

G-Cloud 15: AI Strategy, Readiness & Adoption

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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.

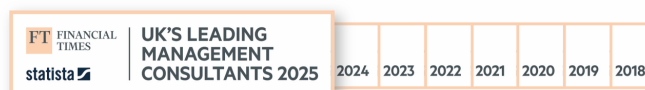
- We are **experts in AI, data, digital and cloud advisory**, including maturity assessments, developing operating models and helping our clients to design and implement 'future-proofed' digital, data and AI capabilities that help to deliver strategic goals.
- We bring **deep sector experience** in Government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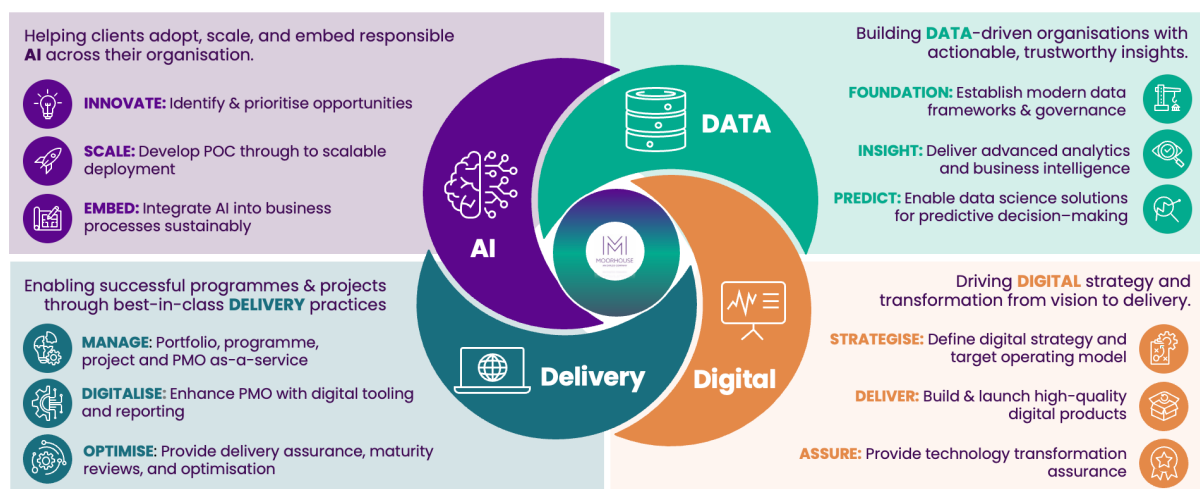
2. Overview of our AI, Data, and Digital Cloud services

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 – AI Strategy, Readiness & Adoption

We help organisations assess their AI readiness, set clear strategic priorities, and build the capabilities needed for responsible, scalable AI adoption in the cloud. Our support includes developing practical AI strategies, evaluating maturity across people, processes, data and technology, and establishing the governance and operating models required for safe, value-driven implementation.

Benefits and Value add outcomes:

People

- Increased AI capability and confidence across teams
- Improved decision-making, innovation and productivity through AI-enabled ways of working
- Stronger alignment between business strategy, AI ambitions and technology investment

Process

- Clear, evidence-based AI roadmap linked to business value
- Responsible and accelerated AI adoption across priority functions
- Reduced organisational risk through effective governance, ethics and compliance
- Organisational structures optimised to support AI delivery

Technology

- Secure, resilient AI systems embedded in operations
- Clear understanding of current and target AI maturity
- Leveraging cloud technologies to enable AI

Data

- Higher-quality, more accessible and better-governed data to enable AI use cases

Features

- Structured AI Readiness Assessment across six enabling areas (data, technology, governance, skills, use cases, risk, operating model)
- Benchmarking of current and target maturity, including gap analysis and prioritised capability uplift
- Development of enterprise AI strategies aligned to business objectives and strategic KPIs
- Identification and prioritisation of AI use cases across short, medium and long-term horizons
- Facilitation of AI visioning workshops, stakeholder interviews and discovery activities
- Design of enterprise AI governance frameworks aligned to ISO 42001, ethics and regulatory standards
- Operating model support including AI Centres of Excellence, roles, responsibilities and ways of working

- Data readiness assessment including data quality, governance and interoperability requirements
- Technology and tooling recommendations covering architecture, platforms and model operations
- Risk mitigation planning including security controls, resilience measures and AI assurance
- Adoption planning including change, skills, culture, training and capability uplift
- Roadmap development including milestones, dependencies, risks and investment requirements
- Development of bespoke AI products and solutions tailored to specific business needs
- Scaled agile delivery support for AI initiatives, enabling fast, iterative and high-quality deployment

3.1 How we help buyers adopt AI or evolve between AI technologies

AI adoption must be approached with clarity on business value, risks, capability gaps and operational readiness. We help clients make informed decisions across AI strategy, technology investment, data foundations, governance, ethics, risk management and workforce capability.

To achieve successful implementation, we design a roadmap that considers the people, processes, technology and governance elements required for safe and effective AI use.

Our approach is centered around our AI strategy and adoption framework below:



Key Components of our AI strategy and adoption framework include:

1. **AI Strategy Discovery:** reviewing business strategies, ambitions, pain-points and opportunities for AI.
2. **AI Readiness Assessment:** evaluating current maturity across six AI enablers, as shown above, using structured tools and workshops.

3. **Gap Analysis and Prioritisation:** identifying capability gaps, risks and required interventions.
4. **Understanding User and Customer Needs:** mapping where AI can create the greatest measurable impact.
5. **Use Case Identification and Feasibility Assessment:** aligning AI opportunities to strategic priorities and delivery readiness.
6. **AI Governance and Ethics Design:** establishing clear guardrails for safe and compliant adoption.
7. **Roadmap Development:** defining the pathway to implement new AI capabilities, from quick wins through to enterprise transformation.

We provide advisory services across AI strategy, data readiness, technology and cloud platform planning, operating model design and capability uplift to ensure AI solutions are robust, secure, scalable and aligned to long-term business value.

3.2 How we help buyers assess AI maturity or evolve between AI technologies

We support clients to select and adopt AI solutions that best meet their strategic aims, working alongside business and technical teams to guide them through design, development, deployment and change adoption. This includes navigating requirements across use case design, model build, testing, integration, risk assessment, migration, rollout and post-go-live optimisation.

We specialise in technology and AI-enabled transformation programmes, bringing dedicated AI, data and digital specialists to support migration to new AI platforms and tools. Our teams critically assess existing capabilities across data, applications, technology, governance and security. We can work alongside technical teams or provide targeted support in key roles.

Our approach to maturing AI capabilities reflects three core phases:

As-Is Assessment: where are we today?

Our team of AI and digital specialists understand the environment by engaging stakeholders and reviewing existing AI initiatives, data foundations, governance and technology. This enables us to determine pain-points, opportunities and priority interventions across the six AI enablers.

Defining the required change: what do we need to evolve to realise benefits?

We define the changes needed across strategy, governance, data, technology, skills, culture, operating model and risk mitigation. We identify the AI use cases that bring the most business value and design future-state capabilities.

Change delivery and benefit realisation: how do we embed AI safely and sustainably?

Working in partnership with clients, we support the delivery of AI initiatives, uplift of capabilities, implementation of governance controls and realisation of business benefits. We ensure changes are embedded into teams, processes and operating models.

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
NHS Trust	Moorhouse worked in partnership with an NHS Trust to deliver their Digital (AI) and Data Strategy and Costed Plan in four phases: Discovery (governance, stakeholder engagement), Assessment and Design (interviews, iterative strategy/plan creation), and Enable (business case for future implementation). This collaborative approach ensured the Strategy and Plan were robust, aligned, and ready for final endorsement while reflecting priorities.	We delivered a dynamic, policy-aligned Strategy and Costed Plan reflecting their AI, digital and data ambitions. With a Costed Plan and financial model laying out the required resources, considerations of cloud infrastructure implementation and key upcoming milestones, the Strategy was readily endorsed by the Programme Board.
Life Sciences Client	The client was looking to achieve efficiency and productivity gains from Generative AI tools, but needed to evaluate the likely costs and benefits of different areas of scope, then write the results into a thorough, reassuring and convincing business case for the funding committee to approve. Moorhouse support involved business case creation, programme and change management roles.	The business case was approved at the end of 2025, which was the biggest indicator of value to the organisation. This programme, worth £20m of investment, will allow the client to create industry leading Generative AI solutions over the next 5 years. Continuing our partnership with this organisation by expanding the team to deliver the work approved in the business case at the end of 2025. The team has gone from 4 roles to 17, in recognition of the diversity and specialisation of roles needed to deliver successfully.
Pharmaceutical Client	We designed and delivered enablers for AI adoption including a tailored learning and development	Adoption of new enterprise AI tools is up to over 90% of people using the tools as part of their day-to-day roles with over 40%

	programme encompassing technical skills required to utilise AI tools and enable digital fluency. We design a learning pathway on GenAI and mobilised supporting new AI governance including building a GenAI Champions Network.	of the workforce engaging directly with learning interventions.
Tier 1 global insurer	We adopted an agile approach to to decide on “build” or “buy” GenAI solutions. We executed A/B testing and delivered MVPs through iterative development cycles. Alongside this, we empowered teams for success through delivering tailored training programmes and build the business case for ROI to enable successful digital adoption.	Enhanced efficiency through reducing the average handling time for inquires by 20%, enabled AI adoption with nearly 100% NPS scored from call centre agents and achieved over 90% accuracy and first-question resolution metrics.