

Question 1.1.1. Supporting Programme Delivery

Please provide details of how you will provide a testing service to deliver the current testing requirements to support the delivery of the programme.

Your response must describe your approach to all aspects of service delivery including testing operations, strategy review and supporting an in-house practice.

Bidders who do not achieve a moderated score of 2 or higher for this question may be excluded from further evaluation in this competition.

(Maximum words 1,800)

Key highlights

As the primary incumbent, and a pure-play testing consultancy, we are in the best position to support the Social Security Directorate (SSD) programme and continue to deliver, at pace, on-time delivery of your programme and in-house function. We will:

- Build on our existing team, re-organising and expanding into a release-based structure with transferable cross-functional skills. This avoids the need for time-consuming and risk-laden knowledge transfer and handover tasks
- Leverage our existing extensive welfare benefits knowledge and existing strong relationships with suppliers and other stakeholders to support programme delivery
- Create a SSD Test Practice, to provide assurance and flexibility and control for transition to, and delivery by, your in-house function.

Delivering the service

Our approach to delivering end-to-end testing operations

We have delivered nine new benefits successfully to date on time and to a high quality.

Our Test Service on this programme has been independently verified as Industry Leading in the Independent Test Review undertaken by Cap Gemini in August 2020. In collaboration with Deloitte we also won 'Best Agile Project' at this year's European Software Testing Awards:

"This is a huge achievement for all the Appointment Booking and Consultations teams, including Model Office, Accessibility and Programme Test Team (led by 2i) where they have all demonstrated true collaboration across multiple countries in a difficult economic situation."

Award Judges, European Software Testing Awards (supplied by Deloitte)

You will benefit from our breadth of experience, across a number of clients including

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enabling us to support you in creating a world class testing service.

Service continuity and on-site service presence is essential to your successful delivery and as the primary incumbent, we will build on the existing team already in place.

We will retain their invaluable welfare benefits knowledge, programme experience and key relationships, complementing this by putting automation front and centre of all test activities.

We will embed automation engineers across your release teams to collaborate on early test design using behaviour driven development practices. This will deliver early automated testing, accelerate release testing and reduce costs and drive increased test coverage, improving the overall effectiveness of testing.

Our people have the knowledge

We have 100+ cumulative years of experience delivering welfare benefits in both the SSD programme and the Department for Work and Pensions (DWP). This provides us with the perfect platform from which to extend our service to deliver against your requirements.

We currently provide all test management resources and the vast majority of the testing resources, meaning we have built an extensive knowledge of your programme in the 3 years working with you.

Reducing risk

Prior to the COVID-19 restrictions, our team worked with you at your locations in Glasgow, Edinburgh and Dundee and we will continue to deliver the service by co-locating our teams at these sites.

Our Teams have already reorganised into the Release-based structure, ensuring a more flexible and effective workforce for you. This is being undertaken by a resource planning exercise led by our Programme Test Manager. Through consulting with key stakeholders such as the Programme Director and other suppliers, we are carefully re-positioning our staff onto new releases. This will deliver a flexible resource model resulting in our people building transferable cross-functional skills, deployable to any release. This enables all current in-plan milestones to be met with no impact on programme delivery.

Crucially, there will be no transition activities needed and our team will focus on meeting the current delivery timelines from Day One of the new service. Existing working relationships will be maintained, knowledge of critical elements of implementations retained and time-consuming handover tasks avoided.

Our people hold critical relationships with you, other key suppliers and external organisations such as DWP. In some cases, our staff are the sole contact for these relationships.



Figure 1 - We are the "glue" at the centre of all stakeholders

Continuing these relationships allows us to de-risk all your future benefit deliveries by ensuring that further changes required to transition to a release-based model are undertaken collaboratively and implemented seamlessly.

"2i have worked collaboratively with IBM...ensuring the successful launch of a number of new benefits...the positive and proactive working approach have seen improvement in the testing landscape with each benefit launched. We have been working closely to bring the release testing cycles earlier into the delivery lifecycle and reduce downstream risk"

Matt Pickersgill, Partner | iX Lead for Public Sector

We understand how you work

Our in-depth knowledge of how you have delivered projects to date enables us to identify areas of inefficiency and risk.

Under the control of the [Test Practice](#), we will further enhance our processes across Test Phases and Release types by shifting testing left in the delivery lifecycle.

We will do this by putting test automation front and centre of our approach. From the outset of the new test service we will embed our automation engineers into every release test team, driving increased, automated test coverage, through a collaborative design approach with sprint teams ensuring testability is built into your solutions.

We will do this in collaboration with stakeholders and other suppliers:

- By analysing the features jointly with the sprint teams at design stage to agree the flow of what should be tested, when and by who
- By prioritising feature testing which can be automated with the Product Owners at design stage

We will approach each phase of Testing as follows:

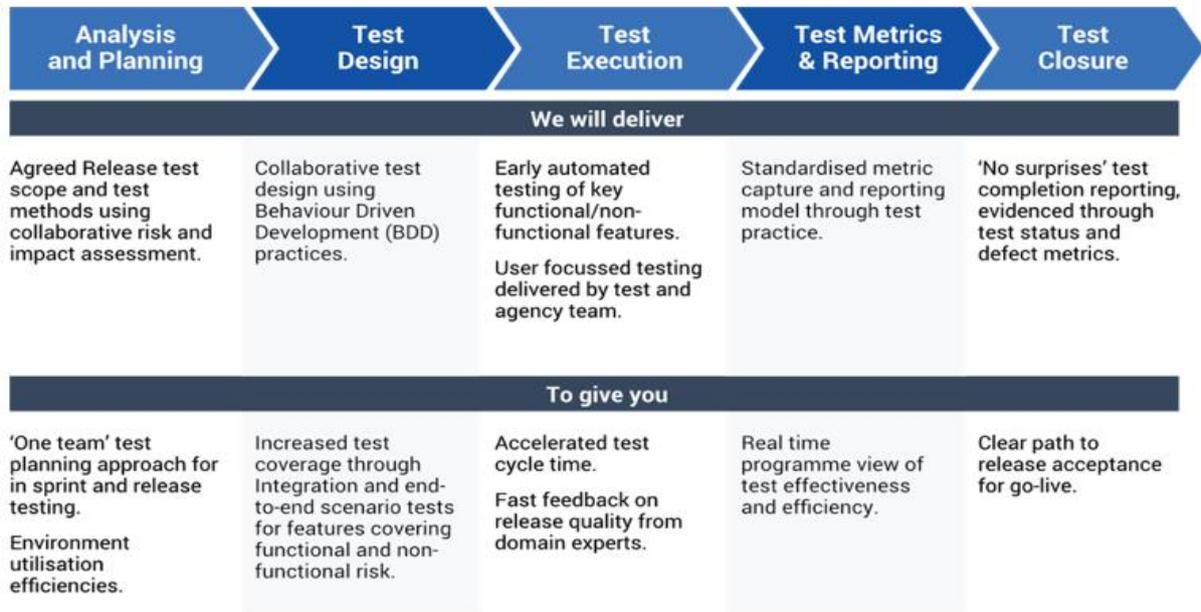


Figure 2 – Approach to Test Phases

With these changes implemented, we will ensure continuous improvement by capturing key metrics that explain the efficiency of test coverage, defect leakage and test automation breadth.

Our current engagement has already identified three improvement areas that we will implement within six months:

- **Speed** – we will improve test efficiency by increasing **automated** test coverage and complete test phases more quickly
- **Cost** – we will reduce life-time costs of the programme by introducing a **multi-tenancy** environment strategy thereby reducing your AWS costs by as much as 20%
- **Quality** – we will minimise defect leakage by introducing a **Behaviour Driven Development** approach

We will support your tools and technology

We have already undertaken activities to recommend the qTest management tool and will continue to support your delivery requirements by establishing a more strategic vision by creating an industry-leading Strategic Tooling & Technology Framework.

This Framework will be designed with the transition to your in-house Test Function in mind and will deliver a consistent approach to accessible, well documented and easy to maintain automation tests.

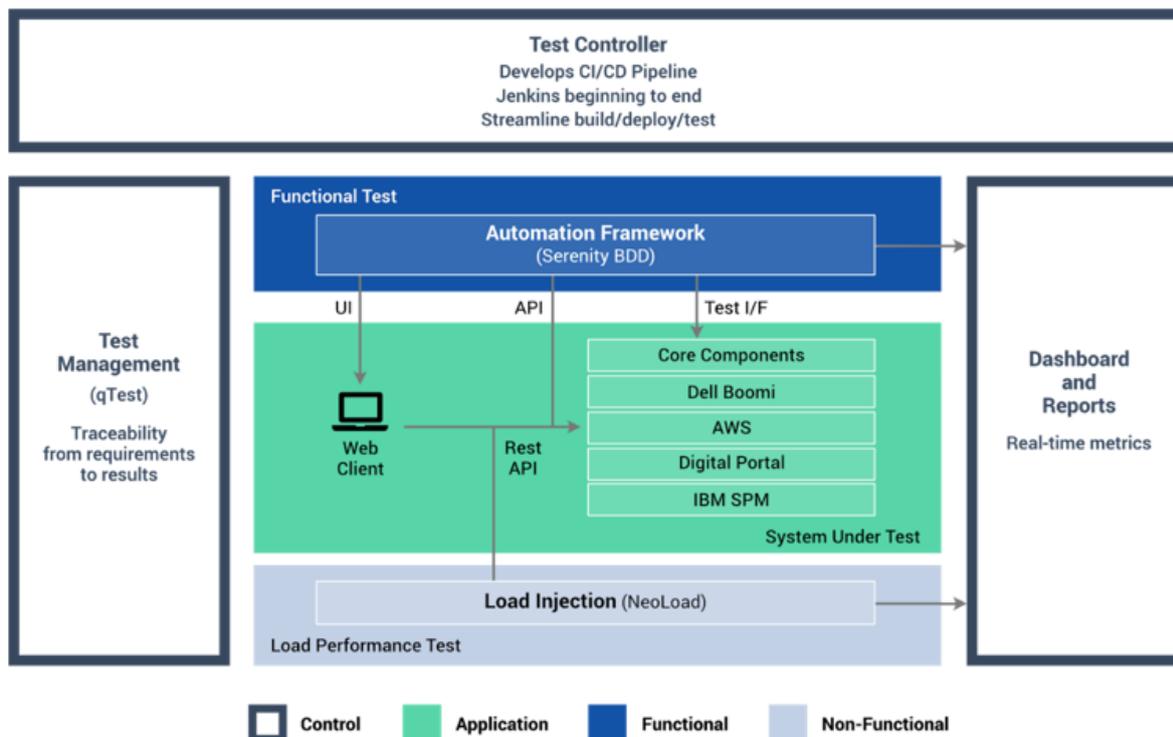


Figure 3 - Your Tooling & Technology Framework

Your end-state test landscape will comprise of:

| For these activities | The tools used will be |
|----------------------|---|
| Automated Testing | <ul style="list-style-type: none"> • Serenity BDD framework delivering a proven automation framework using open-source libraries to test applications and interfaces • Selenium and Zalenium User Interface Testing delivering scalable automation with up to 50% reduction in cycle runtime compared to a standard selenium implementation • Rest Assured (currently used by you) to interrogate 3rd Party end points to ensure successful implementation of Del Boomi |
| NFT (Performance) | <ul style="list-style-type: none"> • Neoload to verify applications and infrastructure scale to handle target load and performance requirements |
| Test Management | <ul style="list-style-type: none"> • Deliver increased value from qTest delivering a centralised hub for test coverage, providing a real time view of manual and automated integration and release test status across the programme |

The key principles the Strategic Tooling & Technology Framework will establish are:

- **Re-use** – Toolsets you already have will be optimised to ensure best value, avoiding unnecessary cost
- **Sustainability** – Devise, build and deliver solutions that are fit for immediate delivery timelines and for transition to your in-House Testing Function

- **Automation** first – partnership working with sprint teams to reduce duplication of effort, rework and total time to test, targeting 100% automated test regression coverage

These principles are the foundation of a test service that meets your critical delivery milestones that are in plan today and will allow us to transfer ownership to you in a seamless, efficient manner.

We will create a Test Practice

The SSD Test Practice is a

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The Practice will be created in stages by introducing the function leads at appropriate stages over time. The first role to be filled will be the

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to ensure your Test Strategy is reviewed from a programme-wide perspective.

This approach will minimise disruption to the current delivery phases.

The Practice will also become the primary vehicle for transitioning the service to Agency ownership as we will transfer ownership of the dedicated functions in stages.

Strategy Review

The

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within the Test Practice will own the Test Strategy, ensuring it remains fit-for-purpose through the lifetime of delivery.

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Regular review of the Strategy is vital to ensure the approach to testing is relevant and adapts with the delivery model as required. The initial review of the Test Strategy will also establish the areas that are impacted by the transition to your in-house test function.

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will identify appropriate stakeholders across the programme, including other suppliers, programme staff and Agency staff and will follow the below steps shown in the diagram to do this:

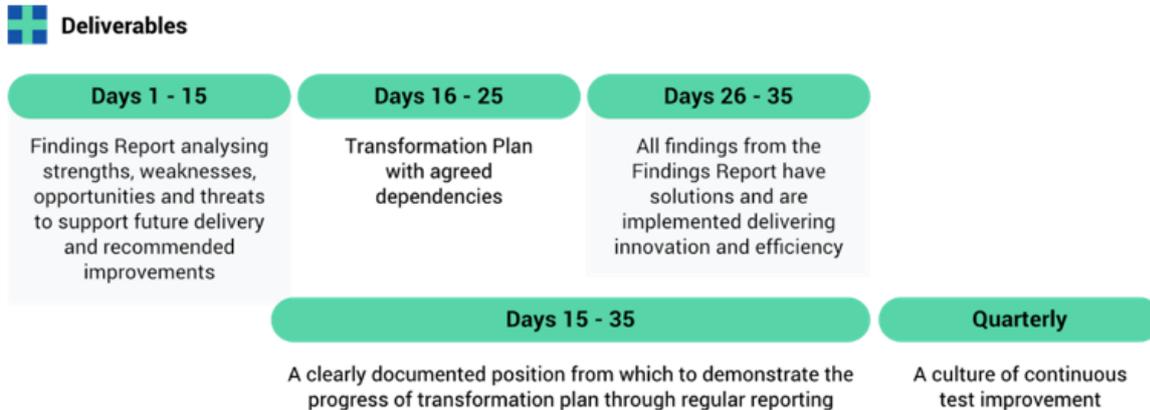


Figure 6 – Steps for Strategy Review

We recently delivered this approach for the

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and provided invaluable risk insight for them by establishing actionable improvement initiatives to improve their delivery efficiency.

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Supporting your in-house test function

Transition Working Group

We recommend establishing a joint 2i and SSD working group to ensure both parties fully understand the objectives, timeline and approach to transitioning to your in-house team.

As a starting position, our

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will provide a mapping of the as-is service and map to the 'to-be' requirements of your in-house Test Function.

This work will be owned and delivered by the centralised SSD Test Practice to drive process optimisation and ensure scalability. Specifically, for the Agency transition, the Test Practice will take ownership for:

- Service Transition Planning – 2i to Agency
- Consistent test service implementation across the Agency
- Centralising assets
- Design and implementation of industrialised test process

We outline our approach to achieving this transition below:

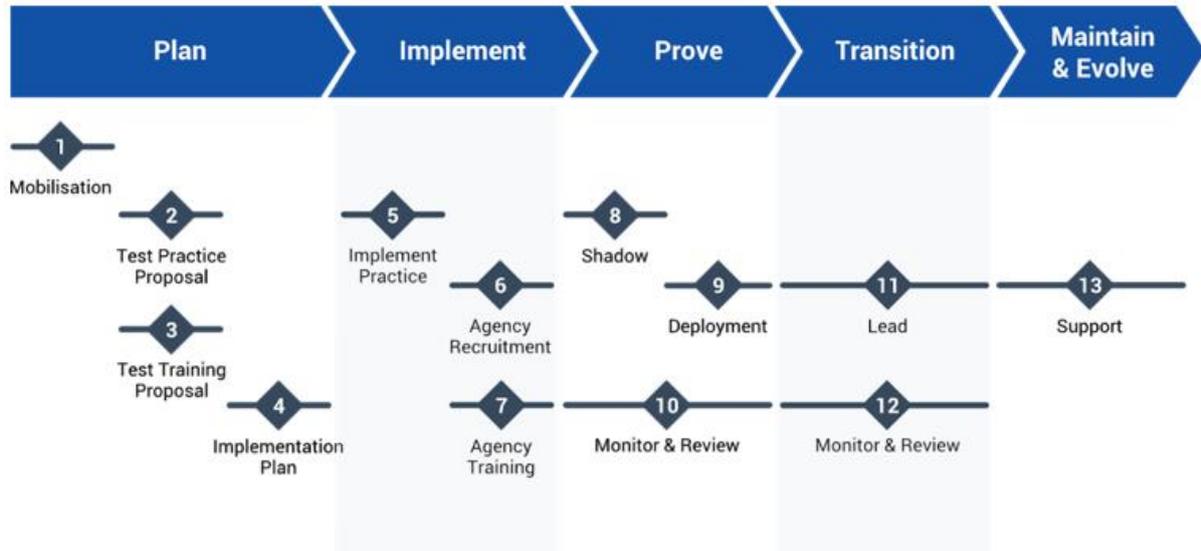


Figure 7 – Transition Steps

Knowledge Sharing

With your in-house test function established, we will support you further by creating a Knowledge Repository, built up during our engagement. It will contain a combination of testing best-practice (templates, sample documents etc) and specific benefits knowledge that will help you onboard and induct new staff quickly and effortlessly.

This process was used for our client,

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where we successfully de-risked a situation where there was an outgoing supplier that was seen to be leaving with too much knowledge and limited handover.

Further, we will provide you with access to our Learning & Development curriculum ensuring you keep your staff fully trained in all the latest testing skills and techniques:

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Question 1.1.2. Developing Test Strategy

Demonstrate how you would build on and enhance the existing test strategy with a focus on establishing an in-house testing service to support the future Agency model AND the future testing strategy approach based on the proposed delivery roadmap. Please refer to section A,B & 1.3 of the Specification.

(Maximum words 1,000)

Key highlights

As the authors of the current Test Strategy, we created a strategy that focused on the mobilisation of the programme ensuring appropriate quality assurance controls were established from the outset.

As the programme has matured, there is a need to revisit the strategy to ensure the future direction of the programme is catered for with the ultimate aim of transitioning full ownership to SSD.

We will:

- Undertake a review of the Test Strategy within 90 days
- Identify what should be enhanced to ensure delivery of your current delivery roadmap
- Provide an approach to how this will support the creation of an in-house testing service

Enhancing the Test Strategy

Test Strategy Review

A full Test Strategy review will be undertaken within 90 days of our service start and will establish its suitability for delivering both the current benefit delivery timeline (in line with the move to a release-based delivery model) and the transition of testing to an in-house test function owned and delivered by the Agency. This will be repeated quarterly.

To ensure a suitably strategic approach is taken with the Test Strategy, we will begin by establishing the foundations of your SSD Test Practice.

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To formalise the creation of the Practice, we will document its Terms of Reference, capturing its overall objectives and scope, and issue this to the key stakeholders on the programme, collaborating with you to reach agreement on the circulation list before publishing.

To ensure focus on the continued delivery of the benefits that are in plan, the only function we will create initially will be the

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– achieved by assigning

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, a 2i senior consultant into the role.

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will immediately assume ownership of the Strategy and will be the single point of contact for all queries.

Test Strategy Review findings

The findings from the review will be documented and circulated across all key stakeholders within the Programme for review, comment and sign-off. After sign-off, an action plan will be created, identifying how the findings will be prioritised and implemented.

The findings will clearly identify where enhancements will support the delivery roadmap, where they target changes required to support the transition of the service to you.

These findings will also form the baseline from which continuous improvement will be driven.

How it will deliver your Programme roadmap

The move towards a release-based model will require system and/or major releases to be delivered in parallel with more frequent Interim, Mini-Release and Hot Fix releases.

Many of the quality assurance objectives stated within the current Test Strategy already support the move to release-based teams, however, we will focus on the following areas to ensure that the multi-release approach is considered:

| Strategy element | Review consideration |
|---------------------------|---|
| Agile Testing Principles | How to implement a risk-based approach based upon best-practice principles from Agile and Scaled Agile Framework (Safe), prioritising testing that targets critical functions with high impact failure |
| Test Stage Coverage – OAT | How to extend non-functional automation coverage to ensure performance expectations of the releases are met |
| Test Basis and Design | How to implement a Behaviour Driven Development (BDD) approach to work collaboratively with all stakeholders, building a shared understanding of the solution, preventing defects with effective tests being designed based on an agreed view of risk |

| | |
|--|--|
| Test Tooling | How to establish a strategic testing toolset is robust and flexible enough to support Programme delivery and the transition to the Agency |
| Artificial Intelligence (AI) | How AI can further innovate processes and improve quality focusing on: <ul style="list-style-type: none"> • Listening to production to build a reflective data model • Document testing automation to verify static data against templates and dynamic document elements against test data |
| Test Data Management | How improved use of a Test Data Management model can accelerate delivery by driving more efficient data sourcing, scrubbing and re-use |
| Continuous Integration & Continuous Delivery | How to increase integration of automated test coverage into your delivery pipelines accelerating feedback on functional and non-functional release quality and regression defects |
| Regression/Progression | How to achieve 100% regression coverage through increased use of automation |

How it will establish your in-house Test Service

Test Strategy review findings

A key output of the review will be identification of the areas of the current test approach that are impacted by the transition of testing to the Agency.

Findings from the Test Strategy that relate to establishing your own in-house test service will be taken owned by the

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Transition Working Group

To ensure focus on the transition tasks, we will create a temporary joint 2i/SSD Working Group.

This group will comprise of the

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, the Programme Test Manager and SSD senior management (decided by you) as a minimum.

They will meet monthly and will have responsibility for the creation of a Transition Plan that will support your take on of the test service.

Service Transition Approach

Each

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can be transitioned separately, ensuring the Agency is in full control of the timing of the transitions, driven by your own priorities and the status of the wider benefit delivery projects within the programme.

The Transition Working Group will establish the order that the functions should transfer to the Agency.

We recommend that the transition is initiated after the Adult Disability Payment (ADP) Pilot in March 2022 has been delivered to ensure there is no risk to delivery.

Question 1.1.3. Identifying Permanent Resource

What is your proposal to support the programme in identifying the resources required to fulfil the permanent testing service within the Agency?

(Maximum words 500)

Key highlights

We will support you in the identifying and recruiting the resources that you require to deliver a world-class testing service.

To ensure this, we will:

- Work with you to define your future testing service framework that your staff will work within
- Identify the different role-types that you should consider
- Where appropriate, support the development of staff to upskill them

Defining your testing service framework

To ensure you have the correct structure for your staff to operate

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will work with you to create a framework that will provide clear organisational support for your test service.

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will work with you to undertake a future state analysis exercise that will define your Target Operating Model your staff will be deployed to.

We will establish your needs - number of resources, role composition, organisation structure - understanding where those are to be met by the permanent Agency resources and, using the DDAT framework, will align role types to Agency pay bands.

We will the work with you to perform a gap analysis which will inform:

- Roles to be filled by current Agency staff
- Recruitment requirements
- On-going 3rd party support

Recruiting the future workforce

Leadership Roles

We propose that the first Agency test roles that you fill be the

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within the Test Practice. These roles will require experienced test professionals and will likely need to be recruited rather than “grown”.

The

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will leverage our 16 years’ experience in recruiting experienced test and QA staff to identify the most effective recruitment channels, help you with shortlisting candidates and work with you in interviews to pinpoint the perfect fit for Agency roles.

Non-Leadership Roles

We will give you access to the most exciting talent in Scotland through our strategic partnerships with

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With our

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partnership, we will identify, recruit, train and mentor agile test analysts and automation engineers over a period of two years then they will transition to the Agency as full-time permanent staff.

We will work with you to identify appropriate

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talent from their cohorts to recruit directly into the Agency. You will then immediately second them to us where they will be placed on our engineering fast track training programme and deployed in appropriate roles to gain invaluable on-the-job experience. The term of their secondment to us can be discussed but should be for no less than 12 months to ensure they are fully capable test engineers in their own right at the end of the secondment period.

For both

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routes, we will absorb all costs for training and mentoring whilst they work under the guidance of 2i.

General Agency Secondments

We have already seconded 10 Agency staff into the Test Team and will continue to work with you to upskill, coach and train them by assigning an appropriate 2i “buddy” to mentor them on the job until they return to the Agency.

Question 1.1.4. Shaping People Strategy

How would you define and shape the people strategy to ensure there is a suitable structure in place to support personal and professional development in these roles?

(Maximum words 500)

Key highlights

As a pure-play testing consultancy, we have our own Performance Management Framework (PMF), closely integrated with our bespoke Career Pathways and Learning & Development (L&D) curriculum, that combined, establishes clear development routes for our staff.

Using our experience in creating a people strategy to support the personal and professional development of our own staff we will:

- Develop career pathways for your staff
- Help you create a test-focused performance management approach
- Create a training curriculum to underpin high-performance

How to shape your people strategy

We will create a Transition Working Group, aligned to the

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within the SSD Test Practice with responsibility for defining the roles, skills and objectives required to deliver your future Testing Service.

Career Pathways

Testing is now an established career within IT and, with over 160 staff employed, 2i have developed career pathways to help our test professionals develop their careers, offering growth and progression across many branches of testing including manual, technical and management.

Through the Transition Working Group and using the existing DDaT capability framework Quality Assurance Testing (QAT) job family as a baseline, we will use our experience to create a career pathway model to support your future test service. The roles, skills and objectives created will be the foundation on which the career pathways will be built.

Professional Development

A robust performance management framework (PMF) is an extremely effective way to improve individuals' capability and performance, facilitating career progression and personal development.

To build an effective Performance Management Framework for you, we will:

- Develop the relevant competency frameworks (aligned with career pathways)
- Establish appropriate key performance indicators – quantifiable measures used to evaluate performance and success

- Design and develop the right kind of training and deliver it in the right way
- Develop a structured continual development and feedback process
- Establish a mentoring and coaching programme

A people strategy focused on providing the right career opportunities and having a robust performance management framework increases retention and minimises turnover, resulting in significant savings, high employee engagement and increased productivity.

We will happily share our job descriptions, L&D curriculums and career pathways.

Training and upskilling

Creating an effective employee Learning and Development programme is vital to maintaining a motivated and productive workforce. To do this, we will:

- Perform a skills assessment – Using the developed career pathway and PMF, assess where gaps are in areas such as productivity, employee satisfaction and leadership
- Develop a targeted Learning and Development plan – aiming to strengthen weaknesses and identify what type of training is required – e.g., classroom based, on-line learning, certifications required and available budgets
- Measure training results – are the desired changes coming to fruition

With our background in testing, we are well equipped to support you in identifying and delivering training and will tailor our 2i Skills Portal - a virtual training platform, to focus on the skills and knowledge requirements identified by the Transition Working Group.

This will allow your staff to benefit from this excellent resource. An example of courses included are:



Figure 1 – Learning & Development

Question 1.2.1. Identification of Resources

Please provide details of your approach to ensure the recruitment, retention and matching of suitable candidates from your organisation to deliver this contract, including how you will provide coverage across the various locations and assignment/role types within the required timescales, as set out in the requirement.

Please also upload a resource plan detailing planned resource as Full Time Equivalent (FTE) –This plan will not contribute towards the word count.

NB This does not include the recruitment of the permanent SG staff to resource the in-house capability

(Maximum words 1,000)

Key highlights

Having operated as a pure-play test consultancy since 2005, 2i are the longest established quality assurance organisation operating in Scotland today.

This, added to the experience of our team that work with you today – over 100+ years of welfare benefits knowledge and 500+ years of testing experience – provides us with the perfect platform to identify our resources and:

- Match candidates perfectly to your requirements
- Retain them through excellent employee engagement
- Ensure staff are co-located at your offices in Glasgow, Edinburgh and Dundee

This will ensure you have the highest quality resources working for you to ensure the successful delivery of future benefits.

Recruitment & Candidate Matching

Our in-house resourcing team of 7 staff is led by

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who brings a total of 16 years' recruitment experience. He is supported by Resourcing Consultants and workforce planners with 30 years' combined overall experience in recruiting experts with testing skills.

We will find the right skills and knowledge and ensure they are aligned to the “One Team” culture within SSD.

The approach we adopt when identifying and recruiting candidates for SSD roles is:

Step 1: Internal staff search

Our workforce planners look for existing 2i staff with the skills and experience for each role.

We have created a Social Security specific skills matrix that documents all of your knowledge and skills and this is searched for staff with matching skills.

We also post the have an internal vacancy board where we post job opportunities with clients.

This brief, initial step quickly identifies existing staff that could be deployed which enables us to respond to certain requirements in less than 3 working days.

Step 2: External searching

When there is not a match internally, our Resourcing Team look externally.

They use a variety of channels initially:

- Posting the vacancy on our website (which attracts over 1000 hits per day)
- Broadcasting to their vast network on LinkedIn
- Advertising on the CWJOBS, Jobserve, and JOBSITE boards

When candidates are identified, our comprehensive selection process then moves to a combination of interviews and technical/analytical ability tests.

Interview - All candidates go through a two-stage interview process. The first interview establishes a cultural fit for 2i and SSD and performs basic CV checking and confirmation. Successful candidates are then interviewed by members of our account delivery team to drill into their testing capability, validating their experience to date.

Technical tests - For technical roles such as automation or performance testing candidates are tested, using our own bespoke online technical test, created through our partnership with Test Dome. This validates the specific knowledge and skills they need to work with you at SSD.

We run up to four apprenticeship intake programmes per year which also provide fantastic resources. Apprentices benefit from an intensive 8-week training programme which stages their learning, ensuring they have reached a certain level of knowledge or certification on one topic before progressing to the next. We use sandpit test environments to teach them about testing processes, tools and techniques ensuring they are ready for client work by the end of the course.

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Programme-specific induction

All new staff receive an SSD-specific Induction Pack which familiarises them with 2i and, more importantly, the objectives and approach of the Programme. It explains the specific Agile methodology used by SSD, an overview of the benefits that have already been delivered and the role they play.

Candidate Retention

2i's transparent, empowering work culture is reflected in our excellent staff attrition rate of only 1.89%.

Our philosophy - attract, train, mentor and retain the best talent possible – is achieved by focusing on employee engagement.

Supporting this, we have a number of internal retention strategies:

- Strong feedback mechanisms (**Employee Opinion Survey, Performance management feedback**)
- **Monthly recognition rewards** for exceptional performance
- Clearly defined **career pathways**, giving people freedom to choose the most suitable pathways
- **Performance-linked bonuses**
- Investment in Learning & Development (

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of our overall revenue is re-invested in training)

- **Open culture** – Open House, Connect events

Coverage across locations

2i are Scottish based with headquarters in Edinburgh and have a formidable reputation driven by our position as the longest standing test consultancy in Scotland.

This helps us find and attract resources to service clients across Scotland with no location-specific recruitment activity needed.

Pre-COVID-19 we provided coverage in Scottish Government locations in Glasgow, Edinburgh and Dundee. These on-premise staff will resume in line with your timelines as current restrictions are eased.

All our staff can adapt to onsite or offsite working arrangements depending on your requirements.

"At Standard Life Aberdeen we, like many organisations, have had to adapt and respond to the challenges resulting from the COVID-19 pandemic. 2i's support has been instrumental in helping us maintain productivity and deliver our key milestones, across a number of programmes, within a global remote working environment.



They were quick to help us introduce tools and processes to support this working environment including the deployment of MS Teams and Kanban boards. Their dedication to our agile transformation goals during this crisis has resulted in a heightened level of support, adapted ways of working, strong communication and enhanced assurances provided to teams who are working from home."

**Mike Tumilty, Global Chief Operating Officer,
Standard Life Aberdeen**

Figure 2 - We have helped all our clients adjust to remote working

Coverage across assignment/role types

2i currently supply the Scottish Government with all the role types outlined in the SoR. They are already in post with many of them already fulfilling business critical roles already.

Through working with you, we already know the roles that are required, enabling us to meet your demand at pace and find the 'right people' first time.

We are specifically expanding our team through our Engineering Graduate and Apprenticeship programme (and now Modern Apprenticeships) to ensure a continual pipeline of technical talent with Automation and DevOps experience.

This ensures we meet the ramp-up in technical roles needed to deliver the next range of benefits efficiently and cost-effectively.

Meeting your timescales

To fulfil future demand, we have put a further 32 of our staff through BPSS and SC clearance, ready to start working with you.

Our onboarding team already work with you and understand the process; we recently avoided delays caused by high demand at Disclosure Scotland by using the English Disclosure and Barring Service certificate as an alternative.

The relationships in place with the Baseline Team in Personal Security Branch helps facilitate a smooth and speedy response and, as such, we can provide vetted and security cleared resources in under 15 working-days.

As an example of our capability, a new financial services client in Edinburgh asked us to deploy 10 test consultants within 10 working days which we achieved.

Question 1.2.2. Operating Model Support

Please provide details of the composition of your core service team (highlighting key roles) and a one page profile for the specific person to fulfil these roles (profiles will not be included as part of the overall word count)

****MAKE SURE THIS INCLUDES WORDING TO IDENTIFY NAMED KEY ROLES**

(Maximum words 1,000)

Key highlights

Our flexible, dynamic and customer-centric operating model is underpinned by a core team of highly recognised experts. Our core team will support the ongoing development of the Test Strategy, the management of the testing activities and the development of the overall test function in preparation for hand over to the Agency.

Supporting your co-location requirements, and the need for closely-coupled cross-functional teams, we will deliver an onshore workforce at your key locations of Glasgow, Edinburgh and Dundee.

Composition of Core Service Team

The SSD will benefit from a Core Service team of experts who have:

- Specific social security benefits knowledge, built through our programme experience to date
- Industry best practice knowledge, ready to be applied
- Test leadership to ensure you deliver the new welfare benefits
- Automation experience to drive cost savings and efficiencies
- Innovative ideas to continually improve your test approach

Our core team will be a blend of:

- Consultants to identify innovative opportunities and embed industry best practice disciplines for this next stage of the engagement and;
- Delivery-focused experts who will drive your implementations successfully

All of our core team are highly experienced in test delivery and strategy setting, as well as having extensive experience in specialised areas such as automation, non-functional testing, performance engineering and environment management. They demonstrate proven track records in the following key areas:

- **Methodology** - Test Operating Model design, implementation and transition for agile delivery
- **Welfare Benefits** - Expertise in your services and technology landscape
- **Innovation** - Deploying proven solutions to improve test delivery & automation capability
- **Leadership** – Governance & stakeholder management for large programmes

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Key Roles

Account Manager –

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will continue as your Account Manager, working closely with you to ensure we are meeting your requirements.

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fully understands your strategic objectives and has built excellent relationships with your Supplier Management team. She holds weekly meetings with our core service team already and, through maintenance of an SSD-specific risk log, is perfectly placed to continue to manage our overall contractual and commercial position.

Test Leadership

Our Test Leaders will be the leaders of the SSD Test Practice -

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has led on 2i's overall test strategy planning for clients for 5 years and brings more than 20 years of delivery experience into the role ensuring that your strategy will be built on real-life, practical delivery experience.

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is an accredited Automation Engineer with a strong background in Test Automation, leadership and coaching who will drive your automation strategy whilst ensuring the successful transition of automation skills to your in-house test service.

Test Delivery

Responsible for overseeing the successful delivery of benefits in line with the planned timelines, creating pro-active test approaches that remove risk early in the delivery cycle.

Programme Test Manager –

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will continue in his role as Programme Test Manager with responsibility for ensuring the delivery of the Programme is protected, relationships with all stakeholders are maintained and quality is delivered in every release.

From feedback we have received from SSD staff and external suppliers,

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is regarded as being fundamental to the success of the test service to date. He has reacted dynamically to the changing priorities of delivery and has continually improved both processes and relationships across the programme.

Supporting

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, we have identified two additional core team roles we deem as critical to the success of the programme.

Non-Functional Test Manager -

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We consider this a core role given the high-profile nature of the systems that will be delivered. This role requires expertise in non-functional risk analysis for agency systems, deploying an industry proven approach to performance, load and stress testing.

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will continue in his role with responsibility for the successful delivery of non-functional testing across the Programme. He has 18 years experience of non-functional testing and has been critical to the development and implementation of the non-functional testing approach as well as taking a key role in the successful delivery on the Programme to date.

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is an experienced test professional with over 15 years' experience in senior test roles. She will bring experience of working within complex multi-tenancy environments to protect the delivery of every release.

Test Management

Test Managers are critical in delivering the programme successfully. We have six Test Managers working across the Programme and all are regarded as instrumental to the success of the test service to date. Their knowledge and experience will ensure quality is delivered in every release.

Role Profiles

Role Profiles for our core service team are included in the additional attachments area titled – Question 1.2.2 - 2i Profiles.

Question 1.3.1. Approach to Management Processes
Please describe your approach to management processes and agreed ways of working to maintain a consistently high service level.
(Maximum words 1,500 excluding CVs)

Key highlights

Our management processes and ways of working are underpinned by adherence to ISO9001 and ISO27001 standards.

As the primary incumbent supplier, we have established excellent relationships with your staff and multiple suppliers including IBM, Sopra Steria and Deloitte. Our Account Manager

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and Client Director

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are committed to delivering our extended engagement.

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will continue in her current role and

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brings decades of experience in senior roles within high-profile public sector organisations such as High-Speed 2 and the Scottish Police Services Authority.

We will:

- Deliver a three-tiered engagement model with agreed ways of working
- Enhance our current management processes to provide increased governance of our overall engagement

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Our Ways of Working

Our aim is work with you as a partner rather than a supplier. Flexibility and creativity underpin all that we do, and we will continue this for the new test service.

We already have a positive relationship with Supplier Management and will work proactively by working closely with them at all times and not just at arranged governance meetings.

A recent example has been the transfer to the new Supplier Management team where we worked together to create the revised Statements of Work in challenging timescales.

Our Management Processes

Resource Management / Supply & Demand Management

All service requirements are directed through our Account Manager to ensure a consistent, high quality approach.

Working with our SDMs, we will review the request and:

- Identify opportunities to re-use existing resources within the programme
- Establish if we have suitable 2i resources within the wider company to fulfil the requirements. We do this through an internal workforce planning tool that enables us to capture and search for staff that have specific domain and/or testing skills; or
- Recruit suitably skilled resources from the wider testing market

Our knowledge of your requirements means allows us to generate a constant pipeline of resources, across Glasgow, Edinburgh & Dundee, ready to be deployed. To meet urgent demand, we ensure we have a ready-to-go team of at least ten resources that are suitable for SSD.

To cover periods of holiday and sickness, we have additional staff with cleared BPSS checks who can be deployed to the Programme with as little as five days' notice. As an example, in November 2020, we deployed an environment management consultant for a short 3-week period to cover for an extended, unplanned absence.

To ensure a faster onboarding service, all our resources have up to date Disclosure Scotland certificates and relevant financial sanctions and reference checks in place.

For all new hires, 2i follows a stringent recruitment and selection process to hire the best and brightest professionals from the market.

People Management

Our Service Delivery Managers ensure new recruits have the required skills and knowledge by taking an active part in the selection of all new staff.

They assume direct line management of our staff working on the programme and report progress on a weekly basis to the Account Manager.

They also have performance management and career development responsibilities that are documented within our internal 2i Performance Management Framework, driven by a continuous feedback loop and regular, supportive one-to-one meetings.

As part of our continuous improvement ethos, from Q2 2021 we will introduce a further 360 evaluation at the end of each Release to understand how each person has performed and identify development opportunities.

Governance & Reporting

We have proven track record for delivering a strong governance and reporting framework on the Programme. From the outset of our current engagement, we supported Supplier Management and worked with them to establish the current Statement of Work process and templates.

All Governance meetings and monthly reporting requirements have been delivered on time and to high quality. Our governance packs have been praised for their depth of information in particular, our extensive commercial reporting.

We will work with Supplier Management and the Programme to enhance the current reporting to ensure it meets the requirements of the new service by discussing necessary changes to the existing Governance pack at the first monthly meeting for the new service.

Specifically, these changes will support the move to a more service-based Governance model with delivery progress and commercial reporting changed to reflect a move away from simple resource management.

We will introduce more measurable Service Level Agreements (SLAs) and Key Performance Indicators (KPIs) that fit more comfortably with the new contractual requirements.

Service Levels

A key requirement of a Service based engagement is the monitoring of Service Levels. We will clearly define measurable Service Level Agreements to create a culture of shared risk and liability - a true partnership.

| |
|---------------|
| Text Redacted |
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Risk and Issues Management

2i follow a standard Risk Management Framework and as part of our internal Learning & Development curriculum we ensure all employees complete our Management of Risk training.

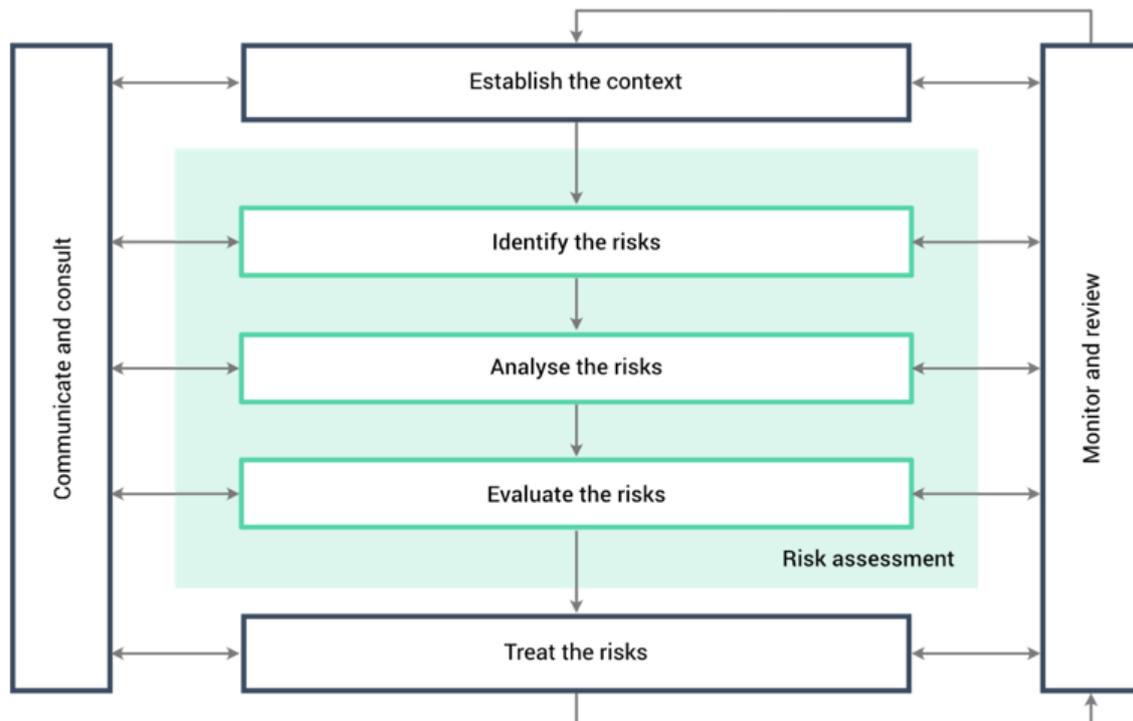


Figure 2 - Our Risk Management Framework

We take a proactive, no surprises approach to emerging risks using:

- Daily Impediment stand up meetings
- Monthly governance meetings
- Monthly status updates
- Transparent engagement model driven by metrics
- Key members empowered to take critical decisions
- Fortnightly review meetings at individual project level

All account level Risks and Issues will be managed by capturing them on our Risk and Issues register for discussion at the monthly Governance meeting.

Issue Resolution & Escalation

Our Account Manager will capture and escalate risks as they are raised, dealing with them using the proposed hierarchy:

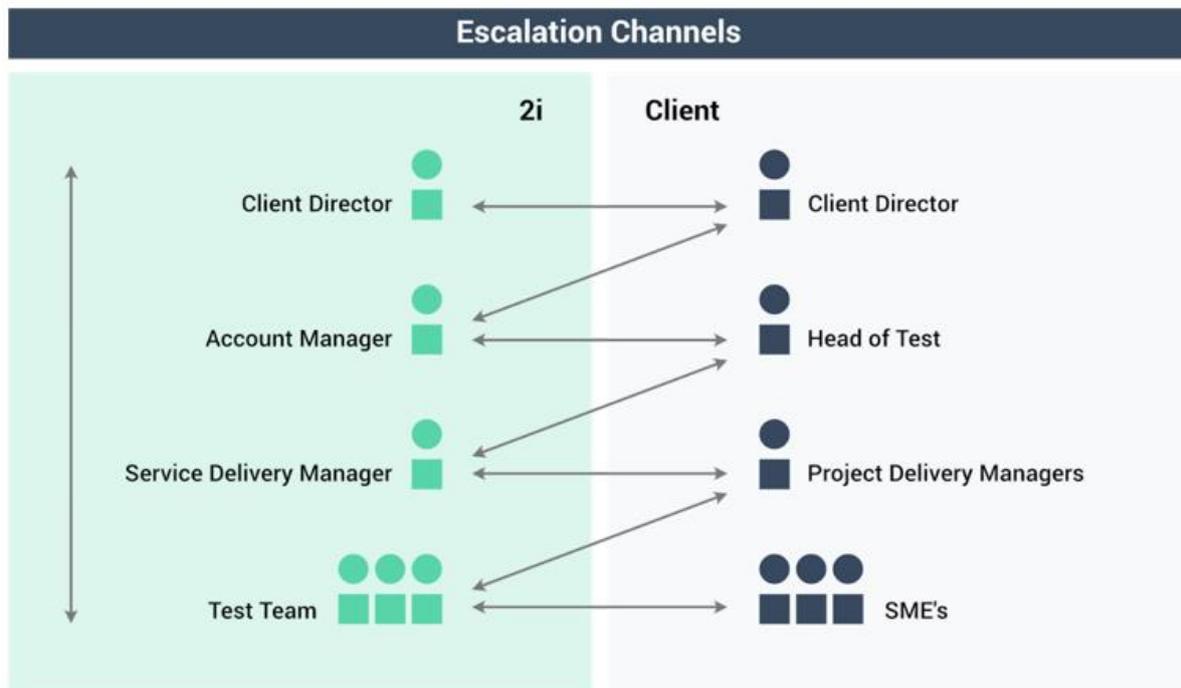


Figure 3 - Our Issue Resolution & Escalation Process

Issues handled at each level include:

- **Test Team Level**
 - Critical environment outages leading to quality, cost or timeline impact
 - Delivery and quality issues in upstream deliverables
 - Communication issues between project teams
 - KPI breaches at project level leading to quality, cost or timeline impact
- **Service Delivery Level**
 - Resource issues
 - Resource ramp-up/ramp-down
 - Schedule and budget issues
 - Compliance or security violations
- **Account Level**
 - Financial management issues
 - Contractual & statement of work
- **Executive Level**
 - Fulfilment of key dependencies that prevent 2i from successfully achieving delivery or CI goals
 - Breach of any contractual SLA's and health of overall relationship

Regardless of the issue, we will resolve them within seven days of it being raised or, if this isn't possible, a resolution plan will be put in place by our Account Manager and agreed with Supplier Management.

Additional Contractual Requirements

Exit Strategy

We will ensure an Exit Strategy is in place.

Data Management, Storage and Security

We have attained Cyber Essentials + certification and have access to the Scottish Government network and systems.

Business Continuity and Disaster Recovery

We have documented Disaster Recovery (DR) and Business Continuity Plans (BCP) which are reviewed on an annual basis as part of our policy management process.

We perform a yearly tabletop BCP test and physical DR test in line with our compliance requirements.

Our last BCP test was performed in March 2020.

Question 1.4.1. Continuous Improvement

Please provide details of how you will deliver continuous improvement throughout the duration of the Contract.

(Maximum words 750)

Delivering continuous improvement

2i have a strong culture of continuous improvement (CI) and are actively involved in directing industry leading events for the testing community in Scotland such as the Scottish Testing Group and Ministry of Testing.

We will bring this knowledge and expertise to SSD through a series of continuous improvement initiatives.

"2i have worked collaboratively with IBM... With a focus on continuous improvement they have been enabling enhancements in the testing regime... which has seen improvement in the testing landscape with each benefit launched"

Matt Pickersgill, Partner | iX Lead for Public Sector

Figure 1 - We collaborate with your key suppliers

How we'll deliver continuous improvement

The Independent Testing Review conducted by CapGemini in Autumn 2020 highlighted 2i are providing a best-in-class Service. This provides us with strong foundations from which to continuously improve the service.

Our certified SAFe (5.0) consultants will support the Programme in its move toward a Scaled Agile Framework delivery approach, ensuring our approach to CI is focused on your critical activities:

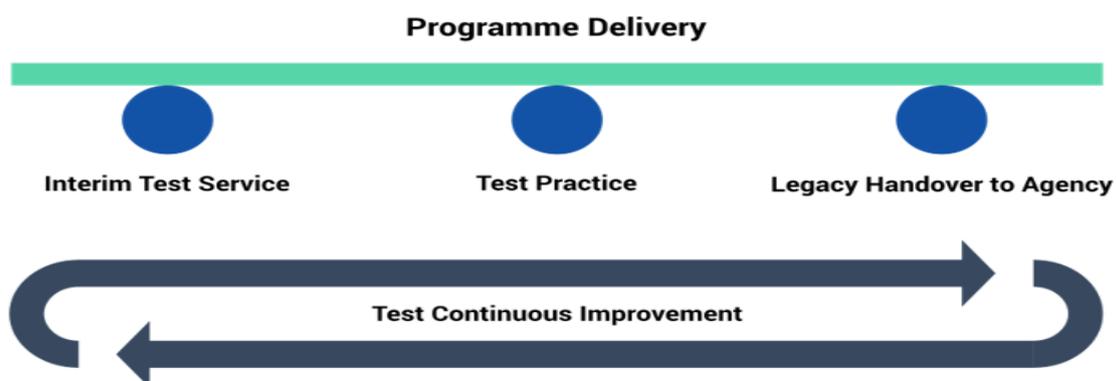


Figure 2 - Where we will direct our Continuous Improvement focus

All continuous improvements will fall under one of:

- Speed
- Cost
- Quality

CI will be managed through the SSD Test Practice and will be staffed specifically to focus on standards, enabling CI to be delivered without impacting the overall delivery of the Programme.

We will implement a culture of ongoing process improvement, empowering everyone on our team to improve the Test Strategy as part of their daily work under Kaizen principles.

Our model will implement CI across Test Strategy & Practice, Test Management and Test Process execution over defined cycle times by using Deming Cycles at each level as shown below:

Image Redacted

A dedicated CI Team within the Practice will be responsible for outlining the expected outcomes at all levels and will support the delivery of the outcomes across the three levels.

The Test Strategy and Test Practice CI reports will be presented to the following governance forums:

| Forum | Frequency |
|---|-----------|
| Supplier Management Meetings | Monthly |
| CI Forum for Scottish Government and 2i | Quarterly |

We describe below what we will do to improve the speed, increase the quality, or reduce the cost of testing in the first 18 months of the contract. These will also be driven from the regular reviews of the Test Strategy.

| CI Category | What we will do | How this will benefit SG |
|--------------------|---|--|
| Within 3-6 months | | |
| Quality | Enhance automation through implementation of Behaviour Driven Development practices that increase test coverage by $\geq 10\%$ | Facilitation of best practice improves the quality of requirements, enables faster feedback and leads to reduced defects post implementation |
| Speed | Create a Flexible Resource Pool to be deployed to all Release Types | Enables you to successfully deliver planned roadmap of major, interim and mini releases |
| Speed | Our certified Tricentis specialists will conduct a tools assessment to determine the suitability of capabilities that use Artificial Intelligence and Machine Learning to improve the overall testing process | Utilisation of AI and machine learning will make testing more efficient |
| Within 6-12 months | | |
| Cost | Develop a comprehensive strategy for environments and data that allows release-based delivery teams to select the best approach and blend of testing skills which will focus on the specifics of the service, functions and context of the releases | Reduction in whole life costs of testing effort |
| Quality | Enhance and utilise our Knowledge Transfer repository and processes to assure the handover and delivery to your in-house team by using the repository to support record and store best practice and | Enable effective knowledge transfer to in-house function and develop scalability across the service to deal with fluctuating demands |

| | | |
|---------------------|---|---|
| | innovations for future Agency operation | |
| Within 12-18 months | | |
| Cost | Create processes, training plans and career development paths to embed Agency staff into the service as testers | Incremental approach that supports the transition to a blended resource testing service. Defined training and development path for permanent staff development that facilitates legacy handover to Agency |

Test Environments improvement example

The Environments Management Group (EMG), comprising of stakeholders from CDO, Programme, and suppliers (including 2i), identified a gap in responsibility for co-ordinating deployments into environments across concurrent releases.

We used our industry-leading approach, based on Deming cycles, to solve this problem through the following process:

| | |
|--------------|---|
| Plan | We appointed an Environments Co-ordinator to facilitate deployments and develop new supporting processes |
| Do | Working collaboratively with suppliers and CDO we implemented new processes using Jira to manage workflow on a Kanban board with filters for all ongoing releases |
| Check | We continuously measured the effectiveness of both the Environments Co-ordinator and the new process by regularly updating the EMG |
| Act | EMG agreed this improved the process and we have continued using this approach to implement further improvements |

Question 1.5.1. Commitment to Fair Work Practices

Please refer to the Specification – Section 14 - Fair Work

Please describe how you will commit to fair work practices for workers (including any agency or sub-contractor workers) engaged in the delivery of this Contract.

Answers need not be constrained to, or be reflective of, any examples set out below alongside this question.

Good answers will reassure evaluators that your company is adopting relevant fair work practices in the delivery of the contract in line with the [Fair Work Framework](#), see also 1 pager [What is Fair Work – Information Sheet](#).

(Maximum words 1000)

Key highlights

2i nurture a culture of fairness, inclusivity, diversity, learning, openness and sharing and we ensure that our work practices align with the Fair Work Framework.

As a business, we:

- Invest in our people and pay them appropriately
- Engage fully with our staff and treat everyone as equals

Adopting Fair Work First

Investment in skills and training

To support our staff, we have an established Performance Management Framework (PMF) that is underpinned by a comprehensive Learning & Development (L&D) programme.

We believe in continuous development of our employees. We manage all L&D needs through our Learning & Development Manager,

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, adopting a multi-pronged learning strategy that caters to staff across all levels.

- Entry Level Training – Engineering Programme which focuses on developing technical skills while supporting employees to transition to a corporate working environment.
- Certification – Our partnership with

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providing various industry recognised certifications

- Leadership Development – This programme enables our managers to provide best value to our customers and support to our staff.
- Client specific Training Programs – We work with clients in tailoring the training assets to suit their needs. These training programs can be jointly held along with client resources so that knowledge sharing can happen between teams

Zero-hours contracts

We do not enter into zero-hour contracts.

Tackling the gender pay gap

We take responsibility for being a fair and equitable employer and actively monitor any gender-linked pay gaps.

Our gender pay gap currently is significantly lower than the national average for our Industry at 3.9%. The national average is 8.9% and we have an action plan in place to reduce the gap further:

- Using skills-based assessments in recruitment
- Using structured interviews for recruitment & promotions
- Encouraging salary negotiations by showing our career pathway salary ranges
- Providing transparency to promotion, pay and reward processes

Workforce engagement

Employee engagement and wellbeing are at the forefront of everything we do, and we conduct regular employee surveys. In 2020 we conducted:

- our annual Employee Opinion Survey
- a remote working survey to establish the impact of the enforced home-working practices as a result of COVID-19
- two health and wellbeing surveys

These provide essential feedback highlighting strengths and areas for improvement, resulting in an action plan. For example, last year we implemented an internal message board to post new job opportunities, supporting internal rotation and career development.

We regularly conduct wider team meetings and have a twice-yearly all-employee event, the 2i Connect. These sessions give employees access to all members of our Senior Management Team to hear what's going on in the business and our plans for the future. We also take this opportunity to celebrate business and personal success.

We continued our 2i Connect events throughout 2020 despite COVID-19 restrictions, holding a "Virtual Connect" week. This proved to be a great success and our next Virtual Connect week is scheduled for April 2021.

We encourage employees to share ideas on improving internal processes and services. We introduced Microsoft Teams in 2019, long before home-working and video calls became the "norm", providing an environment where all employees can support each other, collaborate and share ideas.

Fair pay for workers

As an accredited Living Wage Employer, we pay above the national Living Wage to all our employees.

As part of our supplier onboarding process, new suppliers must complete a Provider Quality Assessment which includes a commitment to Living Wage.

Adopting wider fair work practices

Fulfilling staff potential

We unlock our employees' full potential by fostering trust, investing in them and providing greater autonomy and empowerment for them to ensure they are highly engaged and motivated. Our wider culture is to have an effective and productive team with a real sense of belonging that fosters innovation and creativity.

Supporting this, we established a 2i-wide Communities of Practice (CoP) to enable staff to engage with their peers on topics they feel passionate about, sharing experiences and expanding their knowledge beyond their day-to-day tasks.

The CoPs are monthly meetings, over MS Teams at present but previously face to face, that our people volunteer to take part in, empowering them to take control of their own learning path whilst also encouraging collaborative working with their colleagues.

Our Performance Management Framework (PMF) includes a clear career pathway for our staff. It provides the foundation and opportunity for further development and career progression for all employees and is supported by a comprehensive Learning & Development (L&D) plan. We re-invest

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of revenue back into L&D ensuring our people continuously upskill and meet their own aspirations and the needs of our clients.

All our employees benefit from having a dedicated Career Coach in addition to their Line Manager. The Career Coach has responsibility for providing support, coaching and mentoring.

Flexible working arrangements

A balanced approach to work and life is critical and we support various patterns of flexible working, all dependant on the individual's needs, including part-time working, working from home and early starts/late finishes.

We also have a Family Friendly Policy which provides flexibility for people with regards to maternity, paternity, adoption, shared parental and bereavement leave.

Treating people with respect

We ensure people are respected and treated respectfully regardless of role and status. We don't tolerate any form of harassment or bullying and have an Anti-Harassment Policy that informs employees of the type of behaviour that is unacceptable. We also have a Whistleblowing Policy.

Job Security

Employees benefit from robust employment terms, providing contractual protection and includes terms and expectations of the contract. In addition, we contribute

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to the company pension scheme and offer a flexible benefits package that allows staff to choose additional benefits such as salary sacrifice to suit their own lifestyle.

Promoting diversity

We have a robust recruitment process that ensures candidates are put through a 2-stage process to validate their technical skills and cultural fit. This process is entirely based on the ability to do the job with no place for discrimination on the grounds of sex, race, sexual orientation, disability. All recruiting managers have had equality and diversity in recruitment training.

Question 1.6.1. Sustainability

Please confirm that, where appropriate, you will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.

(Maximum words 1,000)

Policy commitment

We are committed to supporting the Scottish Ministers' policies on Sustainability and Corporate Social Responsibility. These have always been an integral part of 2i's business and this has been formalised through making a corporate commitment through our Corporate Social Responsibility (CSR) policy.

This policy focuses on:

- Reducing the environmental impact of our operations
- Providing a safe workplace while promoting professional development
- Maintaining high ethical standards of business conduct
- Providing local social contribution through various initiatives including offering work placements and commitment to charity activities

Our CSR Policy represents a commitment to ensuring and maintaining socially responsible behaviour throughout our organisation. It applies to all 2i staff and is reviewed, updated and published annually by our Human Resources team, as part of our Policy Awareness Training to all employees for review and sign-off.

It is brought to life by continuing to review the economic, social, environmental and equality impact our business decisions may cause with our aim being to maximise the positive outcomes and minimise the negative.

Our achievements in each of these areas are measured and reported to the Board on a quarterly basis.

Supporting all of this, we are an accredited Living Wage employer.

Environmental Impact

We are committed to championing the following standards:

- Only print when necessary and then, in black and white, not colour, where possible
- Reducing the amount of waste produced by the business
- Ensuring that water/electricity is used responsibly by our staff
- Recycling materials as extensively as possible
- Using technology to lessen the need for travel - as an example, we were early adopters of Microsoft Teams and remote working before the COVID-19 situation made this a more normal way of working and have introduced a Cycle to Work scheme for staff
- Encourage walking and using public transport wherever possible when travelling

As a Scottish company with offices in Edinburgh and Glasgow we prioritise employing local people. This can be evidenced on our current engagement with you as we deploy 100% of people who live locally which not only boosts the Scottish

economy but reduces the impact on the environment with shorter home to work travel.

We also engage with local suppliers and businesses where possible to meet 2i's operational needs, not only to support local businesses within our area but to also contribute to decreasing our carbon footprint e.g., in December 2020, we moved our IT support supplier to KickICT, a firm based in Glasgow who support us 100% remotely.

We also ensure that our suppliers adopt the principles of our CSR Policy.

A recent initiative is the launch of our Cycle to Work Scheme as part of our Flexible Benefits Package to help protect the environment and to promote the health and wellbeing of our employees.

This year, we are introducing a measurement of our carbon footprint and our strategic aim is to reduce this by 10% each year on year from that baseline position.

Diversity & Equality

We respect diversity and strive to provide a workplace that is challenging and fun.

We are committed to providing equal opportunities and have a diverse workforce which reflects the communities in which we operate. When necessary, we support individuals with special skills to enable them to progress within 2i.

We take our responsibilities seriously and ensure that the protected characteristics set out in the Equality Act 2010 have no detrimental impact on any decision made by our business.

Ethical business conduct

You can be assured of dealing with a business with strong ethics.

We embrace the role our business plays in contributing to a better society and we will sustain a business that is respected in its ethical standing by our stakeholder including our clients, suppliers and the wider communities that we operate within.

To support this, we have policies in place covering Modern Slavery, Anti-Bribery and Treating Customers Fairly.

Charitable activities & social contribution

We are passionate about giving back to the community.

Each year, our employees select a Charity of the Year that we support with fundraising activities and we commit to maintaining this throughout the contract term and beyond. This ensures that every charity we support has deep personal connections with members of our team.

In 2020, with the uncertainty and difficulties that it brought for many people, we felt it was important to support charities who would make a difference to vulnerable people in our local areas. We decided to support Trussell Trust, who work to fight hunger and poverty in Edinburgh, and Chris's House who provide much needed support for people in Wishaw facing mental health issues. Our contribution last year of almost

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made an enormous difference to both of these local organisations.

In 2021, the need for home schooling continues to highlight social inequality and in response we are working closely with The Edinburgh Remakery, contributing to their “Ending Digital Poverty” initiative for example by providing old laptops for them to recondition.

We remain strong supporters of Action for Children’s Byte Night, the IT Industry sleep-out to raise money for homeless children in Scotland and have fund-raised and our teams have slept out for more than 12 years. We also take a seat on the Byte Night Board and play an active role in organising the event which we regularly sponsor.

This year, we have also been asked by Edinburgh College to work with them in the creation of a football team that participates in the East of Scotland Football Association & League (both under-21 and adult levels). The support we will provide, both financially by giving funds for strips and training kits, and by taking an active role on the football club committee, will provide young adults with a fantastic route into a sport regardless of their background.

Finally, in recognition of our core business, we are also active members of the vibrant testing community in Scotland and actively support The Scottish Test Group, The Ministry of Testing, and other test and agile communities and meetups.

Question 1.6.2. Community Benefits

Please refer to Section 13 of the Specification - Sustainability, Environmental and Community Benefits.

Please detail the quantifiable wider community benefit(s) that you will deliver through this Contract in support of Scottish Government's overall community benefits policy.

Our commitment

2i are committed to providing employment training and education to people in Scotland as well as providing a valuable local social contribution through our charitable initiatives (See Q1.6.1), thereby supporting Scotland meeting its national outcomes.

We will commit to recruiting at least 6 Modern Apprenticeships throughout the contract term and we will also work with colleges and universities to provide valuable benefits to them and wider communities they operate support. This complements our existing Engineering programme.

Overall, the value of this commitment to you is

Text Redacted

over the duration of the contract.

Modern Apprenticeships

2i are committed to recruiting at least 6 Modern Apprentices over the duration of the contract on a phased basis starting in Q3 2021. The MA programme will be led by our Modern Apprenticeships Manager,

Text Redacted

Our Modern Apprenticeship scheme will run in parallel to our internal Engineering Programme and we will work in partnership with you to allocate suitably skilled apprentices to the SSD Programme as part of their ongoing development.

Their time will be free of charge to the Scottish Government for the duration of the Modern Apprenticeship training programme with all salary and training costs covered by 2i.

Targeted recruitment

We commit to targeting recruitment of the MAs to local, deprived areas, working with schools in Edinburgh and Glasgow.

We will work with the schools and Skills Development Scotland to promote the apprenticeship opportunity, giving information to pupils on what the work will entail and the prospects for those who qualify.

Interested pupils will be invited to complete an application form and will be given constructive feedback on their applications to help them with future job applications. Successful applicants will then receive formal, but enjoyable interviews.

Formal training

We have identified a shortlist of suppliers and have already opened discussions with them to enable us to choose the most appropriate company for us to work with.

We will support the apprentices to ensure they achieve, as a minimum, their ISTQB Foundation accreditation giving them a fantastic position from which to build their career.

The apprentices will also be given access to our internal 2i Engineering Programme which will aim to develop their technical skills in line with the principles of the testing career.

The logistics of the MA Programme will partially be dependent on how the current COVID-19 situation progresses, especially during 2021. Options include distance learning, day release and continual assessment.

We will ensure that the MAs gain appropriate on the job experience through partnership with the Scottish Government (or other suitable 2i clients) so they gain enough credits to achieve their qualification.

Support & Mentoring

In addition to formal training, all MAs will benefit from having a dedicated 2i line manager and career coach to support their individual needs throughout this process. Both will act as mentors to provide support and guidance to the apprentices with the Line Manager specifically helping to set objectives that will help them to achieve their goals and be recognised and rewarded appropriately.

Cost to 2i to deliver this commitment is

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over the duration of the contract.

MA for existing staff

In addition to providing MA opportunities to new recruits, we will extend this opportunity to current 2i resources, including:

- Individuals who have shown an aptitude and desire to enhance their current testing skills
- Junior back-office staff in Recruitment and Business Management

Contributions to Education

We recognise the importance of education in our community and supporting individuals during this process is key to their development.

Work experience

We work closely with local high schools, annually providing one weeks' work experience for at least two pupils per year for the duration of the contract, extending this opportunity to schools in Glasgow and Dundee, as well as Edinburgh, to match the central locations our staff will work with you in.

In 2019, two pupils from Boroughmuir High School in Edinburgh benefited from a week working with 2i. We structured an enjoyable week for them which saw them shadow every aspect of our business from the work test delivery work we do, through to our back-office functions such as finance and administration tasks. We concluded the week by asking them to create a presentation describing their experience which they did brilliantly.

Cost to 2i to deliver this commitment is

Text Redacted

over the duration of the contract.

In the wider community

This year, we have also been asked by Edinburgh College to work with them in the creation of a football team that participates in the East of Scotland Football Association & League (both under-21 and adult levels).

The support we will provide, both financially and by taking an active community role, will provide young adults with a fantastic route into a sport regardless of their background as they will have direct access to the team through their college work.

Cost to 2i to deliver this commitment is

Text Redacted

over the duration of the contract.

Addressing the digital skills gap

We work in partnership with CodeClan in Edinburgh, Scotland's only digital skills academy, to recruit and train new Junior Test Engineers to the business.

This partnership continues to flourish with further cohorts scheduled to join our training programme every 3 months. This has proved a fantastic source of enthusiastic talented resource that continues to address the digital skills gap that Scotland needs to close.

Cost to 2i to deliver this commitment is

Text Redacted

over the duration of the contract.

We will work with JobCentrePlus and attend career fairs to talk to unemployed people about the career opportunities in IT and in testing. We will attend at least one event per year.

Cost to 2i

We have calculated our financial commitments to the above activities as a total of

Text Redacted

per annum.