TECHNICAL EVALUATION CRITERIA

Response Guidance

Please refer to Annex 8 – Detailed Evaluation Criteria for further detail on the Evaluation Criteria. Should there be any differences between the two, then Annex 8 is considered to be the master and should such differences be raised in clarification an updated Annex 10 will be issued.

Potential Providers MUST answer ALL of the following questions.

The method of response will be maximum word count per section as specified.

Potential Providers must not exceed the word limit provided for each criteria.

Diagrams and charts will be excluded from the word count.

No costings should be included in responses in this section

Unless otherwise specified, Potential Providers must submit their response as attachments which must be clearly referenced with their organisation's name followed by the criteria reference number they are responding to.

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11. Page limits include the use of headers, footers and diagrams. Submit ONLY those attachments the Buyer has asked for – any other supporting evidence, certificates for example, will be requested separately by the Buyer.

The Buyer's evaluators will each individually score the evaluation criteria. Following this the consensus meeting will be held to agree a final single score for each criterion through discussions. The score for each question will then be multiplied by that question's weighting to calculate each Bidder's final, weighted score and ranking.

Mandatory Pass and Fail		Weighting: 0%
Question Number	**Sub Weighting**	**Question**
1	Information Only	Insert Company Information: - Company Name - Registered Address - Registration Number
		Response *(provide requested information)*
		• Company Name: Mastek UK Ltd • Registered Address: 100 Brook Drive, Green Park, Reading, England, RG2 6UJ • Registration Number: 2731277
2	Pass / Fail	Do you accept the competition rules and understand and accept the Bid Pack attachments?
		Response *(Yes/No responses only)*
		Yes, we accept the competition rules and understand and accept the Bid Pack attachments.
3	Pass / Fail	Do you agree, without caveats or limitations, that in the event that you are successful, the "Bid Pack" Terms and Conditions will govern the provision of this contract?
		Response *(Yes/No responses only)*
		Yes, we agree without caveats or limitations, that in the event that we are successful, the "Bid Pack" Terms and Conditions will govern the provision of this contract.
4	Pass / Fail	Is the annual average estimated contract value (£2.25 million) less than 50% of your annual turnover? Where you rely on a parent company and/or wider group structure to meet this threshold, a Parent Company Guarantee will be required.
		Response *(Yes/No responses only)*

Mandatory Pass and Fail		Weighting: 0%
Question Number	**Sub Weighting**	**Question**
		Yes. We do not rely on a parent company and/or wider group structure to meet this threshold.
5	Pass / Fail	Do you hold Cyber Essentials Plus Certification and are you accredited to ISO 270001 or operate to an equivalent standard, and can provide evidence of this to the Buyer should you be awarded the Contract?
		Response *(Yes/No responses only)*
		Yes.
6	Pass / Fail	Conflicts of Interest: You must provide written details of any potential, actual or perceived conflicts of interest and any mitigation that may be relevant to this requirement (as outlined in Annex 9 - Terms of the Further Competition) as soon as you become aware of such a conflict of interest. The Buyer may disqualify any Potential Supplier: ● which fails to disclose an actual or potential conflict within a reasonable time after becoming aware of such a conflict of interest; and/or ● where the Buyer considers that any conflict of interest cannot be effectively mitigated.
		Response *(provide requested information)*
		Mastek has an established partnering arrangement with ████ ██in support of Cyber and Fraud Services, but as we are aware that they are currently delivering service directly to GDS we anticipated that engaging with them for this opportunity may be perceived to be a potential conflict of interest. It is on the record that we notified and discussed this concern with the Authority. Following our engagement with the Authority, and prior to engaging with████████, we put in place agreements to assure that their contribution to this bid was managed with a proactive

Mandatory Pass and Fail		Weighting: 0%
Question Number	**Sub Weighting**	**Question**
		commitment to maintain confidentiality and ethical separation from any of ▓▓▓▓▓▓▓ staff that are, or could be perceived to have been, engaged in the delivery of currently contracted services to GDS. Throughout we have maintained ways of working, including ring-fencing of the scope of engagement, to manage and mitigate the risk of perceived conflict. We are therefore confident that no conflict of interest has occurred in the preparation of this bid.
		As a strategic supplier of critical services to HM Government, Mastek are fully committed to ensuring not only that all our submissions are prepared in a manner that supports the integrity and fairness of the procurement process, but also that all our interactions, throughout the procurement lifecycle, are undertaken in a manner that supports ongoing compliance with both our contract commitments and the wider public contract regulations.
		Further, we have in place a signed Ethical Walls Agreement.
7	Information Only	You must provide details of any Key Sub-Contractors you propose to use in order to meet your obligations should you be awarded a Contract. Your response must include their: - Trading Name(s); - Registered Address(ees); - Contact Details; - Goods/Services to be provided; and - Percentage of the total Contract value you anticipate to pass-through to the Key Sub-Contractor for each year of the Contract. Please also include the percentage of the total Contract value you anticipate to pass-through to Sub-Contractors overall for each year of the Contract.
		Response *(provide requested information)*
		• Trading Name(s): ▓▓▓▓▓▓▓▓▓▓ • Registered Address: ▓▓▓▓▓▓▓▓▓▓▓▓

Mandatory Pass and Fail		Weighting: 0%
Question Number	**Sub Weighting**	**Question**
		• Contact Details: ██████████████████ • Goods/Services to be provided: Cyber and Fraud and Consultancy Services • Percentage of the total Contract value you anticipate to pass-through to the Key Sub-Contractor for each year of the Contract: Less than 10% • Please also include the percentage of the total Contract value you anticipate to pass-through to Sub-Contractors overall for each year of the Contract: Please note only Key Sub Contractor identified – less than 10% of total contract value.
8	Information Only	Details of where the Award Outcome should be directed. Response must include their; - Full Name - Role/Title - Registered Address - Email Address
		Response *(provide requested information)*
		• Full Name: ██████████ • Role/title: Vice President - UK Public Sales • Registered Address: ███████████ ██████████ • Email address: ████████████

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
Service Delivery		**Weighting: 30%**

Quality Evaluation		Weighting: 70%

Question Number	Sub Weighting	Question
		Describe how you would work within a multi-vendor environment and collaborate with Other Suppliers and the Buyer to deliver an integrated One Login solution and how this will input into your delivery of the Services. Your answer should include evidence of your ability to deliver the solution, for example evidence of experience delivering comparable projects in terms of their scale and complexity - where key features of complexity of the required service include it being part of Critical National Infrastructure and its public profile.
		Minimum Threshold: 3
		Response *(maximum 800 words)*
1.1	20%	Mastek will be proud and privileged to be part of the GDS One Login Team. We will embrace GDS's approach and vision, whilst bringing our expertise and learnings from successful delivery of Technical Service Desks (TSD) for ███████████████████████████████████ ████████████████████████████████ ███████████████ all in multi-supplier environments.
		Collaborating with GDS & Other Suppliers to Deliver an Integrated One Login Solution
		Our approach incorporates:
		People and Culture Collaboration: Leaving badges at home, we will build strong trusted relationships with GDS teams and chosen partners. It's key that we earn trust of all integral teams in holistic development, integration and performance of the TSD. ███████████████████ ██████████████████ and beyond, working closely with existing partners as we build TSD operations. Our secondary TSD operations site in Reading, also supports our other UK central government operations.

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		Our Service Management and Operations (SM&O) Director ███████████████████████████ ██████████████████████
		Process and technology Collaboration: We will work with your **contact centre teams** to:
		• Collaborate to develop effective ITSM procedures that evolve as the service grows ██ Adopt and maximise the use of Omni-channel capabilities, including integration of your investment in ServiceNow with our proposed TSD ██████ ██████████████
		We will work with your **Product Delivery and DevOps teams** to gain product knowledge, usage and behaviours, known limitations and the roadmap. We will build a good understanding of user journeys, common capabilities and (any) special requirements of Relying Parties. In parallel to investigating and resolving complex incidents, we escalate incidents requiring technical change to the DevOps teams and operate **fast 360-degree feedback loops** to improve MTTM, MTTR times.
		Close alignment with **L3 support teams** is essential for TSD's success. Assessing patterns and trends of contacts/incidents during operations, and/or post a release and sharing data insights with L3 teams is vital for channel shifting, incident resolution/fixes and recovery of any MIs (Major Incidents). Co-development on Knowledge Base Articles, Work Instructions and shift-left activities to reduce number of incidents escalated to L3 are vital.
		We plan to develop, adopt existing and maintain knowledge articles and runbooks in collaboration with product and L3 teams. Whilst identifying patterns that require problem identification by our 2nd line support, and as needed with Product teams.
		We will work closely with **Release and Deployment and Service Integration functions** to:
		• Understand resolver groups, new capabilities planned to be rolled out including the schedule and approach for new Relying Parties on-boarding or scheduled functional updates

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		• Participate in key release schedules, inform impact statements to assist with prioritisation calls for release management • Co-manage release of and inform the needs for hot fix releases to address priority issues. In an **overall ITSM context**, we will lead incident, problem, change and request management processes, triaging and resolving, providing capability to measure, track and report against key KPI & SLA's. Caring for the bigger picture, identify incident trends and areas of improvement to develop prevention mechanisms reducing disruption and building maturity that feeds the product teams continuous improvement backlog. **Security/Cyber and Fraud:** █████████████████████████████ ███████████████████o actively support TSD operations, maturing your capability and identifying potential security threats. We will provide active eyes-on monitoring of services and move to providing out-of-hours response to triggered alerts through maturity. **Our Evidence Delivering Comparable Scale CNI Projects** ████████████████████████████

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		██████████████████████████████ ██████████████████████████ ███████████████████████████ █████████████████████████████ ██████████████████████ ███████████████████████ ██████████████████████████████ ███████████████████████████ ██████████████████████████ █████████
1.1.1	15%	In relation to your response in Question 1.1, identify challenges and how you would overcome them to deliver shared outcomes and a seamless delivery of the technical solution. For example: - Implementation - Ongoing service delivery **Minimum Threshold: 2** **Response** *(maximum 400 words)* In our public sector accounts, we operate in multi-vendor ecosystems delivering and maintaining services in large programmes ███████████████████ █████████ We'll use our experience delivering in these environments, bringing our culture and values, preventing siloes ensuring we work as One Team to deliver the services. As an inflight programme to deliver service management, whilst new capability continues to be delivered, in parallel to new suppliers onboarding and Relying Parties ramping up, it is essential the workstreams and transition to service are managed in an integrated One Team approach. **Implementation** | **Challenges**	**Mitigation Plan**
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Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**

		SMEs not available	███████████████████ ██████
		Lack/quality of documentation	████████████████████ ████████████
		Delayed access to tools and systems	████████████████████ ██
		Schedule Slippage	███████████████████ ██████████
		RACI not understood between teams	████████████████
		Dependencies between delivery teams	████████████████████ ███████████
		Service Transition process not well defined.	████████████████████ ███████ ██████

Service Delivery

Challenges	Mitigation Plan
Siloed working or lack of knowledge sharing	████████████████████ ███████████ ██████

Quality Evaluation		Weighting: 70%

Question Number	Sub Weighting	Question
		System integrations resulting in incidents ████████████████████
		Changes that impact up/down stream dependencies ████████████████████
		Incident backlogs & SLA Impacts ████████████████████
		Increasing incident volumes as Relying Parties ramp up ████████████████████
		SIAM/Resolver groups not well known ████████████████████
1.1.2	10%	In relation to your response in Question 1.1, explain how you would communicate with the Buyer and other parties to construct and execute resolution plans where issues have been identified.
		Minimum Threshold: 2
		Response (maximum 300 words)
		Where issues are identified we will communicate with the relevant suppliers/stakeholders and execute resolution plans. To construct our resolution plans we:

Question Number	Sub Weighting	Question
		- Assign a lead to manage the issue to resolution - Validate the issue with stakeholders and suppliers involved - Agree communication methods and frequency - Establish the facts - SITREP - Lead appropriate forums with the GDS/suppliers to develop the recovery plan including dependencies/changes - Create a plan, manage the timescales, comms and activities. We will agree to our communication approach with GDS, creating a matrix to ensure all relevant stakeholders/suppliers are included. We'll develop shared communications that cover 'for interest/awareness' updates alongside those that are required to support progressing actions or decision making. We do this today in ▇▇▇▇▇▇▇ using Slack, adhoc stakeholder calls and email updates. We have standardised/best practice comms templates for updates that ensure the right level of information and flow, agreed in advance, and used to give the latest position during the activity to build and execute the plan. We attend programme governance forums where we support senior stakeholders with complex updates, respond to further questions or provide confidence in the resolution plan constructed and the robustness of the recovery plan. In the event of a major incident (MI), key activities are triggered, monitored, and managed by designated team members. We will use our ITIL aligned MI process to: - Identify: prioritise the incident, progress and create a communication plan to inform key stakeholders - Contain: Form the MI Team, create Conference Bridge, select War Room and create relevant Problem Ticket(s) - Eradicate: impacted systems, implement workaround and/or Resolution - Recover: Execute comms, perform Post Implementation Review, document, measure metrics, produce RCA and/or MI Review documents.

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		Where a MI occurs because of another supplier, Mastek will provide assistance to assure minimum disruption to all users in the spirit of "fix first".
1.1.3	20%	In relation to your response in Question 1.1, explain how you would support the Buyer with the long-term evolution of its Target Operating Model towards a more DevOps aligned approach to live service, as per "Annex 1 - Services Specification" and "Annex 2 - Service Description". Your response should demonstrate - particularly in relation to your 2nd line support personnel - how you will support remote collaboration using an agreed set of tools that is compatible with and/or builds on the Buyer's existing tools (e.g. Google Suite, Slack and Jira); as well as how you will facilitate the ability to regularly co-locate with the Buyer's development staff at its hub located in Manchester (and vice versa) as that team grows whilst ensuring this remains time and cost effective for both parties. Your response must be evidenced by examples of how the supplier has previously successfully delivered such collaboration and integrated DevOps approach remotely, supported by co-location to enhance collaboration, with supplier and customer teams based across multiple sites.
		Minimum Threshold: 3
		Response (*maximum 400 words*)
		We have been supporting public sector clients in evolving DevOps operating models for a decade, ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ establishing DevOps based converged run and change live services. We will work in partnership with GDS to mature One Login services and ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ whilst minimising risk. We will do this through: • Discovery phase to establish gaps across One Login services
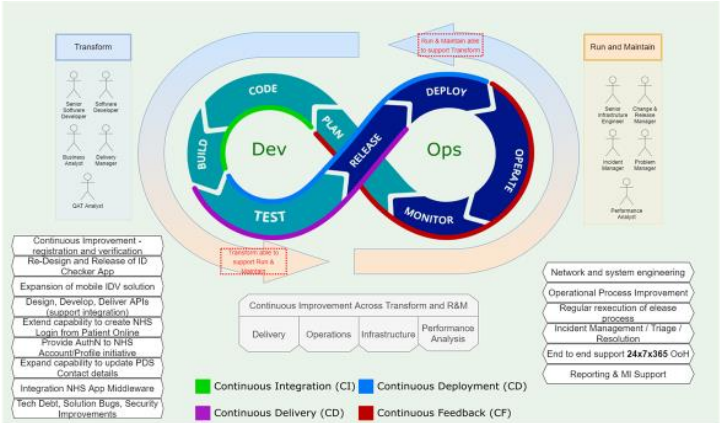
Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		• Re-use our proven methodologies, artefacts, e.g., DevSecOps, SRE • Risk/Value based model for maturing services • Embedding a continuous improvement and innovation culture • Engaging with our industry partners (e.g. ServiceNow, Dynatrace). Figure 1: Mastek DevOps Model **Successfully delivering an integrated DevOps approach**

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		Figure 2: Run/Change delivery model To successfully deliver DevOps remotely we use a combination of tools, joint and direct service forums, collaborating on resolving incidents, implementing change and continuously improvement, building direct relationships with suppliers and HO. We have learned and developed as the service evolved, using fail-fast and shift-left approaches. Forums include cross-product problem (bi-weekly), Prioritisation (weekly), change advisory (weekly) and problem management (Monthly). Collaboration is enabled using a combination of Slack, Teams, ServiceNow and Jira we ensure open communication channels between suppliers. - Slack – Messaging and dedicated channels for L2-L3 communication, escalation including business stakeholders - Jira/Confluence – Managing incident, change using tickets, knowledge repository - ServiceNow – Execute ITIL processes, e.g., Incident, Problem, Change Management. Applying our delivery experience, we will accelerate maturing GDS's TOM. **Facilitating Regular Co-Location** # innovation. We will enable through:
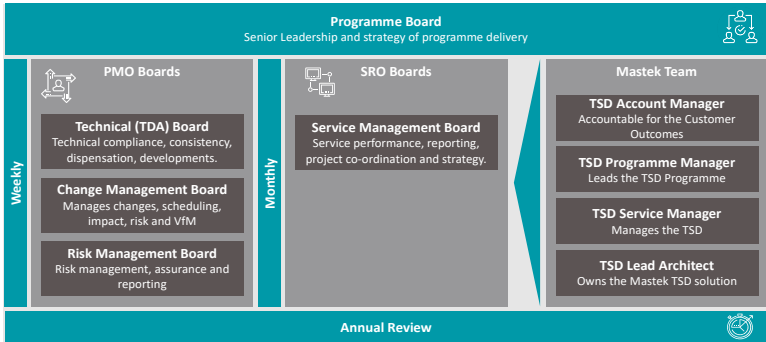
Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		██████████████████████████ ████ ████████████████████████ ████████████ • Accelerating Civil Service enablement. We will monitor the ████████████████████ ████████████████████ integrated into our social value commitment to ensure we delivers value for money to the Authority.
1.2	20%	Set out your proposal for how you would deliver out of hours eyes-on monitoring, as well as how those providing the out of hours eyes-on monitoring can undertake additional activities alongside the monitoring that will deliver increased value to the Buyer outside of times required to respond to alerts. Detail both the types of additional activities they could undertake and how that would drive benefit (e.g. improve quality of the service or reduce Buyer costs). **Minimum Threshold:** 3 **Response** *(maximum 300 words)* **Out of Hours eyes-on monitoring** ████████████████████████ ████████████████████████ ████████████████████████ ████████████████████████ ██████████████████████████ ████ ████████████████████████ ██████████████████████████ ████████████████████████ ███████████████████████████ ███████████████████████████ ███████████████████████████ ██████████████

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		We will proactively monitor dashboards, undertake log analysis and analyse lower priority incidents to prevent service impacts.

Mastek will work with the Authority and broader monitoring stakeholders including the SOC to ensure currency and visibility of the service is maintained and that monitoring capabilities are holistically developed as the service matures, further embracing DevSecOps and SRE principles for continuous monitoring and eliminating toil.

We will deliver wider value through: |

Activities	Benefits
Development, assurance and on-going refinement of RunBooks, Knowledge Articles, Knowledge Base FAQ's	Improvement to service quality, fix first time, shift left, accelerated incident resolution
Prioritised and collaborative support to Problem investigation, root cause analysis and diagnosis, remediation, and workarounds	Accelerated problem resolution, insights to issue
Proactive identification and implementation of monitoring improvements through creation of new dashboards, reports, and alerts	Improved insight of alert root causes, platform observability, accelerated resolution
Perform trend analysis to identify emerging issues and creating Problem Articles if appropriate, incident correlation and matching	Avoid problems issues or reduced/mitigate impacts. Improved service quality and customer experience
Product feature set review, product roadmaps. Investigations to identify potential service capability,	Optimising use of monitoring and other service tooling to improve service resilience,

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		observability, automation, self-healing opportunities / responsiveness and quality
1.3	15%	Additional Relying Parties will be onboarded to the One Login programme during the lifetime of this Contract. Please describe your approach to onboarding RPs once their services are live, and how you would approach cutover.
		Minimum Threshold: 2
		Response *(maximum 300 words)*
		Mastek will be the 'Front-door' as the first point-of-contact for on-boarding. The requirements for each of these Relying Parties will depend on several factors including complexity of their needs, the types of users and data quality.

We will conduct a set of engagements (workshops) to discuss outcomes of planning discussions between One-Login and the relying party, including results of data quality/due-diligence assessments conducted.

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We will work with the One Login team to define a robust Service Transition process to assure going live, governed by rigorous Change Management to protect live service.

The number of Relying Parties than can be engaged at any given point will depend on capacity of the One-Login |
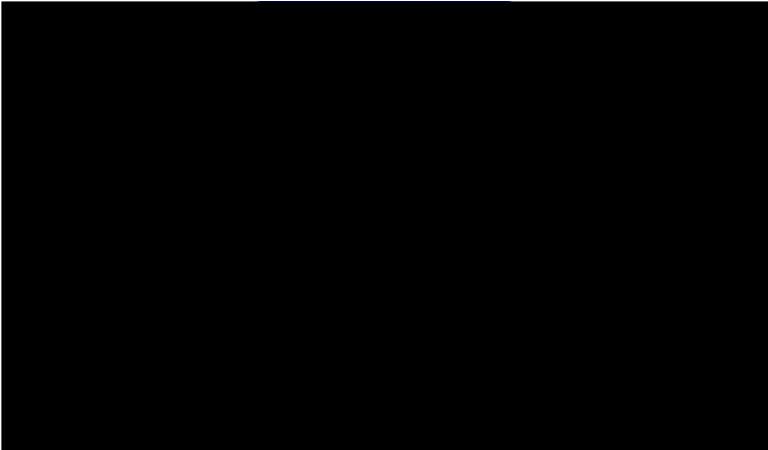
Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		programme, the on-boarding team, the platform capacity and security considerations required to on-board the Relying Party. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮ We established a single integrated service desk between MODs single point of contact/SIAM and Mastek, managing contact volumes in full especially when the department's own capability was still in its early days of maturity. Main challenge was handled by our service desk team was Relying Party's data quality-related issues.

Operations		Weighting: 40%
2.1	10%	Set out your approach to working with the GDS operations team on service and performance management, as well as continuous improvement (in accordance with Schedule S7 (Continuous Improvement). Your response should demonstrate how you will facilitate the ability to regularly meet face to face with the Buyer's staff at its operations hub located in Manchester (and vice versa) and allow the Buyer to conduct regular site inspections and monitoring sessions whilst ensuring this remains time and cost effective for both parties.
		Minimum Threshold: 3
		Response *(maximum 400 words)*
		Mastek has been successfully delivering support services ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮ Our support model aligns with HO and interconnects with their SIAM function across all Service Management practices. **We will work with the GDS operations team collaborating as One Team**, maturing the services during the contract.

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		Our Service Management approach uses ITIL V4 best practices which flexes with scrum-based Agile delivery for production services, using scalable DevSecOps teams in a combined 'Run/Change' model collaborating with in-house and supplier teams. Using your ServiceNow instance, we **will jointly mature the Service Management approach** and create a roadmap of modules/capability to enhance service delivery and reduce operational costs e.g., automated workflows and integration with Dynatrace APM. Using our experience, we'll identify ways to accelerate to your TOM without creating additional risk, ensuring delivery of effective, efficient, reliable, available, resilient and secure live services, through continual analysis of service management metrics. Incident, problem, change and event management are interlinked practices and robust management of each prevents unplanned service impact. We will harness the combined data available through dynamic dashboards in ServiceNow utilising automation and reducing reporting overheads. We will **work with GDS to manage the performance of the services in line with schedule 7**, reporting metrics against key ITIL practices and SLA/KPIs in the relevant forums as shown in figure 3. Figure 3: Performance Management We'll learn as we evolve the services, with fast feedback loops to rapidly address service issues. Through monthly service analysis, we'll identify trends/themes, drive change, prioritise release management, RCA and fix to **continuously improve service**. In the HO through our CI
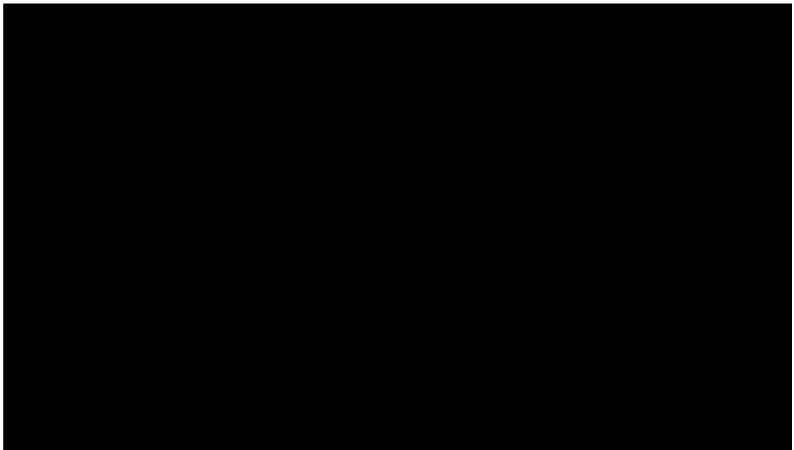
Question Number	Sub Weighting	Question
		activity, we executed "shift left" and "zero-incident ambition" initiatives with the L2 team, which has significantly improved service quality by "left-shifting" incidents, resulting in ~80% of incidents resolved before L3 Support. To **facilitate regular face-to-face meetings with GDS staff**, continued collaboration, monitoring sessions and site inspections ██████████████████████████████ ██████████████████████████████ ████████ █████████████████████ ██████████████████████████████ ██████████████████████████████ ██████████████████████████. We recommend a central booking system to enable colleagues to book into GDS locations and vice versa - we use this method successfully with the HO.
2.2	23%	At times, the volumes of queries sent by Users and Relying Parties might significantly exceed forecasted levels. Explain how you will scale up and down in response to user demands, ensuring Service Levels are maintained and delivered in line with the requirements of this Further Competition and Invitation to Tender.
		Minimum Threshold: 3
		Response *(maximum 600 words)*
		Mastek has significant experience in resource management, scaling up/down to ensure high quality service delivery. For this engagement we will use our proven approach (described below) to ensure SLAs are maintained, appropriate to the user/GDS demands. Our TSD team capacity is based on the monthly volumetrics that has been shared by the Authority. Our team will be adequately staffed to manage these volumes and we have built in burst capacity ████████████████ over the baseline volumes on a temporary basis. As the service matures and
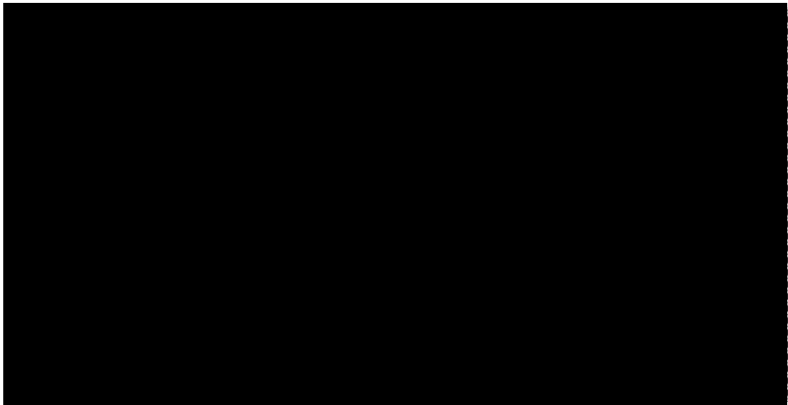
Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		the volumes change, we will in conjunction with the Authority adjust the resources to the demand.

For planned releases and planned relying party on-boarding, we will work with GDS to forward plan the requirements and forecasted change in volume to grow the team on an "in time" basis.

Call volumes in ▇▇▇▇▇▇▇▇▇ baseline will need the priority SLAs to be discussed and agreed with GDS, to ensure that SLAs are not breached or relaxed during unforeseen spikes.

Our approach to forward planning and resourcing scaling is detailed below:

1. **Real time monitoring of metrics**: Regularly monitor and analyse data on user demand, ticket volumes, and service level performance to identify trends, peak periods, and seasonal variations. Use Dynatrace, ServiceNow and other available tools to monitor and to provide metrics in real-time.

2. **Forecast Demand**: Use trend analysis to forecast future demand considering factors like seasonality, marketing campaigns, product launches, and other events that may impact on volumes.

3. **Service Level Agreements**: Align the staffing plan to specific SLAs, such as response time targets, resolution time goals, and customer satisfaction metrics. These objectives will guide the scaling process to ensure service quality is maintained.

4. **GDS -surge capability**: Mastek will create surge capacity by training staff working on process and technology innovation, problem and knowledge management functions on the skills and processes needed to the run the service desk. This provides a flexible, responsive and cross skilled team who will remain fresh by working on activity that enables self-service and improvements to the service and can be re-prioritised as needed.

5. **Implementing Workforce Management Tools**: Use workforce management tools that provide |

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		forecasting and scheduling capabilities to optimise staffing levels by aligning availability with predicted demand. 6. **Flexible Scheduling**: Implement flexible scheduling options for support agents including shift rotations, part-time schedules, or on-call arrangements. Flexibility allows for better coverage during peak periods and minimises overstaffing during low-demand periods. 7. **Cross-Train staff**: Train staff to handle multiple skills and domain areas enabling flexibility in resource allocation. Continuous learning/upskilling front desk staff/users using Runbooks, KB articles will ensure self-sufficiency and reduce workload with individual performance and quality goals aligned to KPI/SLA delivery. 8. **Leverage Remote working**: Leverage remote working options in agreement with GDS, to scale staffing levels quickly during peak periods. This will allow for a more flexible and scalable workforce that can be adjusted based on demand. 9. **Continuous Improvement**: A key tenet of our service. We'll regularly analyse support metrics and staff productivity to identify areas for improvement tracked through 1-2-1s and performance plans. To improve efficiency, we will implement process optimisation, automation (e.g. AIOps, NoOPs) and use technology where possible to improve service delivery levels and reduce human dependency and resourcing levels.
2.3	25%	Describe the design and methodology for the delivery of the Technical Service Desk (including Service Request fulfilment, Access Management, Problem Management, Incident Management and Knowledge Management) in line with the requirements of this Further Competition and Invitation to Tender, and the required Service Levels detailed in the Order Form. Where Sub-Contractors will be utilised, Potential Providers shall detail what part of the

Question Number	Sub Weighting	Question
		Services they will deliver and the Sub-Contractors' roles in the overall delivery of the Services.
		Minimum Threshold: 2
		Response *(Maximum 800 words)*
		Our Service Design and Methodology is based on maintaining systematic and predictable operations, performance and integrity to ensure resilient CNI services leading to service excellence, whilst partnering with GDS to actively support its on-going evolution of capabilities at pace.

We will deliver a service that you will trust and be proud of whilst providing strategic direction on its evolution as One-Login grows in adoption. We are significantly investing in building your TSD, which is demonstrated by a strong service management and leadership team (Figure 4) that will be dedicated to TSD to enable delivery of your operational expectations.

Figure 4: Mastek One Login Technical Service Desk Team

Our approach to establishing TSD, aligned to the One Login Target Operating Model is based upon industry standard (ITIL V4) best practices enhanced through continuous improvement, integrating our learnings into the design and transition phases. TSD services will be designed and

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		implemented in collaboration with you in accordance with the requirements as defined in Annex 1 – Services Specification.
		We want to ensure that the service grows in a "One Team" ethos, maturing services effectively and collectively. We will learn as we evolve the services, building with fast feedback loops with your Product and L3 teams, promoting mature DevSecOps and SRE methodologies and early definition and adoption of shift left initiatives.
		We will employ established accelerators for service transition (process and tooling), integration (ServiceNow, Dynatrace) and collaboration.
		Figure 5: Mastek Technical Service Desk – Service Management
		In our design phase, developing the Service Design Package, we will encompass the full set of TSD capabilities as defined in Figure 5, which incorporates governance and assurance functions.

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		Figure 6 – One Login Technical Service Desk ITIL Services **SLA and KPI Management** Our approach to SLA's management is to do what it takes to strengthen relationships with our customers, reducing concerns over risks: • **Focusing** on issues that matter the most by defining and prioritising appropriately • **Enabling** structured communications within our teams (including our DevOps Teams) and the Relying Parties • **Measuring** what matters, proactively and continuously understanding trends and metrics • **Delivering** improvements from our feedback loops and reporting outcomes. Our approach to KPI self-management would be **transparent, measurable and performance driven**: • Contact Handling units by function • Turnaround Times • First and Recurring Issues Resolutions Rates • Costs per Query/Issue or Incident • Repeat Incidents Reduction • Reducing volumes escalated to L3/Product Teams. Aligning to One-Login strategic principles, **our Incident & Problem Management best practice** would be fundamentally based on taking accountability on behalf of
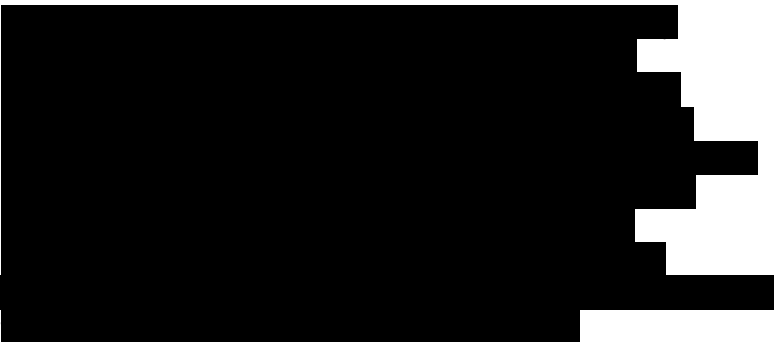
Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		the service and ensuring performance. As examples, we would: • Own end-to-end resolution and transparently measuring end-to-end (without stop clocks) • Reflecting and managing priorities as they were at their worst point in the user journey • Avoiding SLA violations and incorrect assignments • Reducing occurrence of incidents • Reducing the business impact of unavoidable incidents • Identifying problems that cause incidents, implement workarounds to reduce the impact and develop fixes to avoid recurrence. Our journey on **TSD with GDS on Knowledge Management** (KM) would encapsulate upfront planning and introducing Knowledge Management Governance, Implementation and Operations: • Creating a continuous KM learning culture and environment • Knowledge of administrators and curators within TSD and wider One-Login team • Implement goals and matrices for KM including quality of content • Service Director aligned sponsorship with GDS's wider stakeholders • Workflows to publish content with roles and approval workflows • Always cleaning our content (retiring, updating and upgrading) working across all teams/suppliers • Test content in pre-production before going live • Sufficient KM program investment e.g., documenting customers queries and resolutions adequately and perfecting fundamentals whilst building foundations for using wider capabilities of AI and ML in the future. Our approach on **TSD for Access Management** would be to adopt ServiceNow published best practices like assigning roles to groups and managing the people within the group. Appoint a group manager and delegate group membership (or permissions) management to them to keep membership

Question Number	Sub Weighting	Question
		accurate, relevant and having the necessary governance from GDS to set the rules and review them as the needs/service evolves. Our approach on **TSD for request fulfilment** would be to adopt ServiceNow module of catalogue management and configure it to needs of One-Login. This will involve use cases related to complexities of Relying Party Onboarding, JML processes, aspiring as the service evolves to incorporate end-user request management related to using departmental services. **Sub-Contractors** ▇▇▇▇ will collaboratively work with us in the successful delivery of TSD and reducing delivery risks by: • Providing design and implementation of cyber and fraud solutions in operations • Assurance end-to-end services in context of the underlying technical architecture • Support for CSI and innovation processes and initiatives. ▇▇▇▇▇▇▇▇▇▇▇▇
2.3.1	5%	In relation to the design and methodology provided in response to Question 2.3, describe the resource model (including numbers of labour resources and their skill sets) that you will use to deliver the Technical Service Desk in line with the requirements of this Further Competition and Invitation to Tender, and serve the number of Technical Service Desk contacts as stated in the 'Volumes' tab of Annex 6 - Charges Schedule; this should be supported by evidence (which may include evidence from previous experience delivering similar requirements) as to why this is the best model for this particular requirement. Where any of

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		your proposed resources are from outside your organisation, please highlight this.
		Minimum Threshold: 2
		Response *(maximum 300 words)*
		The resource model supporting our service design and delivery model is as below. This is in context of 2.3 and for Volumes in Annex 6. **Resources for undertaking Implementation Phase leading to M5 – User Readiness for Service and beyond.** Working to TSD's strategic principles, for the implementation phase, we have planned/budgeted: █████████████████████ ████████████████████████ ████████████████████████ ██████████████████ ████████████████████ ████████ ███████████████████████ ██████████ ██████████████████ █████████████████████ ███████████████████ ██████████████████ ████████████████████ ███████████████████ █████ ██████████████████████ ███████████████████████ ███████████████████ ██████████████ ██████████████████ ████ ████████████████████ ██████████████████

Quality Evaluation		Weighting: 70%

Question Number	Sub Weighting	Question
		████████████████████████ ██████████ ██████████████████ █████████████ These roles will deliver ████████████████ ██████████ **Resources for undertaking ELS and In-Life Support** Additionally, we have budgeted for ████████████ ████████████████████ ██████████████ ██████████████████████ ████████████████ **Resources via partner**| The Cyber and Fraud capability/expertise in our service will be supported by our partner ██████ **Evidence of delivering similar requirements**	████████ ████████████████████████ ████████████████████ ██████████████
2.3.2	5%	In relation to the design and methodology provided in response to Question 2.3, describe how you will attract and retain Suitably Qualified & Experienced Personnel (SQEP) resources throughout the duration of the Contract with the skills and experience and continually improve their skills to deliver the Technical Service Desk in line with the requirements of this Further Competition and Invitation to Tender. This should include reference to your chosen base location for the provision of services and the talent pool available at that location for the skills required to deliver the services, taking into account service growth requirements.
		Minimum Threshold: 3
		Response *(maximum 400 words)*

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		Mastek has significant experience of the providing teams and Suitably Qualified & Experienced Personnel (SQEP) to several customers, including ██████████████ ████████████████████. **Attract and retain SQEP** Our Talent Management Group, fully empowered and supported by Mastek Senior Leadership are focussed on ensuring that we attract and retain the best talent available to service our engagements. This is done by: - Provide competitive reward packages with career progression and growth plans - Invest in training to align skills with relevant technology trends - Cross-train within teams to expand learning opportunities/innovation - Create succession plans for key roles - Leveraging our industry recognition as a "Great Place to Work" - Offering opportunities to work on projects that make a significant difference to people's lives - Our public-sector attrition rate is 15.5% - lower than the national average. **Continually improve skills** Mastek has a culture of continuous professional development and actively supports educational/skills attainment relevant to contracts and personal ambitions with training and certification processes. We map competencies to roles and conduct training needs analysis for each engagement, creating project-specific training plans in appropriate technologies. We will provide training to enhance skills relevant to the successful delivery of the Technical Service Desk, including but not limited to: ██████████████ ████████████ ████████ ██████ ████ ██████████

Quality Evaluation		Weighting: 70%

Question Number	Sub Weighting	Question
		We map the skills training to our industry-recognised training/certification platform (**Udemy**), providing 40 hours of training per year for all employees, scheduled in monthly batches to maintain delivery commitments. We will provide additional support from resources via organisation reach back to allow planned training to be carried out. This will be agreed and shared with GDS stakeholders. We track progress/completion/pre/post-assessment and provide peer reviews/feedback. All certification is 100% funded. Team training includes knowledge-sharing sessions, classrooms, technical webinars, enablement sessions, on-job mentoring/coaching, and active/passive shadowing. We evaluate training attendance, success and benefits via the mid-year/year-end Performance Management Process. **Talent pool at base location(s)**
2.3.3	15%	In relation to the design and methodology provided in response to Question 2.3, explain how you will implement the following processes to deliver the Technical Service Desk in line with the Requirements as per the Further Competition and Invitation to Tender: - User Contact Management including details of how you will respond to and prioritise contacts across all channels (ITSM tool, telephone & email) to ensure that Relying Parties are responded to and Incidents and Queries from both Relying Parties and Users are progressed to Resolution within the required Service Levels detailed in the Order Form;

Quality Evaluation		Weighting: 70%

Question Number	Sub Weighting	Question
		- Service Request fulfilment including the processes and collaboration with other suppliers to ensure that you fulfil Service Requests within the timescales as specified in the SoR; - Incident Management; and - Knowledge Management including the full lifecycle to produce, review, validate and consolidate the Knowledge Articles for the services provided by the Technical Service Desk.
		Minimum Threshold: 2
		Response *(maximum 400 words)*
		TSDs rely on robust, clear accurate processes and documentation. We'll work with GDS to understand the priority matrix that underpins SLA's, to inform our contact management strategy for TSD resources across the Omni-channel feeds. Mastek's solution will provide our leaders with the tools to monitor performance and the flexibility to amend contact targets in the event of shifting business needs. We will utilise, react and review data to meet the requirements in Annex 1 Service Specification and user contact SLAs based on priority as described in RM6100 Order Form (depicted in figure 7) across the ITSM tooling, telephony and email channels and report on these at the Service Management Board monthly. Figure 7: SLAs User Contact

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		We will work with the Authority to design processes, leveraging our experience in public and private sector accounts, iteratively improving them through fast feedback loops. We are a Premier Partner of ServiceNow, and we have extensive experience of utilising Incident, Knowledge and Request Management modules and will implement processes for the interim and target operating model leveraging our corporate capability.
		The Request Fulfilment process will be available 24x7, automated where possible and underpinned by the Request Management module in ServiceNow. We will work with GDS to build out a service catalogue based on common changes, requests and requirements automating workflows and provisioning providing a seamless fulfilment process.
		Our Incident Management process will be based on best practice and our proven Incident Management process learnings from other accounts, utilising features offered by ServiceNow such as automated workflows and chatbots to meet SL13. We'll leverage our experience from complex environments to ensure incidents are routed to the right resolver groups first time to reduce incident times (MTTM/R).
		For Knowledge Management we'll produce knowledge articles (KAs) and run books to enable CI/shift left and help achieve SLA's for SL13. We will work with the Authority to define the approach and introduction of the Knowledge Module including defining a RACI matrix for ownership and management, leverage ServiceNow features to support:
		- Creation of KAs from incidents, documentation, tech communities - Lifecycle management through RACI, group ownership, analytic insights and knowledge subscriptions - Advanced search capability - Integration to Confluence.
		The knowledge base will be available to the contact centre supporting shift left and faster resolution times. Our TSD will utilise dashboards to track KPIs at team and individual

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		levels across contact handling, Service Request and Incidents providing data insights to continuously improve.
2.4	7%	Please describe your approach and processes you are proposing for the Business Continuity & Disaster Recovery (BCDR) plan to meet the requirements of this Further Competition and Invitation to Tender. Detail how your existing track record of comparable project delivery will input into your approach and process proposed to develop the BCDR plan.
		Minimum Threshold: 3
		Response *(maximum 400 words)*
		Mastek ensures comprehensive Business Continuity (BC), and Disaster Recovery (DR) plans to recover/resume business operations to meet committed service levels learned from our existing private and public sector engagements including ███████████████████████ ██████████

Our approach to implementing BCDR plans for One Login will be developed based upon risks identified from various possible scenarios impacting business operations, ensuring we are compliant with G10 in Annex 1 and SM-16. Our processes will include all components Mastek provide to manage the Services across environments, process, resources and technology and detail dependencies in the E2E architecture.

We'll work with GDS and our partners (e.g., AWS, BT) to agree a BCDR plan deliverable as part of the implementation plan. Our model will ensure we continue operating remain operational in a major disruption/disaster and includes step-by-step processes to minimise the risk, likelihood and severity including the following:

- Requirement identification (People, process, tools, risks, requirements etc.)
- Business Impact Analysis (BIA) to estimate consequences of service disruption and formulate a bespoke recovery strategy that meets GDS service requirements/SLAs |

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**

		• Identify critical systems, dependencies, data, backup and recovery
		
		• Maintaining security during and post DR event
		
		• Stakeholder identification (GDS & Internal teams)
		
		• Developing BCDR plan including communication plans
		
		• Implementation of BCDR
		
		• Awareness Training
		
		• Periodic Testing
		
		• Maintenance and Improvements.
		
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		████████████████████
		
		██████ The BCP/DR plans included:
		
		• Detailed BIA including a named BCP team & workflow
		
		• Documented BCP in 30 days from GO LIVE
		
		• Reviewed/Updated ~ every 6 months
		
		• Maintaining Security
		
		• Communication plan including stakeholder notification
		
		• Diarised BCDR Testing:
		    o Tabletop,
		    o Simulation,
		    o Call Cascade testing.
		
		As part of our Continuous Improvement, we 'll develop to SRE principles and recommend changes where single points of failure are identified.
		
		Our BCP recovery plan includes fallback to a remote site to enable us to continue maintaining CDS services within SLAs. ██████████████████████████
		████████████████████
		██████ Our backup secondary site will use separate network and infrastructure ensuring its continued operation

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		in the event the primary site is impacted. Backups will be kept off-site as required.
2.5	5%	As outlined in the Bid Pack, the Buyer expects the Supplier to partner with the Buyer to develop and mature its Cyber-Security capability. Please outline your approach to how Cyber-Security incidents would be handled, and your approach to developing new Cyber-Security-related runbooks.
		Minimum Threshold: 3
		Response (maximum 400 words)
		We and our partner 6Point6 align ourselves with NCSC best practice for incident response and management. Our typical process is outlined below, but we will always develop our approach inline with your requirements. **Documentation** Incident documentation will include our process in detail, along with a list of key contacts and escalations, prioritisation criteria, high/low level incident response flow, a 24x7 Incident Response telephone number, and guidance around legal or regulatory requirements. Incident response and post incident reviews will always be fully documented. **Triage & Prioritisation** The first stage of incident response is triage, during which we will review information received and determine if it is a real incident, the category of the incident, the priority and if a runbook exists to follow**.** Priority will be determined by the ITIL Priority Matrix. **Runbooks** We have a library of runbooks covering a large range of cyber-security incident types. New runbooks will be developed in collaboration with you to provide clear and

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		repeatable response processes, based on previous incidents, gap analysis exercises and during live events. We test all runbooks using tabletop exercises.
		Escalation and Communication
		Communication is key and maintaining regular contact with key stakeholders and teams through incident calls allows us to provide regular updates on incident progress. We will use this communication channel to determine any required actions and assign them appropriately. Should the incident be deemed high priority, an escalation call will be made to the relevant stakeholder. Incident call frequency will be higher for higher priority incidents.
		Containment/Mitigation
		We will work with client system owners and development teams to provide short term mitigations for active incidents alongside longer term remediation steps. During the period in which the mitigations are in place we will support the increase in monitoring of the system/service/platform.
		Remediation
		The incident will be considered remediated when any identified issue has been fully mitigated and is no longer a threat. We may advise clients to maintain a heightened level of monitoring and response for high priority incidents.
		Recover
		At this stage, all response processes will wind down, all remediation steps will be complete and heightened monitoring will cease.
		Post Incident Review (PIR)
		A PIR will be carried out for any Critical and High severity incidents during which all affected parties will be involved. The focus of the PIR will be:
		• Lessons Learned • Information availability • Procedural changes required • Communication improvements • Tooling improvements

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		Stakeholder & Escalation considerations.
2.6	5%	With reference to the National Cyber Security Centre's Cyber Assessment Framework, please describe how you will securely provision and manage access to the Buyer's platforms, systems and data using Supplier managed devices and software.
		Minimum Threshold: 2
		Response *(maximum 400 words)*
		Our approach with our partner ▮▮▮▮▮▮s guided by the NCSC CAF, which provides comprehensive guidelines for effective security measures. We ensure adherence to relevant sections of the NCSC CAF to establish a robust security strategy. A high-level overview of some of the key controls are detailed below. **Principle B2.a - Identity Verification, Authentication and Authorisation** Identity Verification, Authentication and Authorisation are fundamental aspects of our approach. We implement strong authentication mechanisms, such as multi-factor authentication (MFA), to verify the identities of users accessing Buyer's platforms. Additionally, role-based access control (RBAC) is employed to assign appropriate access privileges based on user roles and responsibilities. The concept of least privilege is followed at all times. **Principle B4.b - Secure Configuration** Secure Configuration Management is crucial to minimising vulnerabilities. We establish stringent processes for Supplier managed devices and software, focusing on disabling unnecessary services, promptly applying security patches and updates, and configuring security settings according to industry best practices. These measures

Question Number	Sub Weighting	Question
		reduce the attack surface and enhance the overall security posture. Secure remote access is prioritised to ensure authenticated and encrypted connections, utilising virtual private networks (VPNs) to establish secure tunnels between the supplier managed devices and Buyer's platforms. This safeguards data transmission and maintains confidentiality and integrity during remote access sessions. **Principle B4.d - Vulnerability Management** Vulnerability Management is a key component of our cybersecurity strategy. It encompasses the systematic process of identifying, classifying, prioritising and mitigating vulnerabilities within an organisation's IT infrastructure. We will ensure that no Supplier devices connect to the Buyer's networks which are not fully patched. **Principle C1 - Security Monitoring** Monitoring and logging are integral components of our strategy. Robust monitoring capabilities are deployed to track access activities and detect potential security incidents. We leverage Security Information and Event Management (SIEM) solutions to centralise and analyse log data, enabling proactive identification of suspicious behaviour or indicators of compromise. **Principle D1.a - Response Plan** We have an incident response plan outlining predefined steps to be taken in the event of any security incident. This includes containment, eradication, and recovery procedures to minimise the impact and ensure a swift return to normal operations. We encompass strong authentication, secure configuration management, secure remote access, monitoring and logging, endpoint protection, regular security assessments, and incident response planning. These measures collectively enhance the overall security posture, mitigate
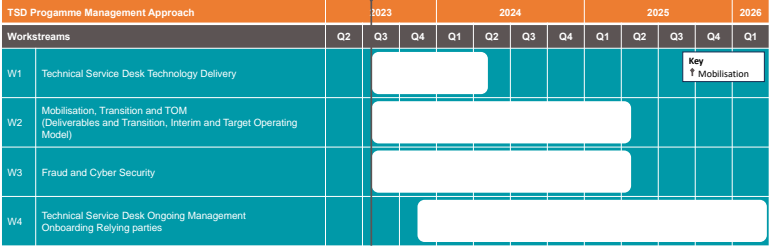
Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		risks, and safeguard the confidentiality, integrity, and availability of the Buyer's assets.
Transition & Implementation		**Weighting: 30%**
3	60%	Provide an Outline Implementation Plan in accordance with template set out in Attachment 3 of the draft Order Form that demonstrates your ability to achieve Service Commencement (as per the requirements), detailing how you will deliver all key milestones and deliverables for the planning, implementation, deployment, integration and testing, as per Schedule S2 (Testing Procedures), of your proposed solution to take the Buyer to the Service Commencement Date. Outline a list of key questions / sessions and inputs you would need to get to an agreed delivery plan at the end of Milestone 2, to ensure a collaborative delivery programme.
		Minimum Threshold: 3
		Response (maximum 900 words)
		Our draft Outline Implementation plan is below. As per your instructions in Order Form Attachment 3, we will collaborate with you to prepare, produce, agree and deliver the implementation plan.
		It's only pragmatic that we discuss the full scope and capability for the first M5 – "User Readiness of Service" with you, as we anticipate that there shall be "levels of service readiness" at various maturity levels that may be required, we show in concept as in Figure 8 - TSD Outline Implementation Plan	Delivering and Evolving in four logical steps – Base Capability, Core Capability, Evolved Capability and Enhanced Capability.

Question Number	Sub Weighting	Question

Figure 8 - TSD Outline Implementation Plan

a. ██. The Technical Service Desk (TSD) Mastek leadership and base-level support team mobilised and, trained in ITIL V3 and identity verification and authentication procedures, operating from GDS Manchester (unless otherwise agreed with GDS for our Reading site in its current operational set-up). All the base service components are in place. ITSM ServiceNow and AWS Connect solutions tested and passed functional and non-functional testing with base level integration. High level operating procedures with Knowledge Management governance established, with draft SMP in place and executing with required security controls established. Eyes-on monitoring in place.

b. ██

Access Management procedures improved, and trend analysis taking shape, Service Level management and reporting regime now bedding in. BCDR procedures now in place with significant coverage including Mastek's Reading site fully operational. Core business hrs people service element now resilient, eyes-on monitoring in now |

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		resilient. Fraud and Security functions adequately bedded in with major incident management procedures fully operational. KPI's and SLA reporting implemented.

c. ███████████████████████████ ███████████████████████████ ███████████████ Knowledge management and problem management procedures significantly evolved and showing real benefits. Self-service capability were digital are primary channels of service. Pro-active trend analysis now reliable and can be used for operational effectiveness and planning. Target Operating Model in sight for implementation and shift-left procedures from Level 3 to Level 2 and Level 2 to Level 1 demonstrable and effective. Higher amount of people/capability mobilisation plans operational and executed. Some level of robotic automation in place and/or tested to prove its effectiveness. Social Value plan also being undertaken for implementation. KPI's and SLA reporting implemented with service measures applied.

d. █████████████████████████████ █████████████████████████ - fully capitalising on enhanced knowledge management capability, advanced features of tooling implemented and integrated including use of Artificial Intelligence.

████████████████████████████████ ██████████████████████████ ██████████████████████████ ██████ We are also conscious that there are many moving parts and dependencies that GDS will be managing too, and we wish to be collaborative and ambitious together. We are flexible to take feedback on this approach and improve on this plan. |

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		Figure 9: Implementation Plan
3.1	15%	In relation to your response in Question 3, outline your programme management approach to deploying and on-going management of the Technical Service Desk and supporting technologies.
		Minimum Threshold: 2
		Response (maximum 300 words)

Question Number	Sub Weighting	Question
		Mastek will use a mixture of hybrid and Agile methodologies to manage project deliverables with integrated governance, RAID and dependency management with GDS and other suppliers. We'll split the programme into 4 workstreams (Figure 10) adopting our Agile, user-centric, multi-phased delivery approach where appropriate, aligned to GDS standards for delivering high performant services. We'll actively and continuously manage technical and delivery risks in collaboration with GDS and other suppliers. Figure 10: Programme Workstreams W1, the TSD technology workstream will cover Mastek's technology solutions, physical environments, security and associated internal support services ensuring our solution is compliant with the Annex 1 requirements. W2 workstream will focus on the initial mobilisation of the team, collaborating with GDS for co-location and agreeing the plan, deliverables and transition activities. W3 workstream will include the fraud and cyber security delivery aspects, compliance with Annex 1 and deliverables as agreed with GDS for M0+. We will work with GDS to define the plan, deliverables and Service Transition activities, including the transition to our TSD solution. The final workstream W4 will focus on the enduring management of the TSD, onboarding Relying Parties, its Continuous Improvement and will be delivered working with GDS and other suppliers using our proven DevSecOps run/change model maturing the operating model. We will align resources as described in Figure 11.

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**

Figure 11: Programme Organisation

We will have a PMO to manage resourcing and reporting and a Programme Manager to lead the programme and ensure dependencies and deliverables are managed across workstreams. We'll use a three-tiered governance model engaging across Executive, Commercial, and Operational levels with a wide range of stakeholders for effective governance, communication, management, and control aligned to Schedule 7 (Governance). We'll initiate and align project/programme boards, using scrum teams, daily stand-ups and tooling to track and manage delivery. |
| 3.2 | 25% | In relation to your response in Question 3, describe your proposed Transition risk management approach and identify key Transition risks along with mitigating actions for the delivery of the Requirements.

Minimum Threshold: 3

Response *(maximum 400 words)*

Our approach to transition Risk management comprises of: |

Quality Evaluation		Weighting: 70%

Question Number	Sub Weighting	Question
		Risk Identification • Conduct a comprehensive analysis of the transition process to identify potential risks • Engage relevant stakeholders, including project managers, subject matter experts, and GDS stakeholders, to gather insights and perspectives on potential risks • Bring lessons learned from previous transitions within Mastek/GDS to identify common risks. **Risk Assessment** • Evaluate each identified risk based on its potential impact on the transition process and the likelihood of occurrence • Prioritise risks based on their severity and potential to disrupt the transition • Establish risk tolerance levels and thresholds to determine which risks require immediate attention and mitigation. **Risk Mitigation Strategies** • Develop a risk mitigation plan that outlines specific actions to address each identified risk • Assign responsibilities to individuals or teams to ensure accountability for risk mitigation, including allocation of resources, budget and appropriate technologies to mitigate risks • Determine appropriate timelines and milestones for implementing mitigation actions. Some of the key risks and their mitigation activities are highlighted below: <table><tr><th>Key Transition Risks</th><th>Mitigating Actions</th></tr><tr><td>Inadequate communication and engagement with stakeholders leading to resistance or misinformation</td><td>████████████</td></tr></table>

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		██████████
		Technical glitches or failures during the transition, resulting in system downtime or data loss. ████████
		Insufficient resources, including budget, staffing, and time, leading to delays or inadequate support during the transition ████████
		Non-compliance with rules, regulations, or standards during the transition. ████████

Social Value Evaluation		Weighting: 10%
Question Number	**Sub Weighting**	**Question**

Effective Stewardship of the Environment	Weighting: 100%

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
1. Background	N/A	Theme: Fighting Climate Change Policy Outcome: Effective stewardship of the environment Award Criteria: **Ability to deliver additional environmental benefits in the performance of the contract including working towards net zero greenhouse gas emissions.**
1.1	40%	Describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria;
		Minimum Threshold: N/A
		Response *(maximum 500 words)*
		Mastek understands the importance of being an environmentally sustainable business. Our target is to achieve Net Zero greenhouse gas emissions by 2035 by reducing emissions by over 90% and offsetting the remaining 10% with carbon removal projects. Our Net Zero plan is published on our website. We will work with GDS on this contract to develop efficient solutions where possible to reduce energy consumption. We will be happy to join GDS Sustainability Network and work with you and contribute to achieving your targets as part of this contract. Throughout this contract, we will make a positive contribution to the environment. We will work with GoCodeGreen Limited to understand current measures for carbon, and provide KPIs to target reducing carbon and energy consumption by: • Applying Intelligent Application Design /Green software principles for optimised cloud resource utilisation across full application lifecycle • Data architecture optimisation – whilst complying to GDS data retention and resilience policies minimise

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		data footprint and therefore storage resources utilisation
		• Continuing to build upon the One Login serverless architecture through applying cloud best practice and sustainable development processes
		• Applying full end to end ecosystem monitoring and management to maintain minimal carbon footprint
		• Embedding eco principles into the product centric delivery model
		• Implementing and supporting a FinOps model, providing insight/monitoring to reduce service costs and reduce carbon emissions
		• Leveraging shared, co-location opportunities at both GDS (Manchester/Bristol) and Mastek hubs (Leeds/Reading) to minimise travel
		• Local recruitment to GDS and/or Mastek locations to reduce emissions produced by travel by 20%
		• Utilising ServiceNow (potentially other services/products) in monitoring/reporting/assurance on greening agenda, e.g., SNOW Environmental, Social, Governance module (GDS licence dependency) for One Login (multi supplier & GDS) or pan GDS services.
		We will engage with GDS, creating an awareness plan of carbon footprint and greenhouse gas emissions – expressing personal responsibility, 'Changing Behaviours Campaign' for all staff to raise awareness and improve personal carbon emissions.
		We will influencing the environmental performance of all staff with an energy-saving webinar sustainability experts. We recognise that many greenhouse gas emissions are through personal use, such as food miles; we will support awareness through a webinar series and measure changes in behaviours through a quarterly survey and share results.
		Through this contract we will:
		• Incentivise sustainable personal travel by encouraging public transport; cycle to work and EV car policies- this reduces energy consumption, uses renewable energy sources, and impacts carbon and greenhouse gas. We will baseline and set a 10% reduction target

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		• Reduce energy consumption or use only green energy – all our buildings have BREAAM certificates and utilise green energy. • Increase the sustainability performance of our offices (CO2 Emissions/Water usage/recycling) • Transition to 100% renewable energy by 2035 • Effective recycling of technology equipment, all hardware recycled through the Prison DSA scheme, with 'cleaned' hardware donated to Ukrainian refugee groups and the 'Bank' in Manchester • Promote carbon offsetting such as the one tree gifted programme, for each member of the contract team. Each tree planted offsets 40 tonne CO2.

1.2	60%	Describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:
		
		    - timed action plan
		
		    - use of metrics
		
		    - tools/processes used to gather data
		
		    - reporting
		
		    - feedback and improvement
		
		    - transparency

		Minimum Threshold: N/A
		Response *(maximum 500 words)*
		Mastek understands the importance of being an environmentally sustainable business entity and those businesses can thrive in the long run by ensuring environmentally friendly practices. Our Net Zero plan is published on our website.

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		Throughout our engagement with GDS/OneLogin we will make a positive contribution to the environment. **Method Statement:** We will demonstrate *Effective Stewardship of the Environment* throughout our contract by establishing key annual activities and robust governance within our ecosystem. This will also influence partners and other key stakeholders to support environmental protection and improvement. ***Engagement/ Codesign and Create*** – Run a biannual webinar on innovation in the sustainability arena – this will be open to all staff, suppliers, customers, and communities with an annual survey of all staff and partners on key actions to improve environmental protection – sharing this information and helpful tips on a 'did you know' section of the website. ***Training and Education* -** Using global initiatives such as Earth Day, as key dates for engagement with all stakeholders, includes sessions to explore how GDS contributes towards our collective Net Zero ambitions. This training will be mandatory for Mastek employees working on the contract as well as our partners. This approach ensures all parties connected to our contract with GDS receive the appropriate training. ***Partnership and Collaboration*** - Monthly meetings delivered by partners on a rotational basis with items on environmental awareness protection and enhancing the environment. ***Volunteering*** – One day paid volunteering per FTE annually for environmental causes. ***Challenges*** – Set across the partnership that people can do at home, encouraging families to reconnect with the environment together. Plant a tree for each employee's birthday (Mastek/SME/Partners) through 'One Tree Planted' Foundation within the UK; changing behaviours and awareness of carbon emissions.

Question Number	Sub Weighting	Question

Figure 12: Action Plan

How we will monitor, measure, report, feedback on commitments to Policy Outcome transparently.

GDS Communication: Led by the Account Director and the Delivery lead, GDS Monthly/quarterly contract reviews. SV Portal updates: evolving policies/initiatives/processes. Driven by Mastek Account Leadership Team and CSR/SV lead ▓▓▓▓▓▓▓ We engage contract staff with policies/plans and feedback sessions for improvements.

Suppliers/Partners: We promote transparency/mandate suppliers to update on initiatives, goals, impact and share initiatives and work to implement ideas.

Transparent **Monitoring and reporting:** via SV Portal/National TOMs-Framework, Carbon Footprint. Dashboard for the account to monitor/measure/report/feedback. Transparent account/corporate reporting, share progress against targets and setbacks.

Risk Management: SV planning/assessments include recording risks associated with our approach. We analyse inputs and define outcomes via our SV Portal data GDS/stakeholder feedback. Revise approach and policies as required.

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighti ng**	**Question**
2. Back-ground	N/A	Theme: Fighting Climate Change Policy Outcome: Effective stewardship of the environment Award Criteria: **Influence staff, suppliers, customers and communities through the delivery of the contract to support environmental protection and improvement.** Describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:
2.1	40%	Describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria; **Minimum Threshold:** N/A **Response** *(maximum 300 words)* **Influence staff, suppliers, customers and communities** For Customers/ Staff: - EMA Environmental Management courses (up to 4 per year) will be scheduled for nominated GDS staff with plans to cascade down in the teams and the wider directorate via structured workshops. The workshops will be aligned to our ISO14001 and incorporate all changes in our business practices - Carbon reduction target setting workshops for the GDS teams to support carbon reduction initiatives and engage with the wider community - Running monthly campaigns via webinars. E.g., reducing energy consumption and emissions – promoting and improving awareness and understanding of work and home life, including a 'did you know' section on the intranet

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		• Work with GDS to capture initiatives and improvements, share best practices and continuous improvement • Work with GDS towards UK Gov ICT green strategy, share best practices to promote/align to the strategy through a workshop delivered by Mastek jointly with GDS • Co-design: any additional training and awareness guidance. For Supply Chain: • We have a broad and diverse supply chain of SMEs, VCSEs and social enterprises (currently 15% of spend) • Encourage suppliers to report key impacts and mandate this in our partner contracts. Mastek has developed a *Supplier Declaration Form* that includes environmental protection and improvement and sustainability initiatives, codes of ethics etc. and established a balanced scorecard/award system to support improvements in environmental protection. Collaborate on training workshops and awareness initiatives, where possible, these will be remote to reduce fuel mileage • Support SMEs with action plans consistent with their size, impact and our Green Agenda. Work with our suppliers to identify tangible measures against which we can jointly measure and track progress . For Communities: • Co-design any volunteering initiatives to support environmental stewardship • Donate Hardware/ ICT to charities such as the Gate in Manchester.

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighti ng**	**Question**
2.2	60%	Describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to: - timed action plan - use of metrics - tools/processes used to gather data - reporting - feedback and improvement - transparency
		Minimum Threshold: N/A
		Response *(maximum 500 words)*
		Mastek understands the importance of being an environmentally sustainable business entity and those businesses can thrive in the long run by ensuring environmentally friendly practices. Our Net Zero plan is published on our website. Throughout GDS we will make a positive contribution to the environment. **Method Statement:** We will demonstrate *Effective Stewardship of the Environment* throughout the delivery of GDS, by establishing key annual activities and robust governance within our ecosystem. This will also influence partners and other key stakeholders to support environmental protection and improvement. ***Engagement/ Codesign and Create*** – Run a biannual webinar on innovation in the sustainability arena – this will be open to all staff, suppliers, customers, and communities with an annual survey of all staff and partners on key actions to improve environmental protection – sharing this

Question Number	Sub Weighting	Question
		information and helpful tips on a 'did you know' section of the website.

Training and Education - Using global initiatives such as Earth Day, as key dates for engagement with all stakeholders, includes sessions to explore how GDS contributes towards our collective Net Zero ambitions. This training will be mandatory for Mastek employees working on the contract as well as our partners. This approach ensures all parties connected to our contract with GDS receive the appropriate training.

Partnership and Collaboration - Monthly meetings delivered by partners on a rotational basis with items on environmental awareness protection and enhancing the environment.

Volunteering – One day paid volunteering per FTE annually for environmental causes.

Challenges – Set across the partnership that people can do at home, encouraging families to reconnect with the environment together. Plant a tree for each employee's birthday (Mastek/SME/Partners) through 'One Tree Planted' Foundation within the UK; changing behaviours and awareness of carbon emissions.

Figure 13: Action Plan

How we will monitor, measure, report, feedback on commitments to Policy Outcome transparently.

GDS Communication: GDS Monthly/quarterly contract reviews. SV Portal updates: evolving policies/initiatives/processes. Driven by Mastek Account Leadership Team and CSR/SV lead Sonia Gandhi. We engage contract staff with policies/plans and feedback sessions for improvements. |

Quality Evaluation		Weighting: 70%
Question Number	**Sub Weighting**	**Question**
		Suppliers/Partners: we promote transparency/mandate suppliers to update on initiatives, goals, impact and share initiatives and work to implement ideas.
		Transparent **Monitoring and reporting** via SV Portal/National TOMs-Framework, Carbon Footprint. Dashboard for the account to monitor/measure/report/feedback. Transparent account/corporate reporting, share progress against targets and setbacks.
		Risk Management - SV planning/assessments include recording risks associated with our approach. We analyse inputs and define outcomes via our SV Portal data GDS/stakeholder feedback. Revise approach and policies as required.