



Trust. Value. Velocity

G-Cloud 15

Outcome-Driven Enterprise Architecture with
Stakeholder Co-Creation Service

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1. About Mastek

Mastek has been delivering Critical National Infrastructure programmes in the UK Public Sector for over a decade now. We are trusted with multiple contracts for the UK Government across Central Government, Health, Local Government, Policing, Public Protection and Defence. The majority of our national services are delivered in contexts of high uncertainty and complexity, while collaborating across multi-supplier environments.

While working for these large and complex public sector organisations, we have continuously refined our management, delivery and underlying processes to reflect key learnings from the sector:

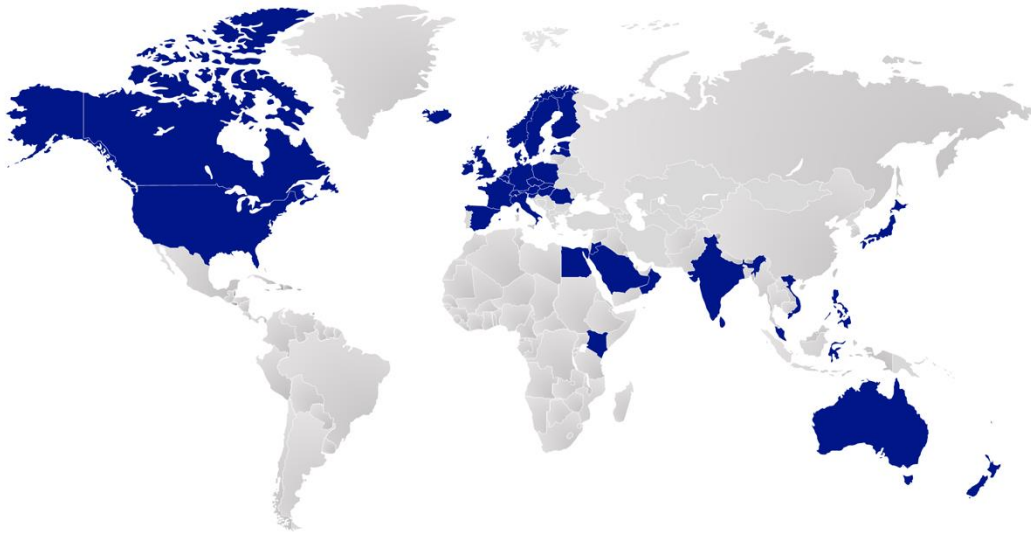
Working through a complex stakeholder landscape: We understand the importance of establishing effective communication channels, building trust and fostering a collaborative working environment that empowers stakeholders to contribute meaningfully to the project's success. Our approach is based on a deep understanding of stakeholder needs and requirements. We leverage our experience and expertise to design governance structures that promote transparency and accountability and use data-driven reporting mechanisms to ensure stakeholders have real-time visibility into project status and progress. At the Home Office, GDS, the Ministry of Defence and the NHS, we have a proven track record of working seamlessly with large stakeholder groups, including civil servants.

Standards, compliance: We comply with >20 policies and standards, including Government Digital Standards and the Government CDDO Service Toolkit, covering service standards, service manuals, TCoP and API technical and data standards. Our stringent governance, methods, playbooks and processes (both manual and automated) span across service delivery phases, ensuring continuous compliance.

Policy-driven: Policies and procedures largely drive Public Sector organisations. We need to be Agile and flexible to meet demands for policy/regulatory changes, geopolitical events and ministerial commitments.

Culture: We adhere to the Civil Service core values of integrity, honesty, objectivity and impartiality. Key behaviours we promote stem from a combination of Civil Service and Mastek values. These include being passionate, accountable, sustaining predictable and repeatable outcomes, not transferring risk, being transparent, leading to enablement, acting with transparency, practising a no-blame culture and being flexible.

Mastek's global presence



Australia

Austria

Bahrain

Belgium

Brunei

Canada

Denmark

Egypt

Estonia

Finland

France

Germany

Hungary

Iceland

India

Indonesia

Ireland

Italy

Japan

Jordan

Kenya

Kingdom of Saudi Arabia
(KSA)

Kuwait

Latvia

Luxembourg

Malaysia

Netherlands

New Zealand

Norway

Oman

Philippines

Poland

Romania

Singapore

Slovakia

Spain

Sri Lanka

Sweden

Switzerland

United Arab Emirates (UAE)

United Kingdom

USA

Did you know?

75%

Around three quarters of Local Authorities in the UK who run Oracle have worked with Mastek on their digital transformation journey.

300,000 Users

Supported managing up to 750,000 logins per month to MOD through Identity and Access Management

Crime reduction

We designed, built and manage the UK's Strategic National DNA Database that helps Forensics and Law Enforcement Authorities investigate and stop crime

90% faster

We enabled the National Health Service (NHS) to drive 90% faster response times with a billion pharmacy prescriptions a year.

Technical Service Desk

We provide level 2 and ITSM support for the One Login service at Government Digital Service

22k

Our systems enable 22,000 schools to function efficiently every day of the year.

Healthcare and manufacturing

We delivered Finance, HCM and Supply Chain transformations for clients across health and manufacturing globally powered by Oracle Cloud

Transformation of trade

Transforming UK's trade with the EU and rest of the World by supporting Customs Declarations Services and its trade users.

99.99% Availability

We support the Home Office Biometrics (HOB) Platform, Having migrated it to an AWS platform.

Our digital and cloud services portfolio

Powered by Glide 4.0 and value-based delivery

Industry-aligned approach with business outcomes

Digital engineering and experience	- Cloud engineering and migration - Legacy modernisation - Low code / no code App Dev - DevSecOps - Enterprise integration	- MACH - Digital commerce - UX and CX - Platform engineering - Gen AI software development.
Oracle Cloud and enterprise apps	- Oracle Cloud applications - Oracle consulting - Oracle Cloud infrastructure	- Value-based delivery - Glide 4.0.
Data, automation and AI	- Cloud data modernisation - Business Intelligence and Analytics	- Data management - Intelligent automation - Data Governance.
Salesforce	- Sales Cloud - Service Cloud - Marketing Cloud - Industry Cloud	- Experience Cloud - Mulesoft.
Innovation labs and platforms	- Enterprise workforce scheduler - Connected enterprise - icx-Pro – intelligent part assistant	iLeaseFinPro.
Cloud enhancement managed services	- Oracle managed services - Digital managed services - Commerce managed services	Salesforce managed services.

Home Office Biometrics (HOB)

Public sector platform modelled 24x7 with 99.99% availability

Problem

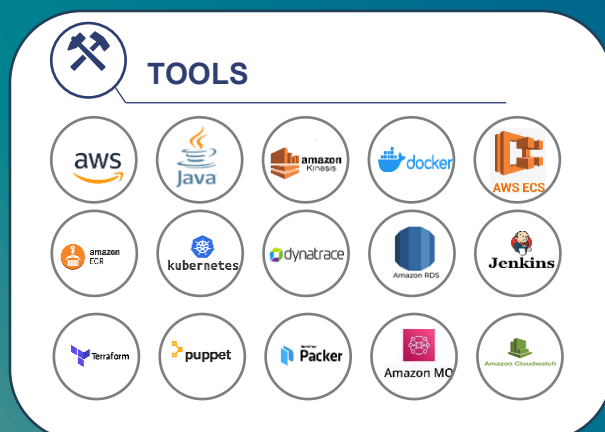
- Transition business-critical Platform services from incumbent supplier with minimal risk
- Migration from private cloud to AWS Cloud.

Solution

- Migrated the infrastructure from private cloud to AWS
- Embedding Kubernetes Containerisation
- Introduced Docker and fully-baked AMIs
- Supporting the platform's self-service functionality using Jenkins Jobs
- Applying security updates to the OS base images through pipelines
- Instituting automated patching and testing for infrastructure images
- Support of configuration, test and releasable artefacts through the pipeline.

Outcome

- **Zero impact** on live service
- **80% automation** of SIT
- Environment Provision **2 days to 1 hour**
- **5x scalability** in handling student BRPs
- Cost saving the authority circa **£9.5m/year.**
- Won the '**Best Use of Cloud Services**' award
- **35%** Incident Volume Reduction.



Government Digital Service

Problem

GDS initiated the One Login programme to create a single front door for identity verification and authentication, which could be adopted and scaled across all government departments. This would improve the user experience by providing the public with a single identification and verification service for the government, reduce costs as each department no longer required its own identity service and reduce identity fraud and identity-enabled crime.

GDS released a tender in June 2023 to provide a Technical Service Desk (TSD) managed service for the One Login service. This service would provide a single point of contact for level 1 and 2 service support as part of the wider support ecosystem. It would be provided in the UK and replace the incumbent's scaled-down non-ITIL-aligned break-fix service.

Solution

In September 2023, Mastek were successfully awarded the TSD contract to deliver TSD on behalf of GDS. GDS had an extremely aggressive programme driven by the onboarding of HMRC as a user, which was a major milestone planned for February 2024, migrating new and existing HMRC users to the One Login platform. The TSD service was expected to go live in November 2023. This was an extremely complex programme which, within this timescale, would deliver:

- The contact centre provider for level 0 directly facing the public
- The TSD supplier in place directly facing all government departments
- The TSD supplier in place providing L1 and L2 engineering support and monitoring
- Continued delivery on the One Login backlog of features
- Continued migration of smaller government departments to the platform.
- Delivery of a new ITSM toolset to be configured for use by GDS and the One Login programme, integrating level 0 to level 3 support
- Working as one team, Mastek quickly integrated into the programme, appointing the leadership team early in the engagement. We collaborated with GDS from the outset, ensuring we tailored the service to their expectations rather than delivering what was written in the contract.

Our leadership team consisted of:

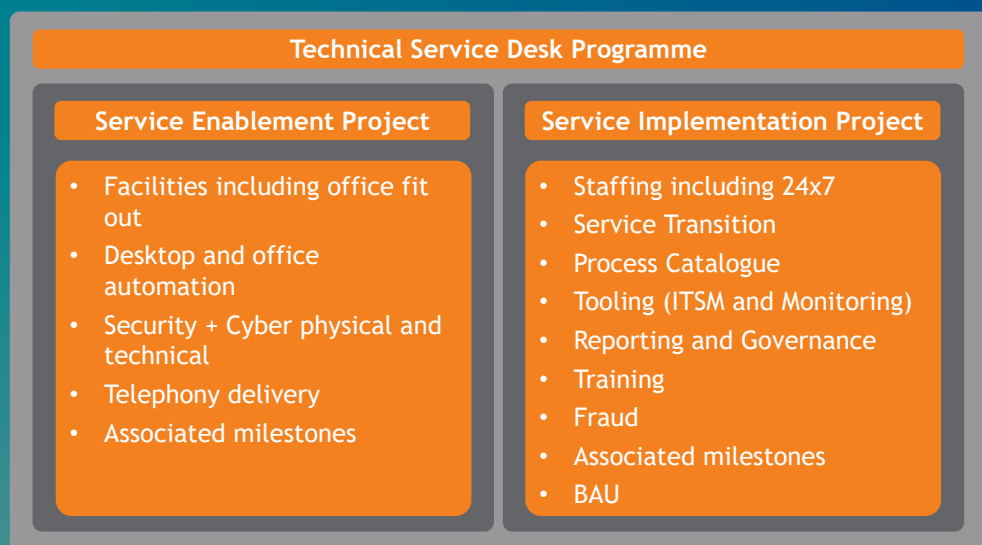
- Service Management Vice President
- Programme Director
- Chief Technology Officer
- Programme Management office lead.

Outcome

At its height, the programme team was circa 15 strong, covering programme/project delivery, PMO, architecture, fraud, security, support, omni-channel and quality assurance. The service team is currently in place providing circa 21 resources now covering end-to-end service management, service delivery and L1 and 2 engineering roles.

As the One Login migrations continue, Mastek is supporting Government departments onboarding to the platform as they transition into the new service and provide One Login a secure Technical Service Desk managed service with:

- Omni channel access for other government departments via telephony, email and web form
- Provision of L1 and L2 engineering support
- 24x7, 365 days a week cover
- 24x7x365 eyes on monitoring service
- Fraud detection and security, GDPR compliant
- End-to-end (L0-3) incident and problem management
- End-to-end 24x7 Major incident management (MIM)
- On-call/call-out engineering support, incident and MI management
- Adherence to stringent SLAs on incident response, call handling and fix times
- End-to-end monthly service reporting alongside TSD KPI and SLA reporting.
- A shift left culture and mindset, reducing the impact of service on product teams (L3)
- Support with service maturity in the programme, preparing GDS to run critical national infrastructure.



Internet-facing platform and applications for Army Digital Services

Developed mobile app and web app with 24*7 high availability

Problem

- New Defence Gateway Portal
- Combine all internet-facing applications into one
- Easy to use
- Enable easier access to the MySeries portfolio of products.

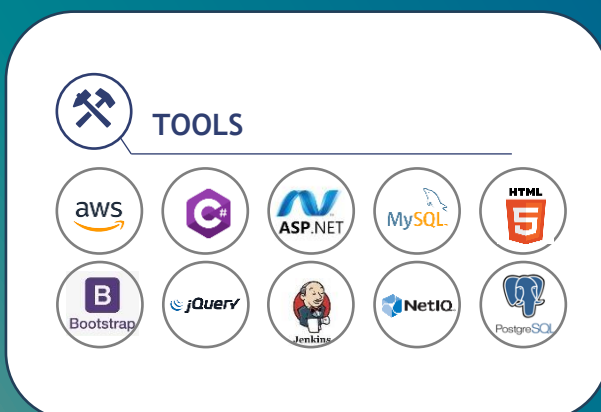
Solution

Designed and developed the following easy-use Progressive Web Apps:

- Defence Gateway Landing Page
- My Leave App
- My Expenses App
- My Health App
- My Details App
- My Appraisal App
- My Admin App
- COVID-19 Reporting Tool
- Commanders' COVID-19 Tool.

Outcome

- Delivered 20+ successful projects
- Deployment Automation
- £7.5m in savings annually
- Zero Downtime
- Environment creation in hours.



Delivered a platform for the Department for Health and Social Care

Delivered capability supporting 200k+ tests in a day,
traced millions of COVID-19 infections

Problem

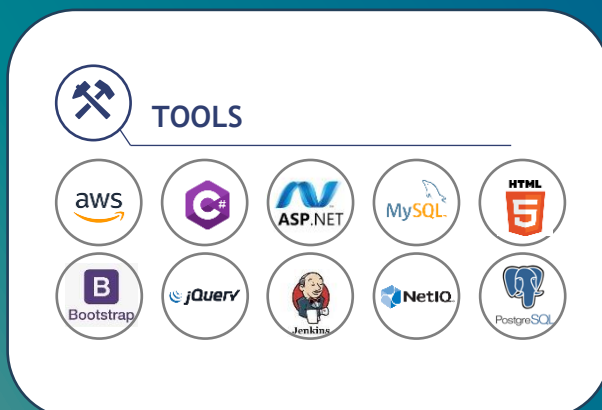
- Leveraging DevOps platform based on reusable GitHub, AWS and Azure DevOps Pipelines
- Introduce more flexible, scalable and reusable IaC capabilities
- Implement CI/CD pipelines.

Solution

- Uplifted from Cloud Formation into Terraform (IaC)
- Pre-built the AMIs using Packer, with automated security checks
- Immutable infrastructure, thus eliminating the risks of partial upgrades and patches
- Continual Cost Optimisation processes and other service functions, such as Change and Risk management
- Migrated into an organisation-wide collaboration toolset. This included Jira, Confluence, Trello, Miro, Teams, SharePoint, O365, Slack, etc.

Outcome

- 75% reduction in lead time due to pre-built AMIs
- Zero Downtime Deployments
- Delivered a Platform - Secured, multi-tenanted hosted on Azure and AWS in 5 weeks
- Cost reduction achieved through close monitoring of resource utilisation.



Mastek and Technology in the Public Sector

Technical Capabilities	Relevant Technology Capability	Mastek Scale
Software Development Continuous Integration, Platform - Other Products, Cloud Collaboration Tools		Software Engineering 2354 FTE
QA and Test ; API, Automated Functional and Compatibility, Accessibility & Performance		QA and Testing 774 FTE
Cloud Platforms Amazon Web Services AWS Microsoft Azure		Cloud Platforms 1046 FTE
Data BI/MI Components, Integration		BI and Visualisation 725 FTE
User-Centered Design		UCD 25 FTE
Office Automation Tools		Collaboration 4565 FTE

2. Summary

Outcome-Driven Enterprise Architecture with Stakeholder Co-Creation is a transformative service that aligns technology strategy, business objectives and stakeholder priorities to deliver measurable value.

This offering enables organisations to collaboratively define, architect and realise enterprise outcomes, leveraging co-creation workshops, agile frameworks and continuous feedback loops. The service integrates business, IT and partner perspectives, ensuring that architecture decisions are transparent, actionable and directly linked to strategic goals, regulatory requirements and operational realities.

3. Masteks Service

This service provides end-to-end support for designing and executing enterprise architecture programs that are outcome-focused and stakeholder-driven. Key elements include:

- **Stakeholder Co-Creation Workshops:** Facilitation of collaborative sessions with business, IT and external partners to define desired outcomes, pain points and success metrics.
- **Outcome Mapping and Value Streams:** Identification and mapping of business capabilities, value streams and strategic objectives to architecture domains and technology enablers.
- **Architecture Blueprinting:** Creation of logical and physical architectures, reference models and solution patterns that support prioritised outcomes.
- **Agile Governance and Decision-Making:** Establishment of agile governance boards, architecture review gates and transparent decision logs to ensure alignment and traceability.
- **Continuous Feedback and Iteration:** Implementation of feedback loops, rapid prototyping and architecture sprints to validate solutions and adapt to changing needs.
- **Benefits Realisation and Measurement:** Definition of KPIs, OKRs and benefit tracking mechanisms to ensure architecture delivers tangible business value.
- **Change Management and Communication:** Development of stakeholder engagement plans, communication strategies and training programs to drive adoption and sustainability.

Figure 1 shows our G-Cloud 15 service offering, Outcome-Driven Enterprise Architecture with Stakeholder Co-Creation, which provides a structured, collaborative approach to designing and governing enterprise architectures aligned with organisational strategy and measurable outcomes.

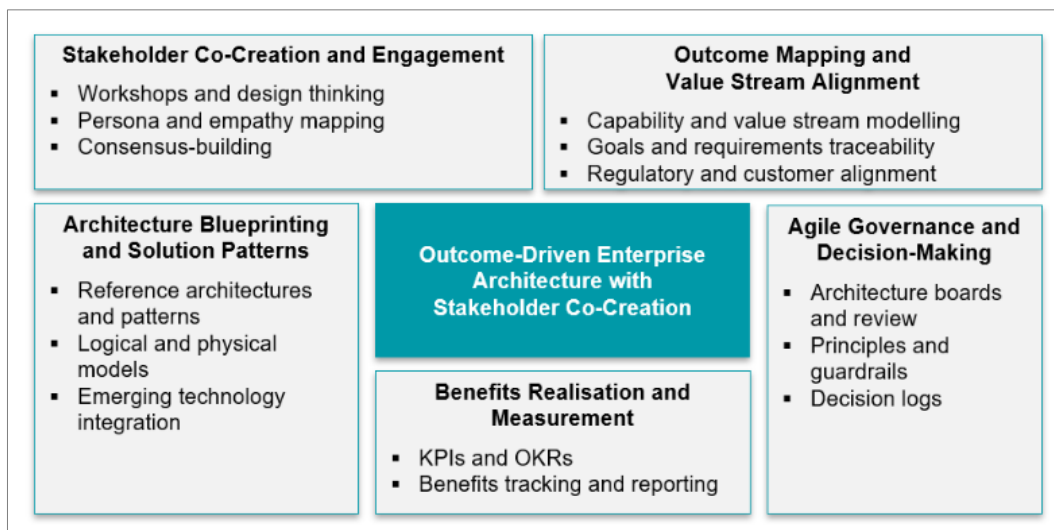


Figure 1: Outcome-Driven Enterprise Architecture with Stakeholder Co-Creation.

The service brings together business, technology and delivery stakeholders through facilitated co-creation, design thinking and consensus-building to clearly define outcomes, value streams and success measures. These outcomes are translated into capability models, architecture blueprints and solution patterns that ensure traceability from strategic objectives through to technology implementation.

Our approach integrates outcome mapping, value stream alignment and regulatory considerations with pragmatic enterprise and solution architecture practices, enabling informed decision-making across platforms, data, applications and integration layers. Agile governance mechanisms—including architecture boards, principles, guardrails and decision logs, which ensure architectural integrity while allowing flexibility for iterative delivery.

Finally, the service embeds benefits realisation and performance measurement through defined KPIs and OKRs, enabling organisations to track progress, demonstrate value and continuously optimise their architecture landscape. This ensures that enterprise architecture acts as a strategic enabler of transformation rather than a static documentation exercise.

4. Key Features

4.1 Stakeholder Co-Creation and Engagement

- Multi-disciplinary workshops, design thinking sessions and collaborative architecture sprints.
- Stakeholder mapping, persona development and empathy mapping.
- Consensus-building and prioritisation frameworks.

4.2 Outcome Mapping and Value Stream Alignment

- Business capability modelling, value stream mapping and outcome definition.
- Traceability from strategic goals to architecture decisions and technology investments.
- Alignment with regulatory, operational and customer requirements.

4.3 Architecture Blueprinting and Solution Patterns

- Development of reference architectures, solution blueprints and reusable patterns.
- Logical and physical modelling across business, data, application and technology domains.
- Integration of emerging technologies (AI, cloud, IoT, automation) for outcome enablement.

4.4 Agile Governance and Decision-Making

- Agile architecture boards, review gates and decision logs.
- Policy-as-code, architecture principles and guardrails.
- Transparent documentation and stakeholder sign-off.

4.5 Continuous Feedback and Iteration

- Rapid prototyping, architecture sprints and solution validation cycles.
- Feedback loops with business, IT and partners.
- Adaptation to evolving requirements and market changes.

4.6 Benefits Realisation and Measurement

- Definition and tracking of KPIs, OKRs and business outcomes.
- Benefits realisation plans, dashboards and reporting.
- Post-implementation reviews and lessons learned.

4.7 Change Management and Communication

- Stakeholder engagement plans, communication strategies and training programs.
- Adoption roadmaps, readiness assessments and support channels.
- Continuous improvement and knowledge sharing.

Figure 2 demonstrates that effective stakeholder engagement is essential to ensuring alignment, transparency and shared ownership across the product lifecycle. This framework categorises stakeholders into **Core**, **Direct** and **Indirect** groups based on their level of influence, decision-making authority and proximity to day-to-day product activities.

By distinguishing these tiers, teams can tailor communication, collaboration rituals and expectation-management strategies to maintain strong relationships and drive seamless execution across functions. The model provides a clear, structured view of who must be consulted, informed, or actively involved throughout the engagement process.

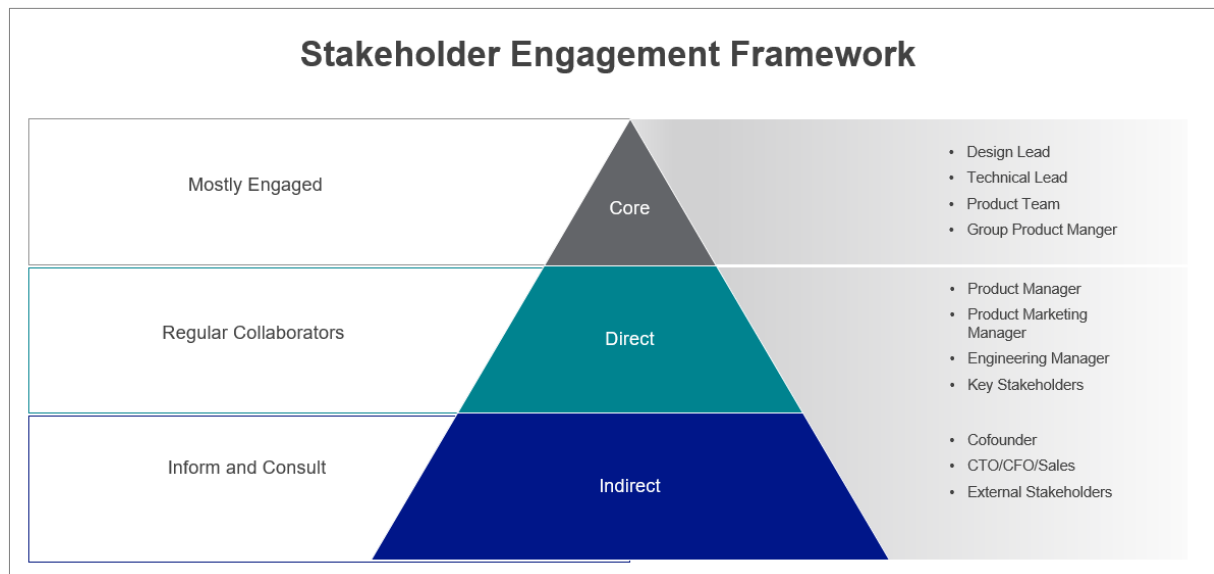


Figure 2: Stakeholder Engagement Framework

5. Business Benefits

- **Strategic Alignment:** Ensures architecture decisions are directly linked to business goals, regulatory mandates and stakeholder priorities.
- **Accelerated Value Delivery:** Enables rapid realisation of business outcomes through agile, collaborative architecture practices.
- **Enhanced Stakeholder Buy-In:** Builds consensus and ownership among business, IT and partners, reducing resistance and improving adoption.
- **Transparency and Traceability:** Provides clear documentation and decision logs, supporting auditability and regulatory compliance.
- **Adaptability and Resilience:** Supports continuous feedback and iteration, enabling organisations to respond quickly to change.
- **Optimised Investments:** Aligns technology spend with prioritised outcomes, reducing waste and maximising ROI.
- **Sustained Benefits:** Embeds benefits realisation and measurement into architecture processes, ensuring long-term value.

6. Technologies, Languages, Methodologies and Vendor Support

#	Technologies	Languages	Methodologies	Vendor Support
1	LeanIX, Orbus iServer, MEGA HOPEX, Sparx EA, ArchiMate	Java, .NET, Python, SQL	Business capability modelling, value stream mapping, TOGAF, ArchiMate	LeanIX, Orbus, MEGA, Sparx
2	Jira, Confluence, Miro, Azure DevOps	JavaScript, TypeScript, YAML	Agile, Scrum, Kanban, design thinking, architecture sprints	Atlassian, Microsoft, Miro
3	Power BI, Tableau, Qlik, Excel	DAX, SQL, Python	KPI/OKR tracking, benefits realisation, dashboarding	Microsoft, Tableau, Qlik
4	AWS, Azure, GCP, IBM Cloud	Python, Go, Java, Node.js	Cloud-native architecture, solution blueprinting, automation	Amazon, Microsoft, Google, IBM
5	Slack, Teams, Zoom, Webex	HTML, CSS, JavaScript	Stakeholder engagement, communication and change management	Slack, Microsoft, Cisco
6	GitHub, GitLab, Bitbucket	YAML, JSON, Shell	Policy-as-code, architecture governance, CI/CD	GitHub, GitLab, Atlassian

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