Penalties as outlined above, or by agreement to split any financial penalties equally if no responsibility for the Personal Data Breach can be apportioned. In the event that the Parties do not agree such apportionment then such Dispute shall be referred to the Dispute Resolution Procedure set out in Clause 34 of the Core Terms (Resolving disputes).

1.1.7.2 If either the Relevant Authority or the Supplier is the defendant in a legal claim brought before a court of competent jurisdiction ("Court") by a third party in respect of a Personal Data Breach, then unless the Parties otherwise agree, the Party that is determined by the final decision of the court to be responsible for the Personal Data Breach shall be liable for the losses arising from such Personal Data Breach. Where both Parties are liable, the liability will be apportioned between the Parties in accordance with the decision of the Court.

1.1.7.3 In respect of any losses, cost claims or expenses incurred by either Party as a result of a Personal Data Breach (the "Claim Losses"):

(a) if the Relevant Authority is responsible for the relevant Personal Data Breach, then the Relevant Authority shall be responsible for the Claim Losses;

(b) if the Supplier is responsible for the relevant Personal Data Breach, then the Supplier shall be responsible for the Claim Losses: and

(c) if responsibility for the relevant Personal Data Breach is unclear, then the Relevant Authority and the Supplier shall be responsible for the Claim Losses equally.

1.1.7.4 Nothing in either clause 7.2 or clause 7.3 shall preclude the Relevant Authority and the Supplier reaching any other agreement, including by way of compromise with a third party complainant or claimant, as to the apportionment of financial responsibility for any Claim Losses as a result of a Personal Data Breach, having regard to all the circumstances of the Personal Data Breach and the legal and financial obligations of the Relevant Authority.

8. Termination

If the Supplier is in material Default under any of its obligations under this Annex 2 (*Joint Controller Agreement*), the Relevant Authority shall be entitled to terminate the Contract by issuing a Termination Notice to the Supplier in accordance with Clause 10 of the Core Terms (*Ending the contract*).

9. Sub-Processing

1.1.9.1 In respect of any Processing of Personal Data performed by a third party on behalf of a Party, that Party shall:

(a) carry out adequate due diligence on such third party to ensure that it is capable of providing the level of protection for the Personal Data as is required by the Contract, and provide evidence of such due diligence to the other Party where reasonably requested; and

(b) ensure that a suitable agreement is in place with the third party as required under applicable Data Protection Legislation.

10. Data Retention

The Parties agree to erase Personal Data from any computers, storage devices and storage media that are to be retained as soon as practicable after it has ceased to be necessary for them to retain such Personal Data under applicable Data Protection Legislation and their privacy policy (save to the extent (and for the limited period) that such information needs to be retained by the a Party for statutory compliance purposes or as otherwise required by the Contract), and taking all further actions as may be necessary to ensure its compliance with

Call-Off Schedule 4 (Call Off Tender)

National Care Service

KPMG RFP Response

November 2021

kpmg.com/uk

Message from our Head of Advisory

The ambition and scale of the programme of work to deliver the transformation in Health and Social Care in Scotland is the biggest change since devolution. When delivered successfully, it will improve the lives of everyone in Scotland. Living in Midlothian with my growing family, that matters to me personally as well as professionally!

I couldn't be prouder of how our team supported the Scottish Government in responding to the Covid-19 challenge. I'm even more excited about how we could help you realise your ambitions to transform health and social care.

When we supported you on Test and Protect and the Vaccine programme, it set the bar for how we collaborated with your people to achieve great results, while under the utmost pressure. I saw this first-hand, chairing our weekly challenge session with other partners in our firm to make sure our team had everything they needed, and bring our full firmwide experience to bear.

As your partner on this programme, I will perform the same role in making sure we bring the best of our firm to help you deliver. Sitting on the UK Executive Committee, I can bring the best of KPMG to you. It's a huge challenge, it's complex, system wide, and it has a human and social purpose behind it. We thrive on these challenges. We'd love to help you make it happen.

[REDACTED]

Head of Advisory
National Care Service Partner Challenge Chair
KPMG UK

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A1 Understanding of requirements and policy context

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Understanding of requirements and policy context

Overview

Understanding the policy ambition for the National Care Service

The scope and reach of this National Care Service (NCS) programme are huge. The ambition is massive and historic, creating a service on a par with the National Health Service and equating to arguably the most significant piece of public sector reform in Scotland since the second world war. The span of services under review run from 'cradle to grave' and will affect the lives of most people living in Scotland in some shape or form.

The objectives of the new system are clear:

- Greater consistency in the quality, appropriateness and timeliness of the care people receive, which is currently viewed as too variable and unpredictable
- Clear and evidence-based standards for social care, clear reporting and governance mechanisms which can assure these and drive improvement both nationally and locally.
- A human rights-based, person-centred model, with digital at the core where social care is seen as not only a basic right, but as an investment in societal assets
- Improved governance, giving Ministers direct responsibility and accountability for both health and social care on an equal footing
- A culture of trust, collaboration, partnership, lived experience and co-design

These bold aims must be delivered in a complex and multi-layered policy context.

We understand the Scottish approach to health and social care; it's an emphasis on rights-based, person-centric public services and a set of values that you want to see reflected in the design of the NCS. Because we understand the context, we also understand the risks and challenges, and as such have designed an approach to address them, with you. We see four main challenges that arise from the current health and social care policy context in Scotland:

- The need to keep stakeholders engaged and supportive. There are varied levels of understanding of the NCS, and some disagreement about how it should be approached. For example, how to balance local community empowerment while making national consistent improvements, and minimising disruption to the NHS while acknowledging health structures also need to change.
- The need to protect continuity of service during the transition to the NCS. The current system is under pressure, with significant challenges in workforce, capacity and performance. The introduction of a large-scale change programme must be done in such a way as to avoid as far as possible exacerbating this instability.
- The need to maintain coherence across the multi-dimensional programme of change in a way that is not overwhelming and avoids disconnects between the different design aspects. One key to this is the need to put data and digital on the right footing from the outset, rather than having to intercept and transform legacy services. Another is the importance of a clear narrative and an iterative design approach that avoids any part of the process – legislation, business case, understanding of the current and design of the future model – mis-aligning with another.

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Above all, we believe that this programme needs to deliver a system that **endures**. The aspiration for the National Care Service is akin to the creation of the National Health Service. It should aim to have the same longevity, to provide foundations that are strong enough to allow evolution without the need for another major disruptive change

Bringing together a team that understands the policy context

We therefore understand the importance of the policy context in driving programme success. We've brought together an experienced, skilled and resourceful team who: understand the reforms implemented to date, know the challenges that currently exist as well as the broader context of public sector reform and the sensitivities that surround areas of the National Care Service introduction.

Our team combines a strong physical presence in Scotland, with a large pool of subject-matter and technical experts from across our UK and global teams. It includes senior members with Executive-level experience in health and social care organisations in the public and third sectors, in Scotland, the UK and globally:

We understand Scotland – our consulting team in Scotland have recent experience working with many of the stakeholders in Health and Social Care, from the Scottish Government, National and Local Health Boards and other agencies. Additionally, our wider team also have experience working with different areas of Scottish local government.

We are the UK's leading health consultancy – we have significant experience driving and supporting transformational change in complex regulated systems. For example, we are currently working with the Care Quality Commission to implement a digital transformation of their regulatory approach. We bring a deep understanding of local government and social care reform and have further strengthened our team by partnering with the Social Care Institute for Excellence. We bring relevant experience from a similar largescale programme, which involved major system reform, in the creation of NHS Improvement:

Case study: NHS Improvement (NHSI) [REDACTED]

We have social care reform and innovation expertise – our team includes practitioners and leaders in social care with deep experience in the reform, integration and practice improvement areas, as well as in specific high-risk fields such as safeguarding.

We bring a global perspective – we bring a range of additional expertise drawn from our successful support for clients in other sectors and industries, across the world, with a vast array of insights, research and analysis capturing key trends and innovations in health and social care. We can draw on our international experience in systems such as the United States, Canada, Saudi Arabia and the Netherlands. We have already engaged with our colleagues and drawn out some of the global perspectives on the key challenges facing the Health and Social Care sector to prepare for this work, from which we have extracted the below summary:

[REDACTED]

Our understanding of the Context in Scotland

We have grouped our understanding of the policy context into four key areas:

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1 Legislation and Policy

2 People who use services, carers and workforce

3 Providers and Markets

4 Delivery and Digital

The recovery and remobilisation of the NHS, social care and community care services following the pandemic forms the backdrop to these issues and would be a critical part of mapping the Current Operating Model. For each area we'll highlight our understanding, the key challenges and how we can work closely with you to deliver your objectives in this complex landscape.

Legislation and Policy

Our understanding of the context

[REDACTED]

The key challenges

[REDACTED]

Case study: Assessing the health and care regulatory landscape [REDACTED]

Case study: [REDACTED]

Case study: Developing a target operating model for early help [REDACTED]

Case study: Assessing and identifying policy requirements [REDACTED]

Case study: Social Care [REDACTED]

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A2 Understanding of Requirements

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Understanding of Requirements

1. Delivering against the overall objectives – how we've shaped our approach

The ambition and scale of the programme of work to deliver the transformation in Health and Social Care in Scotland is the biggest change since devolution. When delivered successfully, it will improve the lives of everyone in Scotland. Living in Midlothian with my growing family, that matters to me personally as well as professionally!

I couldn't be prouder of how our team supported the Scottish Government in responding to the Covid-19 challenge. I'm even more excited about how we could help you realise your ambitions to transform health and social care.

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As your partner on this programme, I will perform the same role in making sure we bring the best of our firm to help you deliver. Sitting on the UK Executive Committee, I can bring the best of KPMG to you. It's a huge challenge, it's complex, system wide, and it has a human and social purpose behind it. We thrive on these challenges. We'd love to help you make it happen.

[REDACTED]
UK Head of Advisory
National Care Service Partner Challenge Panel Chair
KPMG

The scale of the ambition to deliver this programme is enormous and the policy context is complex and multi-layered. We understand you are looking for external support on a number of key areas in delivering this programme, which we will set out below. However, we recognise that the challenge is more than the sum of these parts, and we believe that success will require the holistic delivery of these challenges.

The challenge goes beyond creating the National Care Service itself, but to the comprehensive reform of one of the most complex systems in the public sector. And at a time of huge demand, the ongoing challenges of dealing with a pandemic and the backdrop of Brexit, financial pressure and increasingly demanding public health and care needs.

The goal at the end is worth the challenge, to build a system that is person-centred, based on rights and fit for the digital age, which gives the people of Scotland better outcomes, no matter where they live. And it should be a system, that endures, the way the NHS has, for years to come. We want to be the partner beside you facing these challenges. We think we're best equipped to support you for the four key reasons follow:

[REDACTED]

We've set out some of our relevant experience below:

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Case study: [REDACTED]
Case study: [REDACTED]
Case study: [REDACTED]
Case study: [REDACTED]

In the following sections, we set out how these themes work in practice against each of the key parts of the specification. A point we would like to highlight is that the activities and deliverables in each workstream need to come together and are highly interdependent – we've set out an approach that recognises this, as summarised in the diagram below:

[REDACTED DIAGRAM]

Case study: [REDACTED]
Case study: [REDACTED]
Case study: [REDACTED]

4. Programme Business Case

Our understanding is that the Programme Business Case needs to set out how the future NCS and wider reform will happen. It needs to set out the options, provide the evidence and make a compelling case for change.

[REDACTED]

5. Contract management, Communication and Reporting

Our understanding is that this is your programme and our role is to support you. All the deliverables will be Scottish Government owned and you will be ultimately accountable for them. The timeline you have set out also means that these teams will need to run concurrently, with distinct teams. But given the interdependencies and the same stakeholder group, they will need to co-ordinate with each other and your Programme Management Office.

We believe we can make this work with you based on the following:

[REDACTED]

6. Stakeholder engagement

We understand that the stakeholder engagement in this phase sets the tone for how Scottish Government will engage with the NCS. We know you want to maintain and build trusted relationships and you need a partner who can help deliver that. The depth of skill and understanding in our team is a key part of securing successful stakeholder engagement.

[REDACTED]

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We are the right partner to support you because:

[REDACTED]

Case study: [REDACTED]

In conclusion, we believe we're the best partner for this programme, and we are excited to start working with you. We bring a track record that spans the skills and experience you need. We bring relevant knowledge and insights, from Scotland, the UK and globally. And you know first-hand that we work alongside you in the right way.

"Seeing first-hand the Scottish Government and the whole health and social care system respond to the Covid-10 challenge was a privilege. Being able to play a part in that response is the thing I'm proudest of in my entire, twenty-year career. The prospect of being able to go beyond supporting a crisis, to designing something better that will improve lives for people across Scotland, is one that genuinely excites me."

[REDACTED NAME], Programme Director and our National Care Service Engagement Lead

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B1 Mobilisation

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Mobilisation

Introduction

You have already started on the journey to deliver the National Care Service (NCS) and your deadlines are already on the horizon. We understand the importance of hitting the ground running and setting the programme up for success early on. Two key deliverables – the SOC review and the H&SC Finance and Governance Map – are due shortly after the Christmas break, and it is important to us to prepare for these milestones from the very beginning. We will bring the right mix of team members, who have the right skills and experience to deliver the NCS with you. We have carefully chosen our team, who are predominately Scotland based, have public sector experience, and knowledge of Health and Social Care. This team has been brought together in developing our response, so they are 'pre-boarded' and ready for deployment.

We believe a successful mobilisation will lead to a successful transformation, so when we join this programme, we want to get up to speed quickly, to immediately deliver value. We know how to do this effectively from our work supporting the set-up of the Nightingale Hospitals and planning the roll out of COVID-19 vaccinations. Importantly, we have done this with many of the same stakeholders involved in this programme through our support on the Mental Health and Social Care Directorate merger, the Test and Protect and Flu Vaccine and the Covid-19 Vaccine delivery programmes, as well as most recently on the Drugs Deaths Mission. In each of these programmes we needed to understand rapidly the work performed to date, make sure our approach dovetailed with the work in train, and make an immediate impact. We will apply the same, effective formula for this programme.

Case study: [REDACTED]

Case study: [REDACTD]

Case study: [REDACTED]

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B 2 Target Operating Model

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Target Operating Model

Overview

Our approach to supporting you in this programme is rooted in the fundamental basis for the change you have set out:

- A **human-rights** based and **person-led** approach to care
- Focussed on delivering **better outcomes** for the people of Scotland
- **Transforming social care** in how it is planned, commissioned and procured – driving a more collaborative, trusted and partnership based way of working, that brings lived experience and co-design into how the system is reshaped.

We've set out our detailed TOM method in the response to this question. But we believe you will be best served by an approach that has considered how these different parts fit together, both in approach and against the timeline.

The development of the Target Operating Model (TOM) needs to work alongside the other critical workstreams. The TOM needs to provide change options and assessment of benefits and implementation costs and challenges that can be reflected in a Green Book compliant Programme Business Case. There needs to be an aligned view of the Current Operating Model (COM) and the TOM, so that there is clarity in the scale and actions needed to implement.

Our approach to aligning the workstreams, having clear deliverables and clear dependencies, and managing these to a clear timetable, are set out below.

[REDACTED]

Case study: [REDACTED]

Case study: [REDACTED]

Case study [REDACTED]

Case study: [REDACTED]

Case study: [REDACTED]

Case study: [REDACTED]

Case study: [REDACTED]

9. Examples of highly visual reports

We have provided in this document a number of examples of highly visual ways in which we have provided information about system and organisation wide change. We have also attached a number of other graphics to help showcase our material in more detail.

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We have also submitted **an animation we have built specifically for this opportunity** of supporting you in this programme to design the future National Care Service. We think you will agree this provides both an example of the kind of creative thinking and design talent we can bring to the team, but also conveys our excitement and commitment to work with you:

[REDACTED LINK AND PASSWORD]

SCIE also have a track record of producing highly visual maps, animations and diagrams which seek to bring to life the person's lived experience, how a system best works to support people and communities, and how different models of care operate.

Further examples from within the Health and Social Care sector, showing a range of styles we have used, are set out below. Together with the video, this shows our ability to adapt and deliver different styles and outputs to meet different client and stakeholder needs.

[REDACTED EXAMPLES]

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10. Key Assumptions

We will need to agree our plan, method, approach and roles with you as part of mobilisation. We have set out some of the key assumptions on which our approach is based below. We have further set out broader assumptions about how we will work with you across the programme as a whole, under the Contract Management section:

- Scottish Government will provide access to reference and user groups and manage communication with them, including meeting invitations, briefings and sharing of any preparatory or follow up material;
- Scottish Government will be responsible for interaction with the Design Authority or other governance. We may provide support to these meetings but we will not be presenting management decisions
- We will be supported in ay stakeholder engagement, for example, Scottish Government officials introducing our team and role and requesting support from participants
- The design of the Target Operating Model will be to a high level and with no more than three options developed for consideration in the Programme Business Case. The depth of detail will be appropriate for an Outline Business Case and will not cover detail such as workforce impact and roles, TUPE implications, due diligence, technology requirements and soft market or full market testing
- The ownership of the Target Operating Model will at all times reside with Scottish Government officials. We will not advocate for the TOM to third parties or in the media. The TOM will not be referred to as 'the KPMG TOM' at any point.
-

11. Risks and mitigations

Risk and Impact	Mitigation
The management of assumptions becomes unsustainable if decisions are not made in a timely manner impacting on ToM options definition and selection.	• Governance is in place through Design Authority with clear accountability for decision making and agreement on how to address assumptions with large scale impact • We will log assumptions for when decisions have not yet been established or evidence has not been provided
Programme tools and controls are not reusable or sustained over the 3 year duration of the programme resulting in rework and inefficient processes.	• We will create assets you can re-use and keep live throughout the life of the programme e.g. the assumptions log and impact assessment and a dynamic view of the current system map • We will hand these over to you as part of our exit
Baseline, efficiency and funding assumptions are not agreed in a timely fashion, or are not agreed	• We will ensure that all modelling assumptions are captured, tested with appropriate stakeholders and signed off through agreed governance forums

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Risk and Impact	Mitigation
at all, resulting in delay or mistrust of 'the numbers' and / or data.	
Access to people with lived experience or suitable representative groups, resulting in a design that is not sufficiently user-centric and has poor buy-in.	• We will agree with you the core customers and user groups and develop with stakeholders a target set of journeys for a number of personas • As part of the mobilisation stage we will agree with you how to work together to obtain the required inputs into the process
Risk of balancing a number of design ideas, each with trade-offs that need to be navigated. For example, some scenarios may be more achievable than others. The optimal clinical design may not be the most cost effective. This may be challenging to resolve.	• We will co-design design principles with stakeholders to guide the design and provide clear Terms of Reference for the Design Authority. • Taking an iterative approach will allow for early sight of emerging TOM design concepts and as part of the final sprint a scenario planning exercise is included to test robustness, steering the programme towards realistic and pragmatic solutions and away from 'red lines'.
The unique circumstances and challenges of developing the National Care Service for Scotland mean that there are few comparable benchmarks for governance and accountability systems.	• We will draw on our extensive experience of working with health and care systems nationally and globally • We will utilise our knowledge of establishing new national entities as well as our experience of working within the Scottish health and care system, to ensure we draw on good practices from a range of settings and provide a solution that is fit for Scotland.

12. How we meet your requirements

We've summarised below the tools, methods and insights we will bring to the Target Operating model design to help make sure we deliver

[REDACTED TOOLS, METHODS AND INSIGHTS]

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B3 Methodology – Programme Business Case

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Methodology – Programme Business Case)

Overview

Our approach to supporting you in this programme is rooted in the fundamentals basis for the change you have set out:

- A **human-rights** based and **person-led** approach to care
- Focussed on delivering **better outcomes** for the people of Scotland
- **Transforming social care** in how it is planned, commissioned and procured – driving a more collaborative, trusted and partnership based way of working, that brings lived experience and co-design into how the system is reshaped.

We've set out our detailed method for the Programme Business Case in the response to this question. But we believe you will be best served by an approach that has considered how these different parts fit together, both in approach and against the timeline.

While the Programme Business Case (PBC) is a critical output of your programme in its own right, we know from our experience that it is critical the business case links very closely with the other workstreams. Our experience of doing this on complex programmes [REDACTED REFERENCES] means nothing is missed, an integrated output and effective use of your team's time. For example:

- The baseline information needs to be drawn from the Finance and Governance map and the Current Operating Model report.
- The benefits and understanding of the current policy to practice implementation gap needs to be aligned with the work on the Target Operating Model.
- The development of options and working through the desirability, affordability and feasibility of them needs to be carried out on an iterative basis with the input of the Finance and Target Operating Model workstreams.

Both our approach and the structure of our team (many of whom recently worked together with you on the Louisa Jordan programme) recognises these interdependencies. Our approach to aligning the workstreams, having clear deliverables and clear dependencies, and managing these to a clear timetable, are set out below.

[REDACTED]

Breaking these activities into detail, and identifying when each needs to take place in order to deliver to your objectives and timeline, means you can be confident we will deliver:

Key activities and outputs by workstream

[REDACTED]

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Business case delivery

Our approach to developing the PBC is underpinned by the following principles:

Integrated working that removes duplication: The proposed team have experience in working together on other engagements. What this means for you is that we work together as one team, making sure there is no duplication across workstreams and clear communication on progress and decisions made on a day-to-day basis. This is done through:

[REDACTED]

The benefit of this approach to you

- We will work with other workstreams to make sure that the day-to-day delivery is aligned and non-duplicative i.e., if you tell one person you have told the whole team.
- We will make optimal use of your time by setting out proposed solutions for discussion and agreement / sign off.
- Create highly visual outputs that can be used to help communicate and share progress.
- Clarity from the get-go on the outputs needed, individual responsibilities, and timeline that will kept as a live document throughout PBC delivery.

The following sections cover the stages outlined below. We have created a detailed plan to provide assurance around the activity needed to reach your deliverables. We have also highlighted our key assumptions, risks and mitigations. Finally, we have summarised our response against your requirements for this question.

[REDACTED]

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The benefit of this approach to you

- Compelling case for change that is agreed by all key stakeholders within the system.
- Agreement of commercial models between system partners including payment mechanism and risk share.
- Quantification of benefits for National Care Service including impact to the people of Scotland.
- Clear articulation of further work across each section to develop it to FBC stage.
- Knowledge transfer and sharing of tools and best practice on a day to day basis.
- A PBC that consolidates the messages from all workstreams while ensuring a golden thread that ties it together.

2. Our experience in integrated delivery and providing a visual and compelling business case

Case studies

[REDACTED]

Example report and graphics

We have provided an overview of a case below to give a snapshot of the visual nature of a completed business case. Please note that this is blurred so that no confidential information is shared.

We use visual language to help create a compelling case that fulfils the detail required and can be understood by someone unfamiliar with the Scottish Public Finance Manual and HMT Greenbook style.

Type	Purpose	Example figure #
Images	Throughout the document we would expect to illustrate the impact the National Care Service will deliver through case studies that are combined with images of people who are in receipt of care and the workforce who deliver this care. This helps set the context around abstract discussions. We will work with your internal team to source these from the work that is already completed.	1
Diagrams	Hooking the reader with a diagram that sets the key points out a complex section, such as the case for change, helps readers to take away the key messages of the case. Diagrams can also show relationships between ideas.	2
Flowcharts	Understanding the structure of the business case, for example, explaining how the value for money is quantified in the economic case, is often best displayed using flowcharts. These can also tell how an idea has build up over time.	3

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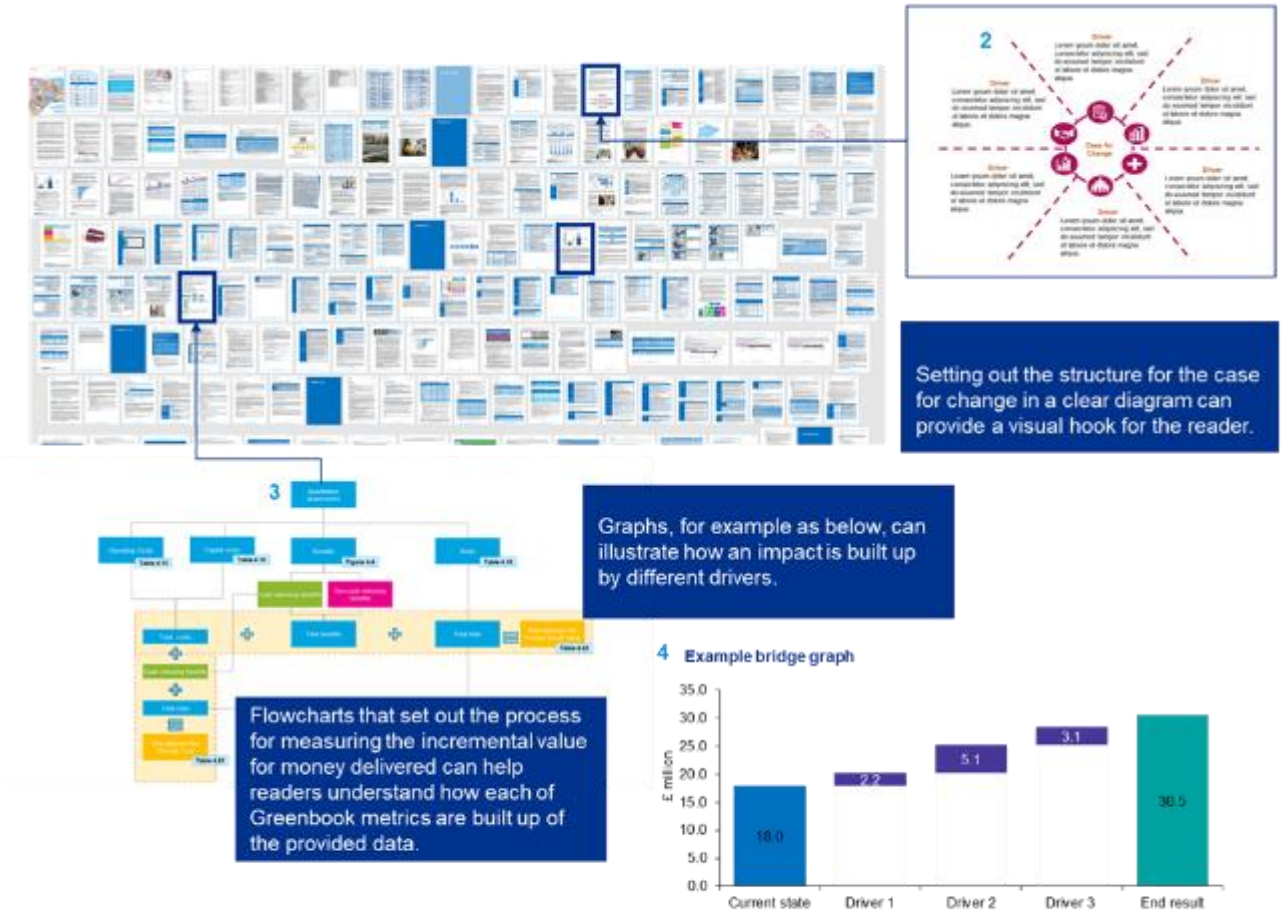
Type	Purpose	Example figure #
Graphs	Graphs, such as a bridge diagram that displays the impact in comparison to the status quo, are an integral part of presenting data-led business case in way that is easy to interpret and understand. We make sure that each graph has a key message and is clear.	4
Tables	Like in this example, a table is often a simple way of displaying a list of information in format that is easy to review. Examples include setting out the assumptions for the economic modelling and the key strategic alignment.	N/A



We have also created especially for the NCS opportunity, the below video – to showcase our ability to bring concepts and the case for change, to life:

[REDACTED LINK AND PASSCODE]

3. Key Assumptions

We will need to agree our plan, method, approach and roles with you as part of mobilisation. We have set out some of the key assumptions on which our approach is based below. We have further set out broader assumptions about how we will work with you across the programme as a whole, under the Contract Management section:

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[REDACTED]

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B4 Current Operating Model

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Current Operating Model

Overview

Our approach to supporting you in this programme is rooted in the fundamentals basis for the change you have set out:

- A **human-rights** based and **person-led** approach to care
- Focussed on delivering **better outcomes** for the people of Scotland
- **Transforming social care** in how it is planned, commissioned and procured – driving a more collaborative, trusted and partnership based way of working, that brings lived experience and co-design into how the system is reshaped.

The development of the Current Operating Model (COM) needs to work alongside the other critical workstreams. The COM needs to provide the common baseline to be used in the Programme Business Case and to measure the implementation gap against in the Target Operating Model. Many of the same stakeholders will be engaged in the development of the COM and the TOM, and will expect clear read across and congruence between them. We are used to managing this complexity, and we bring clarity across a programme.

We've set out our detailed method for developing the COM in the response to this question. But we believe you will be best served by an approach that has considered how these different parts fit together, both in approach and against the timeline. KPMG has trusted tools and methodologies based on our global experience within health and care, and coupled with our commitment to the Scottish NCS you can be confident that your current operating model will drive insight and secure alignment. It will identify those elements which are genuinely ground-breaking,and form a basis on which they can be amplified. This is set out below:

[REDACTED DETAILED METHOD]

Breaking these activities into detail, and identifying when each needs to take place in order to deliver to your objectives and timeline, means you can be confident we will deliver:

[REDACTED DETAILED METHOD]

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Overview of our approach to the development of the Current Operating Model

In this section we set our proposed delivery methodology for the Current Operating Model, including creating a visual governance and finance map, Current Operating model 'as-is' report and a dynamic dashboard showing baseline data to support benefits tracking management and TOM options development. We also outline our view on system dependencies and approach to stakeholder engagement and relationship management.

Any major system change needs to start with an understanding of the current system and lived experience of service users in order to identify the wider, complementary system reform required to enable change and create a service that is joined up and fit for purpose for users. By investing time upfront to gather robust understanding of the current system, we will not only ensure that we design a future operating model that is fit for purpose and meets the needs of citizens but also identify gaps and transformation opportunities across the system. Importantly, this work will provide a baseline view of governance and finance that will support senior leaders and Scottish Ministers to identify the changes needed and the impact on how things are now.

We can do this in a way that is engaging and delivers genuine insight. The way we work is person centred and we have selected a team that are skilled at engagement with health and social care experience. Throughout this section we refer to our work with people with lived experience, and we would like to highlight that this is a key element of our approach, we know how important that is to the Scottish Government, and we build this into the way we work. We understand how to secure engagement, being aware of some of the practical barriers that might exist (such as digital exclusion, or timings of sessions) and the elements that need to be in place to genuinely co-produce our outputs. Our approach to developing personae complements this direct engagement. This complements the development of a quantitative set of data from which we will work with you to build a 'dashboard' of the current state, that can be readily updated and analysed as the programme matures.

In the following sections we set out how we will deliver this challenge. We also highlight areas that you have asked us to focus on in particular in our response, and have set out our dependencies, engagement plans, and risks and mitigations for this workstream. Finally, we have summarised our response against your requirements for this question.

[REDACTED DETAILED METHODOLOGY]

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B5 Contract Management

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Contract Management

Approach to contract management

Our approach to managing this programme of work and our relationship with you is based on a structured account management framework which we use for all our large clients and which we have successfully deployed with Scottish Government, and with our sub-contractor SCIE, on a number of occasions.

We will provide consistent leadership to develop strong relationships supported by our delivery team. We will use our robust contract management processes to report and monitor progress against the outlined NCS deliverables and outcomes to ensure you have visibility and clarity on where we are along our delivery journey. At the heart of our approach is how we work in partnership, but with clear accountability for deliver.

Our approach has 5 key pillars as shown adjacent.

As part of our Contract Management process, we will also manage our sub-contractor SCIE. Our supplier selection methodology is both integral to our procurement policies and also considers:

- Compatibility of values and understanding of client needs
- Capabilities, relevant experience, and high-quality credentials
- Quality of work delivered and reputation in their respective industry
- Capacity, depth, and availability of key resources
- Any actual or perceived conflict of interests
- Cost and value of services to be provided
- Polices, code of conducts and ethics around equal opportunities and diversity and inclusivity

Performance measurement is agreed through formal contracts and monitored through formal supplier review meetings. An Engagement Quality Control Review Partner (EQCR) has oversight of engagements and tests deliverables against robust quality criteria. Project controls enable day-to-day performance management of our sub-contractors, allowing accurate monitoring of delivery to scope, cost, time, and quality.

For high-risk activities, we may agree with you to include additional measures for defining underperformance and triggering performance reviews. If there is concern about a sub-contractor's delivery quality, we will trigger our In-Flight Review process. Should we find any evidence of poor performance, we will agree immediate actions to remedy.

1. Resourcing and capacity

Managing resources and capacity is essential to delivering quality work on time and within the agreed budget. To effectively manage our colleagues, each business area within KPMG has a dedicated Resourcing Team and Partner. Together, they are jointly responsible to ensure that our

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client engagements are appropriately resourced and can deliver our contractual commitments and client requirements, whist ensuring continuity of existing business. Time is a critical factor in delivering a project successfully and, as such, we are frequently required by clients to commence projects at short notice deploying suitable resources immediately. Our proactive approach to resourcing will shorten our response time and allow early identification and ring-fencing of the right people to meet your requirement.

We monitor the capacity of client-facing employees by placing each individual on our electronic database ('Retain') that records specific data such a person's skills, experience, qualification, location and availability. To maintain an accurate view and measure the resource capacity of our business, we require all our people to keep their availability up-to-date and record their forward-look on a weekly basis. We have robust processes in place that surround an end-to-end 'engagement acceptance process' and the information we monitor helps us to manage short- and medium-term resource planning.

The team we have put forward are available and keen to work with you. We have identified required resources against each deliverable and will continue to monitor support to help you achieve your outcomes throughout the programme. However, If we find the skills set you need changes throughout the lifetime of the engagement, [REDACTED NAME] and our Engagement Manager will also be able to call on Subject Matters Experts from right across KPMG, whether they bring specific technical expertise or deep sector knowledge. As a workstream or the programme flags a requirement, the EM and our resourcing team will match a suitable and experienced resource.

In order to support [REDACTED NAME] and recognising the importance of this programme of work, [REDACTED NAME] and [REDACTED NAME] will be reinforced by [REDACTED NAME], acting as our Partner Challenge Review Panel Chair. As the leader for our entire UK advisory business, [REDACTED NAME] will help access the right talent and experience in our firm.

[REDACTED ORGANOGRAM]

How will this drive improvements?

Our iterative and effective process around resource management means that you will be working alongside people with the right experience, skill set and availability to meet the programme needs. Should your delivery needs change or in the unlikely event we need to make staffing changes, there is a robust resource management process. Our people are our business, and we encourage everyone to undertake secondments in our global offices, or in other parts of the business to develop their insight further across geographies, business sectors and cultures. This not only helps our clients receive a broad and comprehensive range of insights, it also prepares us to respond to an increasingly volatile and changing market. This allows you to be confident that any changes to resourcing will be met in a timely and thorough manner.

2. Trusted Relationships

Our delivery team have extensive experience within the public sector. We'll act as advisors to you for this programme and beyond, across your wider organisational challenges. Given the significance of this work and the importance of setting up a successful National Care Service is Scotland, our senior team is drawn from our leadership team in Consulting and across Scotland, meaning they combine experience and insight with the ability to mobilise resources, ensure continuity of our team and consistently monitor and report progress to your leadership about how our contract is performing against key deliverables.

We understand this sector and have experience delivering to government priorities in Scotland. Where changes to delivery against deliverables need to be made which require high pressure meetings with ministers and other senior officials, we will use our contacts to support you in delivering these messages of change to ensure you reach the right outcome.

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How will this drive improvements?

We think open and honest discussions about the strategic elements of the contract are essential to ensure you can voice your concerns, allowing us to take immediate corrective action. These conversations can only take place within trusted relationships and our team are committed to taking the time to understand your core team and develop a safe and productive space. Through these trusted relationships, we hope you feel comfortable to voice any concerns. This may be around the scope and value of the contract, ministerial priorities which effect the deliverables and the development of the business case to name a few. Where necessary our skilled leadership team will bring their experience and knowledge to identify, manage and mitigate key risks providing an outcome focused environment driving the prioritisation of resources and activities. Insights and concerns shared as a result of these relationships will also be shared across our team, where appropriate, to ensure we are collectively improving and adapting, listening to your feedback.

3. Clear Accountabilities

You need a team who understand your departmental environment, culture, and key government stakeholders, providing challenge and assurance around all deliverables. One way in which we ensure the quality of our work remains consistent and appropriate assurance is provided, is through clear, visible accountabilities.

Engagement Lead: [REDACTED NAME]

[REDACTED NAME] is familiar to Scottish Government; he leads KPMG's relationship with you as a client and has worked with many of the stakeholders involved in the health and social care sector in his role leading the Flu Vaccine and Covid-19 vaccination programme, Test and Protect, the Mental Health and Social Care Directorate post merger support and review of the Louisa Jordan field hospital. He has recently also been working on the Drugs Mission. This means he brings and understanding of your leadership team, positive relationships and reputation, and a track record in providing senior leadership advice and support.

He is accountable for all aspects of our delivery, ensuring our team perform against your deliverables and outcomes, and making sure we provide you with value, access to the right skills and act as the point of escalation for any concerns. He will also support senior team meetings and provide advice and support to your leadership team.

Engagement Manager: [REDACTED NAME]

[REDACTED NAME] brings over ten years of consulting experience, delivering large scale transformation programmes and managing complex delivery, with multiple workstreams and multi-disciplinary teams. She has worked with the Scottish Government in the Vaccine transformation programme and long-term vaccination model, as well as in other parts of the public sector in Scotland including Police Scotland.

[REDACTED NAME] will be responsible for both how we work with you and what we deliver on a daily basis, focusing on ensuring alignment between the workstreams and monitoring progress against deliverables through weekly reporting. She will also complete the end-to-end engagement and risk management processes, effectively managing commercial and contractual aspects of the engagement, supporting the engagement lead and act as your day-to day contact, seeking out specialists in both KPMG UK and member firms to address your needs.

Workstream leads

They will be accountable for delivering quality solutions, tailored to your needs, to match against the requirements, outcomes, milestones and metrics agreed. Each lead will in turn report to the EM

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and [REDACTED NAME]. Workstream leads are responsible for the quality of the outputs of individuals in their team, which we expect to work alongside your core team. Our daily delivery team also understand the importance of their role, being embedded within workstreams and having the visibility to escalate risks and issues as they arise, alongside providing effective mitigations through integrated ways of working with your core team.

Quality Oversight & Escalation

[REDACTED NAME] will be our independent review Partner for this programme. He will be your point of escalation for any concerns above [REDACTED NAME], he will challenge and support our team to make sure we deliver value to you, and he will help our team access the right skills and experience in the firm to deliver quality every time. [REDACTED NAME] is our lead Partner for Consulting in Health and Human Services and so brings experience and management of our teams across Health, Local Government and Housing. He performed the same independent review Partner role in our support to the Vaccine delivery programme and Mental Health and Social Care reform and so has worked with both your stakeholders and with [REDACTED NAME] before.

In addition, if any quality or contract issues need to be escalated from [REDACTED NAME], we will make use of our Partner Challenge Panel group, led by [REDACTED NAME], our UK Head of Advisory. Any materials concerns will be raised within this group, ensuring our leadership is able to mitigate and resolve the issue promptly.

How will this drive improvements?

Ensuring each member of our team understands their key responsibilities will ensure we can hold ourselves to account through delivery. There will be an appropriate route of escalation should an individual need support or guidance, and as a delivery partner, we will ensure we take the time to support each other as a team to meet our individual responsibilities. Having key named individuals at each grade will also allow your core team to know how best to raise an issue around the delivery of the contract and provide you with visibility around it's escalation process and resolution.

4. Shared Purpose and Ways of Working

As part of effectively managing our contract with you, we will agree with you our key deliverables and outcomes from the offset. To support us deliver these requirements, we think it is also useful to understand our shared purpose, the key behaviours you expect from your core team and any partners, and acknowledgement around your ways of working style.

Shared Purpose

We believe we have a strong understanding around the driving forces for the creation of the NCS. We have a passionate team, with experience in Social Care, we are truly excited about being part of such a historical and impactful change to care in Scotland. However, during the beginning of our contract, within our mobilisation phase, we would be keen to have open and honest discussions with your core team and key individuals. We think these conversations can happen in parallel, from board level to workstream level, but discussing our common passion for this change will help the cohesion of teams and provide an open and honest platform for the management of this contract.

Ways of Working

We have recent experience of working with you under pressure. Our team will be taking all the best practice learning from these engagements straight into our work with you, however, we understand that every team is different, and we want to ensure we are flexible and cater to your preferred style of working.

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An example of this may be clearly defining the process around a resource change for our team. We would be willing to work with you to understand how we can make this change in a way with minimal disruption, and could agree upon a leaving notice, processes for selecting new team members and handover arrangements.

How will this drive improvements

Performance management of people at KPMG is an ongoing conversation. [REDACTED], will meet regularly with the Engagement Manager to assess their performance and identify development goals during the project. This continuous process also provides us with an opportunity to ensure the team is adhering to your ways of working and provides a channel to have these conversations early on with team members should they be needed.

5. Supportive Governance and Reporting

At the heart of our contract management framework is operating with trust and transparency. We want to work in a partnership with you to deliver a successful programme and a NCS which supports the people of Scotland. This requires consistent and accurate governance and reporting structures, and we will work with your PMO to ensure our outputs have appropriate visibility.

1 **1-2-1 Senior Programme Review Contract Meeting** – [REDACTED NAME] will be the engagement leader responsible for delivery. In the unlikely event of non-delivery, he will be your key point of contact. [REDACTED NAME] will meet with the Programme SRO on a fortnightly basis, to review progress and the performance of our team against your key high-level deliverables, discuss strategic risks and issues, and forward plan support requirements. These contract meetings will be supported by reporting as described below.

2 **Monthly reporting** – Monthly management information will be provided ahead of contractual review meetings. The information will draw upon project forecasts and actual data to provide key metrics, including progress of project briefs (outstanding deliverables, burn rate, complete deliverable against scheduled milestones), financial position against forecast, the forward forecast of how our team will be focussed and key risks and issues that require discussion. Other key Operational Performance Indicators can be defined in agreement with you at the beginning of the programme and will be monitored and reviewed by us.

Engagement Fee breakdown by Workstream (w/c 06 Dec 2021)

Cost breakdown by individual grade	Current Operating Model	Target Operating Model	Business Case	Costs (Actual in week)
KPMG LLP – Partner	0.5	1	0	xxx
KPMG LLP – Grade A	2.5	0	1	xxx
KPMG LLP – Grade B	4	2	2	xxx
KPMG LLP – Grade C	1	4	5	xxx
KPMG LLP – Grade D	3.5	3	3	xxx
KPMG LLP – Grade E	2.00	0	1	xxx
Grand Total	**13.5**			**£ xxx**

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3. **Weekly progress reporting and meetings** – Our Engagement Manager will produce a weekly status report. This will contain the same information described in the monthly report. A weekly meeting will be held to discuss the project status with the SRO (or nominated delegate) to provide confidence on progress and proactively resolve issues or risks. [REDACTED NAME] will attend these meetings. Workstream leads will also have weekly progress meetings to ensure key activities are on track.

Draft weekly status report

Workstream	Key Outputs up to 10/12/21	Key Future Planned Outputs/Priorities
Current Operating Model	• We have worked with your programme team to review and understand existing work done to date. • We have reviewed existing data sets and public data sources to identify data and information gaps	• Next week we will review legislative and policy context, PfG and National Performance Framework • We will schedule focus group with people with lived experience and validation workshop
Target Operating Model	• Designing the future state system – High level articulation of how the NCS will operate has been completed and shared with key stakeholders. • Design the future customer experience – Defining the future experience for the users across key journeys and how this improves the current state is underway. Further changes to be made. • Define organisational capabilities and enablers – Designing the capability needed in the system, and the NCS role, in supporting the future experience has begun and workshops schedule.	• Develop the high-level future operating model – Designing the 'layered' view of the future NCS across the operating model dimensions • Define the system reform impact – Identifying the wider impact across the system, including transfer of staff, responsibilities and funding • Scenario testing – Carrying out 'stress tests' for different scenarios to ensure the model is robust and there are mitigations for potential unintended consequence.
Business Case	• Our key outcomes and objectives have been agreed. • We have defining roles and senior input, ensuring your teams are aligned to all tiers of our team. • We have begun engagement with our SMEs to come to you with the solution.	• We will begin pre-populating documents, including agreeing a template for the PBC so we can present your team with options for challenge and review rather than a blank page. • From the PBC perspective, we need to understand the scope and what you need approval for – what would the funding cover.

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