



Trust. Value. Velocity

G-Cloud 15

Business Analysis Consulting Service

Contents

1.	About Mastek	3
	Mastek's global presence	4
	Mastek and Technology in the Public Sector	12
2.	Summary	13
3.	Masteks Service	14
3.1	Discovery Phase	15
3.2	Alpha Phase	15
3.3	Beta Phase and Live	15
4.	Key Features	17
5.	Business Benefits	18
6.	Technologies, Tools and Methods	19

Table of Figures

Figure 1: Business Analysis services in different phases (as per GDS guidelines)	14
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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 a context of high uncertainty and complexity while collaborating in 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:

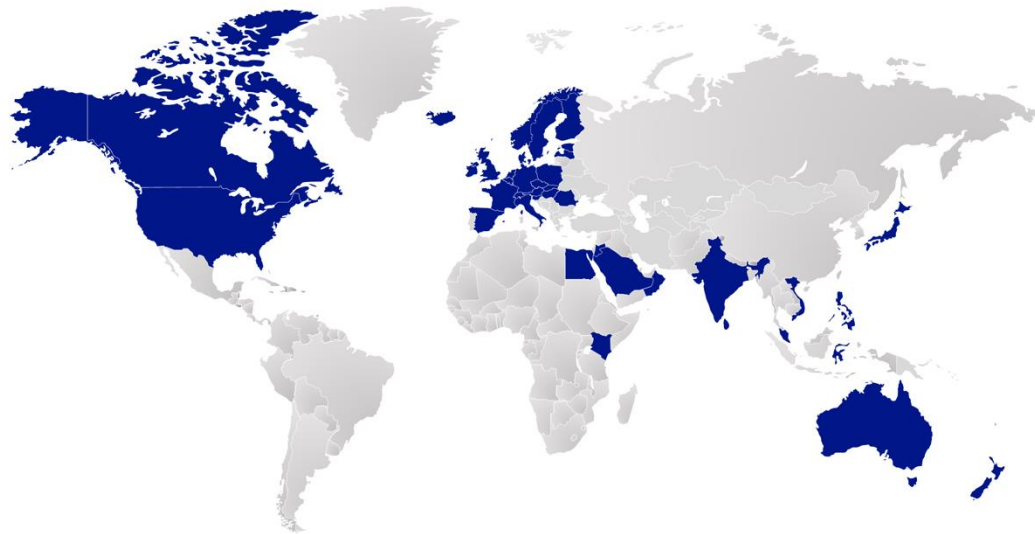
Working through a complex stakeholder landscape: We understand the importance of establishing effective communication channels, building trust and fostering a collaborative working environment that empowers stakeholders to contribute meaningfully to the project's success. Our approach is based on a deep 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, Ministry of Defence and NHS, we have a proven track record of working seamlessly with large stakeholder groups, including civil servants.

Standards, compliances: We comply with >20 policies and standards, including Government Digital Standards and Government CDDO Service Toolkit covering service standards, service manuals, TCoP, API technical and data standards. Our stringent governance, methods, playbooks and processes (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, transparent, leading to enable, 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

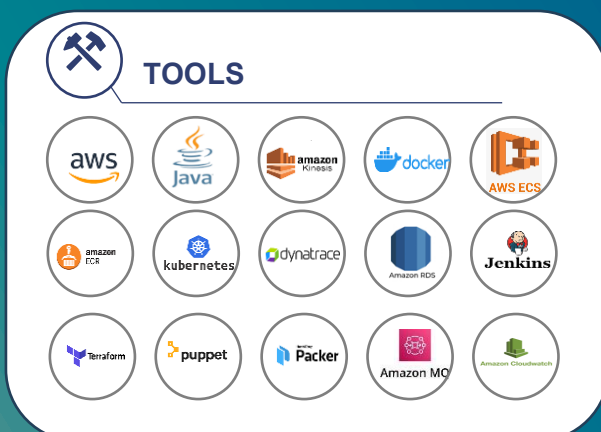
- Transition business-critical Platform services from incumbent supplier with minimal risk
- Migration from private cloud to AWS Cloud.

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:

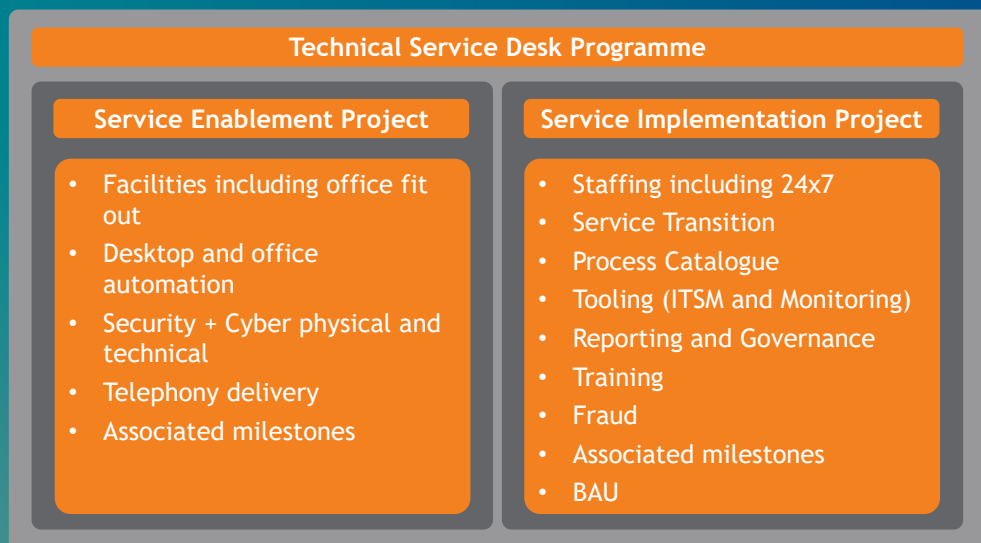
- Service Management Vice President
- Programme Director
- Chief Technology Officer
- Programme Management office lead.

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.

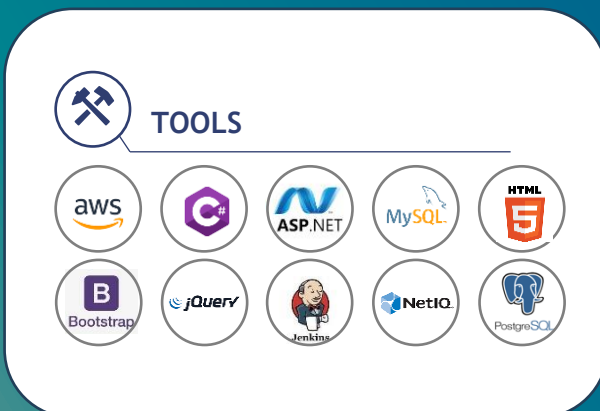
Solution

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

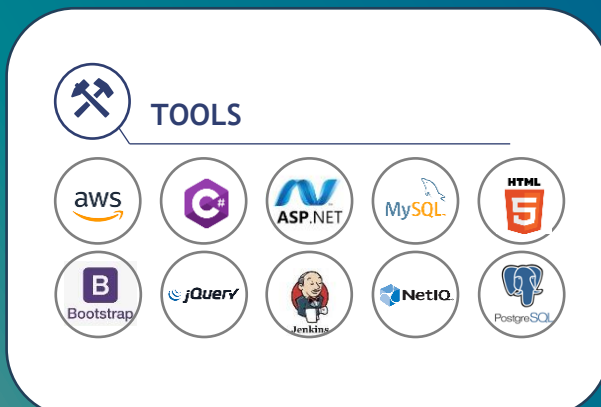
- Leveraging DevOps platform based on reusable GitHub, AWS and Azure DevOps Pipelines
- Introduce more flexible, scalable and reusable IaC capabilities
- Implement CI/CD pipelines.

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

Mastek's **Business Analysts** are collaborators, facilitators, analysts and advisors who work with business teams, delivery teams, policy teams and senior leadership to help realise their goals faster.

Mastek is skilled at delivering all the activities and outputs recommended for the Discovery, Alpha, Beta, Live and retirement phases stipulated within the Digital Service Design (GDS) Manual.

Our business analysts are experienced in following the Waterfall, Scrum, Kanban and ScrumBan delivery methods.

Mastek is a corporate member of the International Institute of Business Analysis (IIBA) and our Business Analysis service is based on the IIBA standards.

3. Masteks Service

Mastek's business analysts are adaptable and innovative. We believe in collaboration and work with stakeholders to understand what's needed today and in the future, based on the business and user needs. Our business analysts are experts in:

- Business Process Reengineering and Management (BPR-BPM).
- Business consulting.
- Requirements elicitation and collaboration.
- Requirements management.
- Requirements analysis and design definition.
- Solution evaluation.
- Strategy analysis and Business Change Management.
- Create and manage product backlog and perform the role of the product owner/pseudo-PO;
- Scope management.
- Business process modelling.

We also provide Business Analysis services as recommended in the Digital Service Design (GDS) Manual, which cater to each phase.

The following Figure illustrates our services at each phase:

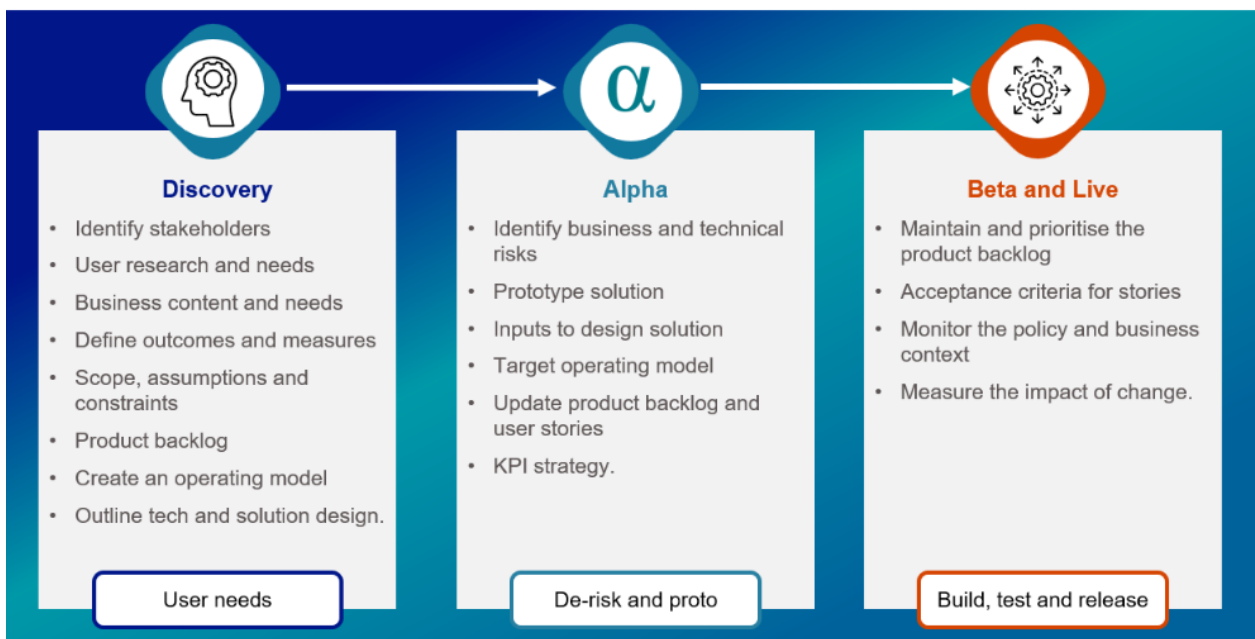


Figure 1: Business Analysis services in different phases (as per GDS guidelines)

3.1 Discovery Phase

At this stage, our BA will focus on identifying user and business needs. We will collaborate with the team to gather all the information and identify outcomes to measure the service's success.

Activities that will be carried out in this phase include:

1. Assist user research by taking an initial look at the current services offered and their usage. This will help create an initial group of stakeholders.
2. Helping product owners understand current ways of working through process mapping that identifies stakeholder groups.
3. Creating an awareness of the business context for the operation of the new services and helping the product owner make assumptions regarding the constraints.
4. Identifying the KPIs and working to understand how the project will benefit end users and the organisation.
5. Assisting in creating wireframes and prototypes.
6. Preparing functional and business capability models and assisting in outlining the technical architecture.
7. Identifying the transition needs and assisted digital needs of the user.
8. Scoping the work for alpha and creating product backlogs with high-level user stories.

3.2 Alpha Phase

Our BA will work collaboratively with the team to create working prototypes, identify functional and technical risks, test the design approach and gain an understanding of the service.

During this phase, the BA will serve as a liaison between the design and development teams and the product owner. The activities that will be carried out in this phase include:

1. Creating skeleton user journeys and user personas to feed into backlog creation.
2. Analyse the data collected during discovery and place it in context so that the team can respond to questions or assist with user research.
3. Providing team members with the policy context and landscape to aid with initial design decisions.
4. Providing the 'business input' for solution designs – in collaboration with the product owner.
5. Creating user stories and developing the backlog of activity for the team to progress.
6. Preparing the target operating model.
7. Detailing the KPIs strategy to measure the effectiveness of the service.

3.3 Beta Phase and Live

At this stage, our BA's role becomes an 'iterative' one – focused mainly on ensuring that the user stories on the backlog are prioritised, worked correctly and analysed.

Activities carried out in this phase will include:

1. Maintaining product backlog and creating user stories.
2. Ensuring acceptance criteria are detailed enough for everyone to understand when an item is 'done.'
3. Helping the product owner to prioritise user stories and ensuring a shared understanding across the team.
4. Continuously monitor the new service's business context and identify any business questions or process changes that must be considered.
5. Monitoring web analytics and helping identify trends or new user needs.
6. Monitoring the 'policy' context and feeding any potential changes in services to the service management team.

4. Key Features

- **Business context:** Good understanding and focus on ensuring the business context throughout the service design and delivery.
- **User-centric:** Empathy and focus on user needs.
- **User research:** Extensive user research, workshops and interviews to identify user needs. Emphasis on prototypes, wireframes, user journeys and personas.
- **Lean and Agile:** Through our digital projects, we validate and iterate our way, preferring quick and lean outputs as deliverables every time.
- **Transparency:** You will always know what's happening, as we emphasise collaborative tools such as Jira, Confluence and TFS.
- **Collaborative design:** By combining cross-discipline project teams and end users, emphasising whiteboarding and brown paper techniques.
- **Defining** existing service benchmarks.

5. Business Benefits

- Identification of service vision, goals and critical success factors, whilst making recommendations for the roadmap for service delivery.
- Creating product backlogs that consider service vision, needs, assumptions and constraints—all of which lead to the scope of each phase and the 'minimum viable service'.
- Identify the outcomes and create a strategy to measure service performance. Benchmarks for the existing service are identified along with the KPIs against which the new service performance is measured.
- Considering the fluid nature of business and user needs, product backlogs are regularly prioritised to address these needs.
- Create user stories with acceptance criteria and ensure understanding across teams.
- Monitor and maintain the context of the business policy throughout the delivery to ensure that the focus is always on the service goal.

6. Technologies, Tools and Methods

1. SDLC methods: Waterfall, Agile, Scrum, Kanban, Scrumban, JAD.
2. Collaboration tools: Confluence, Jira, TFS, Trello.
3. Modelling tools: Visio, Enterprise Architect and Confluence built-ins.
4. Designing and modelling techniques: UML, BPMN, CMMN, JIT Analysis and Story Mapping.

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