategy • We defined the IT portfolio and moved the IT PMO from a support function to a strategic capability • We designed an IT Operating Model, specifically the move to cloud.
Global recruitment and resource management provider	The client was looking at options to establish cross regional support functions – the first being Technology. Our objective was to design and plan the implementation of a new model which would deliver consistent and cost-effective services across five global regions.	We defined the high-level operating model and underpinning change management activities. We then led the change management workstream for implementation.
Funeral care provider	Following a strategy review, a digital transformation programme was established with the objectives to modernise the client proposition; invest in and simplify the operating	Moorhouse conducted an analysis of the client's IT function focussing on three areas: • Maturity of IT operating model • Reviewing and redesigning the current portfolio prioritisation process. • Assessed the digital technology initiatives

	model; streamline support to enable investment.	
Transport provider	The client was looking at evolving their IT organisation to ensure there were utilising all aspects of available technology and digital value to service the organisational IT needs. The model would need to enable remote ways of working	Moorhouse conducted and assessment of the current IT function comprised of: • Analysis of the current technology landscape • Understanding of processes related to inhouse and sourced services. • Technological understanding and skills We went on to define an operating model which would enable the client to meet their IT ambitions and supplemented our report with characteristics required in the future IT leader to achieve the desired reality.