1. Exactly what Services were asked of KPMG to provide.

Given the scale of the COVID-19 Vaccination programmes and the unprecedented demands put on health services, KPMG was contracted to provide non-healthcare related support and additional expertise in key design and delivery challenges.

Their role has been to help us put the foundations in place quickly, to address immediate challenges and then to hand over and move off when Scottish Government or NHS resource has been identified and mobilised.

They have been single appointed due to experience and expertise relevant to the programme which made them appropriate to the role.

KPMG has worked under the direction of Scottish Government officials and as part of a joint team to tackle the enormous challenges these projects have represented. In particular they have been directed by Scottish Government policy, legal and clinical leadership.

KPMG's key areas of work were as follows:

- Supporting the programme set up and handing this over to be run by Scottish Government colleagues, which was carried out after three weeks; supporting further work on producing an 'end to end' plan and critical path for being ready to deliver.
- Supporting the design of the overall service delivery model, which produced the 'Service Delivery Manual' setting out how different size clinics and settings could be optimised for delivering the most vaccinations per day. This involved working with a joint team of Scottish Government, Public Health Scotland, GPs, primary care and other clinical staff
- Providing support to help understand where to place vaccination locations based on their throughput requirements to either commission new locations, or validate the existing locations for the Local Health Boards by linking areas of existing expertise within Scottish Government
- Helping put in place the regular engagement with Local Health Boards including the 'Planning forum' for sharing and updating the key planning information and operational readiness checking ahead of the 'live' deployment of each vaccine
- Supporting the capture of digital and data requirements, reviewing them against the existing systems and helping Scottish Government identify where improvements and replacements were needed. The KPMG team further helped the programme put in place the planning and testing for the system delivery.
- Supporting the development of a 'trajectory model' to help forecast the expected vaccine available to Scotland, the resources required to deliver and therefore the pace with which the programme would be able to deliver the vaccine to each of the JCVI priority groups.
- Helped to rapidly stand up the programme architecture and governance
- Provided support to assess the existing delivery models and IT in place for seasonal flu vaccinations

- Advised on the additional infrastructure needed to support a Covid-19 vaccination programme
- Provided support and expertise in logistics and lean processes to the development of the Service Delivery Guide for Covid-19 vaccinations
- Provided digital expertise to the design and implementation of new digital architecture to support the programme
- Carried out readiness assessments, working with delivery organisations to address the identified risks in advance of 'go live'.

2. Of those Itemised Services what and on what dates were they to be completed by.

Support for the Flu Vaccine and Covid-19 Vaccination Programme will conclude at the end of March 2021.

Key Milestones they have contributed to include:

- The successful delivery of both vaccines to deadline and the ongoing success of how this has scaled up as the amount of vaccine available to Scottish Government has increased.
- The production of a 'Once for Scotland' approach to the delivery of vaccines, including the underpinning digital and data structures, which will not only be used during the current pandemic but will be a legacy for future vaccination programmes
- The development of tools and guidance that can be used to further improve how the vaccine is delivered as we move into delivering in larger sites.

The KPMG team have worked alongside the Covid-19 vaccination programme and worked on the basis of providing short term capacity as the programme was formed and scaling up to help specific challenges, then reducing the team down as longer term Scottish Government resources were brought into the programme, with most of the KPMG team completing their role in January 2021. They have worked in partnership with our teams whom have remained responsible for all decision-making, ownership of the deliverables produced and the delivery timeframe.

3. How were those itemised Services to be reviewed for completion.

The KPMG team have worked under the direction of Scottish Government officials and as part of a joint team to tackle the enormous challenges these projects have represented. In particular, they have been directed by Scottish Government policy, legal and clinical leadership across the duration of this work.

The itemised services are provided to the relevant Senior Responsible Officer (SRO) within the Covid-19 vaccination programme. They are responsible for the overview of KPMG activity, quality review of deliverables and acceptance of completion and handover activity. In addition, the leadership of the KPMG team leadership are held accountable through a weekly reporting process that included review of costs and activity to date, forecast activity and which requires Scottish Government approval to any changes to the fees, team and scope.

4. How was the cost of these services/£2million pounds established by KMPG and agreed with the SNP Government and recorded.

The challenge of responding to the pandemic has tested all public services. The Scottish Government has sought to bring the right expertise and experience together to meet this challenge. At times, this has meant our available resources have been stretched widely and we have had to use external resources to deliver, and we have had to move swiftly to put them in place.

KPMG have been single awarded on a number of programmes, which are set out below. The model of support provided is consistent in that:

1. Their role has been to help us put the foundations in place quickly, to address immediate challenges and then to hand over and move off when Scottish Government or NHS resource has been identified and mobilised.
2. They have been single appointed due to experience and expertise relevant to the programme which made them appropriate to the role.

The cost was agreed on a day rate basis and the team's time and activity was reviewed each week with KPMG.

The total cost to end programme is forecast to be £2.85m.

5. Was the £2million pounds broken down against the Itemised services and paid to KPMG on satisfactory completion.

The weekly reporting and contract review process was used to monitor KPMG spend and performance and approve the payment of invoices.

The itemised services fall under four main categories of activity:

- Programme management support, planning and critical path
- Support on the service delivery model, forecasting analysis and readiness
- Support on digital and data
- Programme management and leadership of the KPMG team including as 'critical friend' and advisors and ongoing risk analysis to the FVCV programme leadership.