

G-Cloud 15: Cloud Data Strategy and Data Migration

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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.

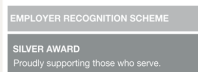
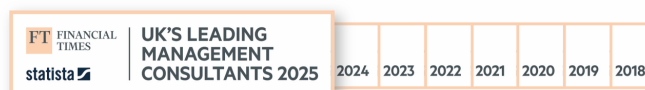
- We are **experts in AI, data, digital and cloud advisory**, including maturity assessments, developing operating models and helping our clients to design and implement 'future-proofed' digital, data and AI capabilities that help to deliver strategic goals.
- We bring **deep sector experience** in Government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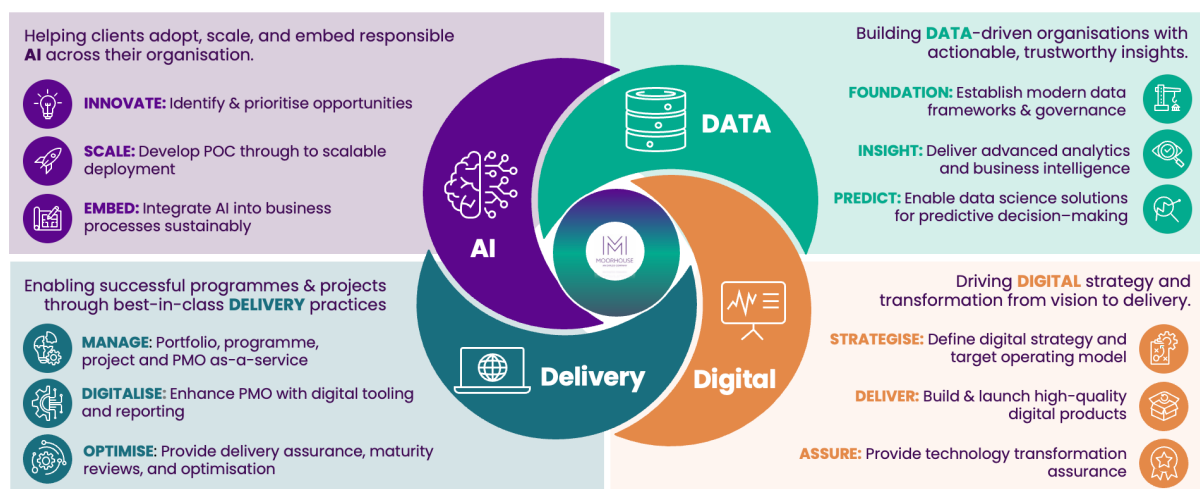
2. Overview of our AI, Data, and Digital Cloud services

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 - Data Strategy and Data Migration

Moorhouse's Cloud Data Strategy service helps you build a data-driven organisation by looking at data holistically to achieve business goals. Our Cloud Data Strategy approach focuses around data governance, data requirements, organisation outcomes, capabilities and technical architecture which are all relevant for your cloud ambition and development.

Benefits and Value add outcomes

- Data principles and strategy aligned to wider organisational goals
- Vision for integrating emerging technologies defined
- Data requirements and datasets aligned to KPIs
- Governance approach aligned to best practice with supporting actions
- Key cloud skills and required resources identified, mobilised, and applied
- Approach for augmenting existing data capabilities
- A roadmap for the development of your cloud system architecture
- A clear and actionable data strategy
- Migration support from strategy to planning, delivery and assurance
- Flexible approach addressing governance, data handling, data architecture, people capabilities
- Alignment between data migration progress, plan and scope

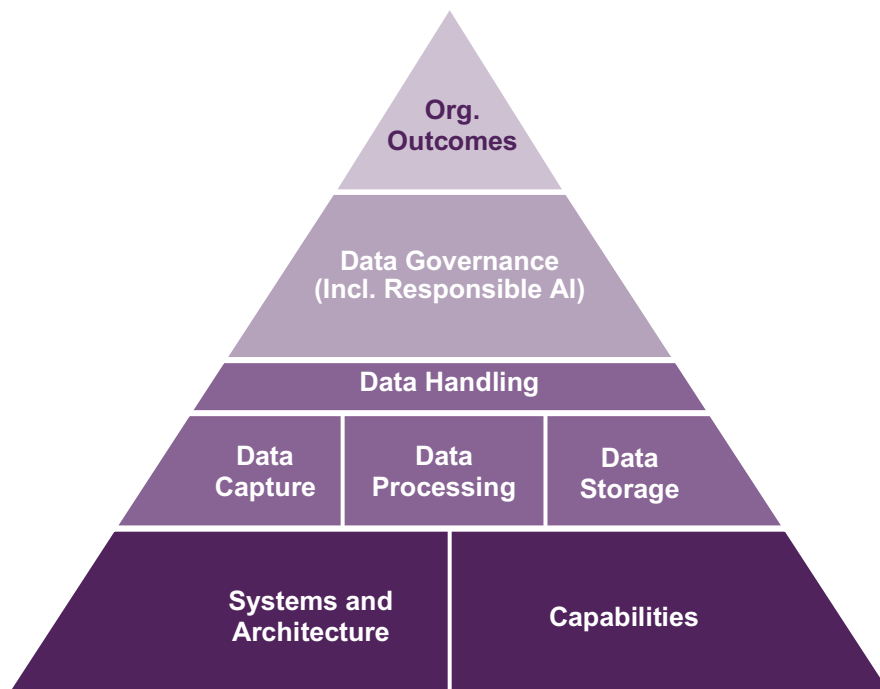
Features

- Cloud, data, AI, and digital strategy mapped to the business strategy
- Align strategic planning and operating model design
- Review management information and data standards
- Map existing data sources and databases
- Link with horizon scanning and future demand
- Review existing and future user requirements
- Review end to end data journeys through SaaS, PaaS, IaaS
- Leverage wider strategy to refine data strategy
- Assess data maturity of the organisation and future requirements
- Understand current and future data technology requirements
- Build plans and map data sets to support data migration
- Leverage comprehensive understanding of landscape and XaaS to migrate data
- Validate plans and workloads for migration to cloud for appropriateness

Moorhouse approach

Our Data team has the capability, methods and tools that underpin all our work across cloud data strategy and migration. We help to build data-driven organisations by looking at data holistically to achieve business goals. Our data strategy approach focuses around the following critical factors to ensure that the data strategy achieves the desired outcomes and sets your organisation up for migration to the cloud. We

will tailor this proven approach in our work with you to revise your cloud data strategy effectively.



Organisation Outcomes: Establishing data as the core enabler for the organisation. We help understand what the core purpose of the data being collected will enable the client to do and create the cloud-enabled solutions that provide the MI and insights.

Data Governance: Data is an asset that underpins all business processes therefore the data strategy needs to have an effective governance framework, with clear ownership and accountability for data standards, changes to data, quality metrics, data security, policies, processes and the responsible development and use of AI

Data Handling: Understanding the data journey, from collection, processing, usage, and storage across the XaaS landscape. This is a critical element and was a key element of the previous strategy. Ensuring that this complete, constant, and sustainable for long term goals – and optimised to meet cost demands.

Capabilities: Ensuring the client is able to achieve its data ambitions. Assessing both the business capabilities within the organisation and the people. We aim to ensure that people across can understand the data strategy and have the capabilities, training, and support to deliver it.

Technical Architecture: We use the infrastructure to develop a strategy that supports the systems which store and supply data. These need to be in place and appropriately designed to allow the right people to access the right data flows securely.

Our planning services for the implementation of cloud hosting or cloud software

Data strategy must be aligned to overall organisational strategy and supported by an effective operating model.



Typical outcomes of our data strategy engagements include the following deliverables, which will be targeted to meet your individual requirements, cloud ambitions, and architecture:

- Future set of data principles
- A data strategy aligned to your business and IT objectives as well as XaaS landscape
- Future set of outcomes, metrics and success measures
- High quality internal briefing report
- Presentation targeted at senior management

We have a seven stage model for creating cloud data strategies:

1. Identify the implications of the Strategic Plan on your data strategy
2. Define the scope of your data strategy and articulate the vision for how data will underpin the Strategic Plan
3. Validate and build on your 'as is' assessment of the existing data operating model
4. Define the high level principles of the 'to-be' operating model
5. Identify how to close the gaps between the 'as-is' and 'to-be' states
6. Define activities required to implement your new data strategy and operating model and create a prioritised roadmap
7. Determine the change impact for the organisation and supporting change management activities

Creating a cloud data strategy typically requires workshops with key areas of the business to understand their data needs set against the technology and application roadmap capability that we are currently delivering. This will drive through a set of divisional strategies that align to an overall strategy for data for you.

Our services to help buyers migrate to the cloud or between cloud services

By developing a cloud data strategy, Moorhouse enables buyers to migrate successfully to the cloud or between cloud services. This strategy enables and drives the approach to migration and aids in the implementation and delivery efforts.

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.

Our approach to data transformation, data migration planning and testing includes three broad steps: strategy development, techno-functional data migration testing and UAT of migrated data. We tailored our approach to organisation's cloud services and roadmaps.

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.

Data migration to the cloud

Data is core to any organisation and can be subject to rigorous regulations regarding its handling and retention. When transitioning to a new service, many organisations require data migration support to ensure that data assets are protected and migrated quickly and securely.

In our experience we find that there are a number of challenges when migrating to new SaaS or other cloud solution. These include:

- Bad quality data or high volume of unnecessary data is migrated
- Data is incomplete
- Data is stored in different formats (semantics) and locations
- Data is corrupted and not backed up
- Data can be lost
- There is poor knowledge of the source data
- Data is not validated early in the migration process
- The migration is not managed properly across multiple stakeholders and systems
- Interference risk due to a lack of co-ordination
- The business needs to continue to operate to time sensitive timelines
- There is a lack of experience on the team
- There is insufficient testing of the migration at specific times

- The structure between the legacy system and the new system is different and needs to be adapted

We use the following model to help organisations address these challenges and successfully migrate data to cloud:

Why	• Cloud Vision • Strategic Intent • Guiding Principles	• Understand the vision for cloud • Determine alignment to strategic intent • Evaluate the guiding principles for technology-enabled business change where cloud decisions are required
What	• Migration Readiness • Target Platform Assessment • Workload Assessment Criteria	• Determine the as-is of your readiness to migrate • Identify areas where you have strong capabilities / where further development is needed to • Evaluate cloud readiness along six dimensions: Business, People, Governance, Platform, Security, and Operations.
How	• Cloud Adoption Framework • Migration Plan • Support Model	• Establish business case for cloud migration. • Develop a migration plan • Considerations: target platform, operation model, security/compliance, and journey to a cloud centre of excellence.
With what	• Migration Phase / Delivery • Capability Assessment • Partners • Tooling	• Execute your migration plan • Establish a 'migration factory' (people, processes, tools) to operationalise the transition of workloads from on-premise to cloud • Track and measure business benefits (e.g. lower opex, agility, etc.) • Consider optimisation opportunities

Moorhouse have capabilities across the data migration lifecycle with a focus on strategy, project management, business analysis, change, testing, data transformation. Our approach to data migration testing as part of cloud migration includes three broad steps.

1. Migration Strategy development

We build an understanding of the domain, key business processes & customer situation (upgrade, merger etc.).

Key factors considered for data migration into the cloud:

- Business critical areas and legacy solutions
- Data sets, corresponding data volume and data complexity
- Data storage and historic transactions requirement
- End user types

Based on that we define a methodology and adopt an approach that is appropriate for the domain / customer situation in executing the following tests:

Technical:

- Source data quality checks
- Data Migration Reconciliation

Functional:

- Data Migration Validation
- Business Readiness checks

2. Our Techno-functional data migration testing approach

Phases	Data offload	Data Migration		Pre-UAT
Services	Source Data Quality Checks & Static Testing	Data Migration Reconciliation (Technical)	Data Migration Validation (Functional)	Business Readiness Checks (Functional)
Objectives	• Reduce issues in data load to staging area • Early identification of data quality issues prior to testing	• Focus on proving successful data acquisition • Verification of Table to Table data transformation	• Domain based attributes profiling • Department wise Ops focused data sampling	• Early verification of Business processes • Reduce UAT / BAT defects in critical business processes
Tools	• Static Testing Framework for data mappings	• Licensed • Home grown • Open source	• Representative sample manual verification • Ready to use checklists	• Re-usable Testware from UAT repository

3. User acceptance testing of migrated data

User acceptance testing (UAT) of Migrated Data is carried out after completion of Data Migration testing. It involves comprehensive acceptance testing of migrated data in the target system to ensure that the migrated data is fit for transactions in the target system

- Typical UAT approach utilised with identified migrated policies used for transactions
- Selection of migrated policies as per test data prerequisite requirements from the database
- Endorsements, Claims and Renewals the focus of testing
- All operational business processes exercised with the migrated data

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
UK Government Agency (Insolvency Service)	Moorhouse were engaged to define the clients digital strategy to achieve their ambition of improving the quality of their data to enable better evidence based decision making, improved operational efficiency and organisational insight.	Moorhouse led three stages over a 12-week data strategy project which consisted of a data maturity assessment, data strategy definition and an implementation plan. We created a 4-year strategy that enables the client to target a more mature use of data, with plans to implement the findings across projects and engender a culture of prioritising practices around data to get the most out of it.
NHS	Moorhouse undertook a review of a regions data and analytics landscape to help develop and implement a regional data strategy.	Moorhouse produced a report that made a number of critical recommendations on initiatives to move the regions data and analytics capability forward. One recommendation was the establishment of a new data governance structure which was put into place after the report was produced.
Global Pharmaceutical Company	The client set up a new Digital, Data & Analytics function to driver better evidence based decisions. Moorhouse supported in understanding their current data landscape and to define their strategy going forward.	Moorhouse produced a detailed understanding of the clients as-is data landscape and identified gaps within the current digital strategy, which was used to develop the strategy going forward. As well as this work, Moorhouse identified over 50 data initiatives which were road mapped based on high level outcomes
UK Regulator (FCA)	Moorhouse were engaged to help develop a new strategy aimed at transforming the value the client gets from the exploitation of data and the cloud.	Moorhouse created of a revised data strategy that provided a bridge between the high-level, strategic direction and the means of implementing the data

		strategy and cloud within the organisation
Transport Provider	The organisation had invested in a central Data Excellence function to govern, standardise and make best use of the group wide data and the cloud. The function was struggling to operate efficiently lacking a strategy, or operating model. Moorhouse was engaged to define the strategy for a central group wide data function.	We brought clarity and vision to what 'good' looks like for a central data function and what the outcomes each operating business should expect. The commercial data warehouse was rolled out effectively, consolidating all commercial data and reports into a single governed process and system.
Energy supplier	The client embarked on a business transformation programme to provide an enhanced, digitally enabled experience to customers through the implementation of a new integrated Oracle IT system. Moorhouse developed the cutover plan and migration of finance data from the legacy system to Oracle and agreeing the post Go-Live support model and subsequent transition to service management.	Managing the deployment process, the new systems went live successfully. As well as a number of operational benefits and efficiencies realised by the new system, the defined deployment approach saw the generation of a number of reusable deliverables, including plans, governance processes and gating documents that were handed over to the client as part of the knowledge transfer process.