4. **Independent quality review** – For strategically important and complex programmes such as yours, KPMG appoints an independent Partner, whose role is to assure the quality of our delivery and challenge us to be better. [REDACTED NAME] will perform this role. [REDACTED] is one of our most experienced public sector partners and leads our Consulting support to Health and Social Care across the UK. Whilst his role is primarily focused on supporting [REDACTED NAME] to manage any KPMG delivery risks and our own continuous improvement, we propose that [REDACTED NAME] meets with the Programme SRO at the beginning of the contract, and again every two months, to gather feedback, share observations and themes which could enhance the effectiveness of our delivery.
5. **In flight and post project reviews**. This will allow us to consistently look for ways in which we can do things better, making changes throughout delivery to ensure we pivot where necessary to stay on track to deliver the deliverables and outcomes you require.

How will this lead to improvements?

Key governance points, regular programme reviews and effective reporting will allow us to identify, articulate and manage risk. For any issues around the contract which have been identified, we will ensure we flag these within our weekly & monthly report to you. Each risk will be discussed, and we will share our mitigations with you for review. We will ensure that we hold our own risk register around matters of the contract which we can share with you upon request. If contractu al issues have not been resolved within an appropriate timeframe, we will ensure internal escalation to reach a swift solution.

We will take a comprehensive approach to risk management that balances the need for process – risk registers, clear routes for escalating risk, and forums for bringing stakeholders together – whilst empowering teams to resolve risk within their delegated authority. We will support establishing a robust process for identifying and managing risk at the portfolio level that builds on your current governance structures and provides oversight across a few programmes.

6. Key assumptions

We have set out assumptions, risks and mitigations specific to the three main workstreams within those sections. We have highlighted below some of the key programme-wide assumptions, which we will test with you as part of mobilisation.

Key assumptions

- We will document all key deliverables in terms of their acceptance criteria and sign off process during mobilisation, with the exception of the Finance and Governance

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Map and Strategic Outline Case review, which we will need to agree within the first week

- You will provide us timely access to data, organise and attend meetings as needed to provide us with the information needed to deliver our scope
- We will regularly report progress and highlight risks and barriers and the process for managing change requests where, for example, a delay means additional effort for our team in meeting a deliverable.
- You will nominate a Programme Sponsor with whom we will have regular engagement. We will also have a line of communication to a senior official above this individual in case of the need for escalation.
- You will provide a nominated Contract Manager to whom we will report progress, obtain a day to day steer on delivery and raise concerns. You will provide a nominated deputy to this role in case of absence
- You will introduce and explain the role of the KPMG team to any stakeholders
- You will facilitate access to data, stakeholders and other inputs to the programme on behalf of our team. You will organise invitations and meetings. You will be responsible for any minute taking needed for governance or other purposes that require formal recording.

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B6 Quality Management

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Quality Management

Introduction

Quality is at the heart of everything we do, and we have a rigorous process to ensure a constant cross-challenging of all we do so our work remains consistent and of a high standard. Our approach has three aspects, our people, our processes, and our governance. In addition to these, we have also outlined how we will work with you to establish a mutual set of quality criteria from the beginning of this programme, to ensure any additional considerations you may have are factored in.

As described within our Contract Management response, from the very beginning we will aim to have a joint understanding around the driving forces for change and the reasoning behind the creation of the National Care Service (NCS). We have a passionate team, with experience in Social Care, who are truly excited about being part of such a historical and impactful change to care in Scotland, and we know this team will deliver high quality outputs. We will also identify your preferred way of working early on, ensuring we work collectively with you to reduce the burden on your core team for things like reviews, governance and sign-off. This means we will take personal responsibility for the quality of our work and only present outputs to you which we have already tested and reviewed internally. This will act as a level of assurance of all our work and ensure you receive an output which has the collective experience of our whole team behind it.

In addition, based on the quality criteria which we will develop with you, we will create a checklist for all individuals to use before the submission of deliverables. This checklist will be stored on our Teams site to ensure ease of access for the whole team. This will be held and reviewed by our Engagement Manager but communicated with each team member to ensure expectations are understood.

An example has been shared below, but this will be agreed with you during mobilisation.

Example: Quality Criteria & Assurance Activities	Workstream Deliverable	Programme Deliverable
Sign-off by workstream lead	✓	✓
Sign-off by engagement lead ([REDACTED NAME])		✓
Request clarification and support where required	✓	✓
Utilise best practice from UK SME's and globally where applicable	✓	✓
Does this align with the programme outcomes	✓	✓
Think about a digital or technology lens where applicable	✓	✓
Have we adapting our key methodologies where appropriate	✓	✓

The criteria which are set will be held and reviewed by our Engagement Manager, but it will be communicated with each team member to ensure expectations are understood.

1. Managing quality through our approach

We have a range of tried and tested, industry recognised methodologies and approaches which we have used for many large-scale transformations across a range of sectors and industries. We routinely deliver these projects on time and to budget and our ways of working in collaboration with you will mean you are fully aware of our progress and contribution throughout. These methodologies bring clarity to deliverables and allow for a structured approach to achieving your outcomes.

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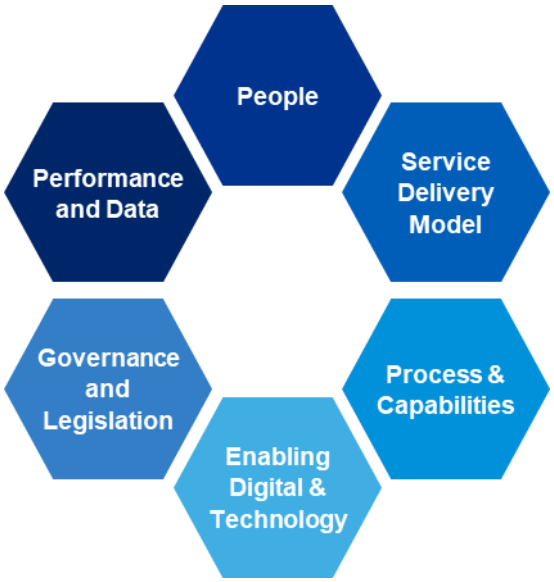
We have both UK and global experts for each methodology, and our team will use this as the skeleton for delivery, overlaying your unique priorities and design considerations for the NCS.

Target Operating Model Methodology



Creating a brand-new National Care Service is challenging and part of this challenge involves envisioning what can be achieved and validating that the service will work. Our six operating model layers allows you to identify the interactions between each layer, creating a functional solution which will allow you to deliver consistent, effective, and personal care across Scotland. Grounding the design of the NCS by using this leading Target Operating Model methodology provides a level of assurance around quality, as it combines an evaluation of questions like, what type of capabilities do you need, what applications are required and what risks and controls are in place, to name a few.

Connected Enterprise

The Connected Enterprise approach is our global method for delivering transformational, customer led and digitally enabled change. We have invested as a firm in building this method on research with Forrester Research, that identified that organisations which invest in 8 connected capabilities are twice as likely to see success from their investments in digital transformation. We have a suite of tools we can draw on to understand 'connected capabilities' and how they impact on the organisation. This means we can rapidly go from defining the target capabilities, to determining the blueprint for the future organisation. This enables a quality solution through integrating each capability into any future design.

Customer Journey Mapping

Our approach to Customer Journey Mapping is based on the development of personas and journey maps to bring to live and consolidate many people's input and lived experience into the co-design of the future system. This approach enables the highly person-centric approach to be balanced against the practical challenges of both covering sufficient depth and breadth in the time available and being able to link the target journeys to the design of the new National Care System and wider reform.

We will bring example personas and journeys we have used across the scope of the current services, particularly around integrated care, where we have a library of different characteristics of people in receipt of care, and example journeys across the care continuum, such as musculoskeletal pathways and safeguarding. This will help ensure the quality of outputs has sufficiently considered customer insights to design a service that works for the community and the individual.

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Quality management of deliverables

The above section covers how we manage quality from using our standard methods and tools. But we will also manage quality by having a clear acceptance criteria for each deliverable.

We have set out how as part of mobilisation, we will create a deliverable description for all our key outputs. We will agree the format, but we would typically expect to cover the following:

Example: Deliverable Description categories	
Deliverable name	Name and reference if appropriate
Overview	Brief description of the deliverable
Purpose	What the deliverable is for
Format	What the deliverable will be (document, presentation etc.)
Inputs	What the deliverable is derived from / key sources required
Quality criteria	What 'good looks like' for the deliverable
Acceptance criteria	How the deliverable will be judged as meeting the quality criteria – in objective terms
Sign off process	Who reviews the deliverable against the acceptance criteria and how it is signed off as complete

Partnering with SCIE

We have decided to use our partnership with SCIE to combine our and their experience and specialist insight, to best deliver quality to you. In particular we believe their experience of front-line care and the delivery of key services will add invaluable insights, working in collaboration with our transformation expertise. We believe that partnership working will offer you the best quality output, ensuring considerations are made both at a programmatic level, and around front-line requirements and delivery.

KPMG and SCIE have worked on several projects together over a 5 year period, including the joint delivery of the Bevan NHS England leadership programme and the Better Care Fund Support Programme, and have a strong working relationship. We are confident in delivering quality together.

Although we believe that working with SCIE will provide an extra layer of assurance around our deliverables and increase the quality of the final output, we are also clear on the fact that they are our

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subcontractor to manage, and that the quality of their input and final deliverables will have to match the quality expectations we have as a firm, and those we set at the beginning of the engagement. We will take responsibility for overall performance and will ensure that performance management is fully joined up, with a simple reporting process into us.

2. Managing quality through governance and assurance

In addition to our people and methodologies, we also ensuring senior oversight and input throughout the lifecycle of a project. Our engagements are structured so that there is a senior Partner overseeing each project and providing quality assurance. Complementing this structure is the use of SMEs that we can call on in order to include wider specialist expertise and professional disciplines from within KPMG for specific topics.

KPMG has robust formal quality review procedures for all engagements. Engagement leaders, in this case [REDACTED NAME], will review all key deliverables before they are sent to you and there is a relevant second Partner reviewing documents where the content covers their area of expertise, [REDACTED NAME].

Given the importance of this work, and following the approach we used when working with Scottish Government across several high risk programmes during the Covid pandemic, we have also put in a place a Partner Challenge panel, attended by some of our most senior Partners in the firm.

We have provided further detail about our quality control roles below.

Quality Lead

[REDACTED NAME] will be responsible for quality across the engagement, although we believe that responsibility lies within each individual, [REDACTED NAME] is responsible for bringing challenge to our team, testing our thinking and acting as an additional point of advice and insight. In the unlikely event you experience any issues around the quality of deliverables, [REDACTED NAME] will be your point of contact to escalate this to.

Quality Oversight

[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. [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. His background is in the NHS and he brings expertise in integrated care, the application of technology to health and care delivery and workforce. 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.

Partner Challenge Panel

Given the importance of this work to our ongoing relationship with the Scottish Government, it's complexity and scale, we will reconvene our Partner Challenge Panel that we first deployed to oversee our support to the Scottish Government during the Covid pandemic. This consists of a number of our most senior Partners in the firm, who bring personal interest, authority without our organisation and a wealth of experience and skills to support our team and help identify and mitigate, and if needed to deal with, risks and issues.

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The Partner Challenge panel draws on relevant team members as needed, with the following three core members:

[REDACTED NAME]

[REDACTED NAME]

[REDACTED NAME]

This gives our team massive support. It means they can access the right skills, experience and knowledge wherever it sits in our firm. It provides our, and your, team with the benefit of deep experience. Our experience during the Covid projects showed the benefit as well in putting positive pressure for our team to make sure we're always looking ahead and thinking about the next steps, and not being only focussed on the immediate priorities.

Our panel team are also willing to support you in senior stakeholder management, coaching and advising your leadership team, so you too get the benefit of their role in this programme.

Continuous Improvement

We expect our team to regularly request feedback around their performance and ensure that the workstream leads from within your core team remain satisfied with their work. This will be an iterative process, allowing for changes to quickly be made and should be the first step in ensuring we regularly perform to the quality standard required. Zamara, as our will ensure that individuals are reminded to check-in with their teams and report back any changes which are requested so that we can hold a centralised view on quality management.

Quality Performance Reviews

We will periodically review samples of work to ensure we are meeting client service standards. We will use the Customer Satisfaction Surveys from each project to reflect on our performance and the lessons for future work. Feedback will be captured and shared with the team.

3. Managing quality through our employees and sub-contractor

Ensuring our employees have the skills and capabilities they need to do their job well has always been a key priority. To support our colleagues, employees have access to training to gain the right skills and deliver high quality on a regular basis. We invest heavily in professional tra ining at 10 days per annum per person. We also provide a range of formal and ad hoc training courses, professional qualifications e.g. CIMA, and internal courses. Many of our courses are compulsory and all of these are specific to the person's role. Formal courses cover technical skills (e.g. advanced data modelling, data visualisation tools, finance cost optimisation etc.) and more generic skills (e.g. report writing, project management, and stakeholder management skills). We also provide our staff exposure to live projects by taking them to appropriate client meetings at no charge to clients.

Identification and response

In the unlikely event that there is an issue with any team member performance on the programme, we want to assure you that this will not be tolerated. We have several procedures that help us quickly identify poor performance by KPMG staff and sub-contractors, reducing the risk to you.

Identifying

At the beginning of the engagement, the engagement manager will establish specific goals with team members, in line with their agreed roles. The engagement partner and manager will review all team members' performance regularly together with you, to detect and prevent underperformance.

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If you raise issues with our performance, a potential measure we may agree with you to use is our In-Flight Review (IFR) process. This involves an independent KPMG Quality and Risk Partner, or agreed external reviewer, conducting a quality review of our performance and getting your feedback to understand the scope of the issue.

Responding

The engagement partner will speak to you and agree how we'll remedy underperformance. For example, through: ·

- Greater individual support and feedback, coaching, supervision or training, with regular reviews to monitor improvement and escalate concerns;
- Removing the staff member from the engagement and finding someone more suitable, at no additional cost; or
- Replacing or supplementing a sub-contractor, if appropriate.

If there are serious issues that need escalating, you have a clear route from [REDACTED NAME], to [REDACTED NAME], to [REDACTED NAME] and then our Partner Challenge Panel, to make sure we take action and put things right.

Continuous Improvement

To reduce future risk, is not enough to fix a problem with poor performance and then forget about it afterwards. We continuously review performance through:

- **Individual performance management** – We use the same performance management process for staff and sub-contractors, ensuring fairness, accuracy and consistency. All performance assessments and development feedback go to individuals and their performance managers so they can make changes as appropriate. ·
- **Sub-contractor management** – We regularly review our sub-contractors – whether there is a problem or not – to check they're still doing a good enough job to remain in our sub-contractor network. Instances of good and bad performance identified in the In-Flight Review or during engagement closedown go into our Global Risk and Engagement management Guidance system (GREG) to make sure we learn any key lessons

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B7 Innovation and Service Delivery

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Innovation and Service Delivery

Approach to service development and innovation

As part of our management of this contract we will seek to go beyond our agreed Service Levels, by understanding the broader agenda and objectives and considering how we can bring the best of our firm to support you.

We have set this out as follows

3 How we will approach service development and continuous improvement

4 Proposed innovation activity

How we approach service development and continuous improvement

We will bring a structured approach to continuous improvement. This means we will:

- Have a focus on lessons learned and opportunities to improve at each of our regular programme monitoring meetings with you, to understand where we can improve
- We will share our assessment of each stage and agree with you both good practice aspects that should be recorded and scaled, and any improvements to note

We will assign ownership of this material to you, so you have the catalogue of good practice, improvements and lessons learned to draw upon. We will also use this material to share with our teams and share both good practice to draw on in our future activity with you, and any areas of improvement we need to address.

Alongside the structured approach, our team bring a continuous improvement mindset. This means identifying and sharing across our joint team, where there are good ideas, tools and material that would benefit others.

We've shown how this works in practice in working in Health and Social Care in Scotland. We supported the development of the Test and Protect pathways and developed from it a method that could be re-used. We agreed with out Sponsor to help upskill others in this approach and improve the capacity of others to carry out this work, and produced a good practice guide, video and three day 'Academy' training course so that we 'trained the trainers' who could then help develop others.

Proposed innovation

Our method aims to create room for innovation and bring together different thinking, from the 'sprints' in how we will design the Target Operating Model to the dynamic baseline model of the Current Operating Model.

As well as this we believe there is a wealth of innovation opportunities in the Health and Social Care sector, and we will support you to unlock them. Our partner the Social Care Institute for Excellence has led several innovation programmes across adult social and health across the UK, including leading a DHSC funded Social Care Innovation Network and through its involvement in leading the new UK-wide IMPACT centre evidence centre for adult social care, and will contribute to your thinking about innovation.

We propose to hold innovation events to help devote the time and space to thinking about different solutions – and to make sure we create the time and space needed.

The three events proposed are:

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1. 'Art of the possible' event

We propose to host a half day virtual event in which we bring together other suppliers in our network to pitch to you disruptive and different thinking. This could be technology, service delivery models, funding or other ideas.

We would agree with you how to run the event. For example, this could be operated as an ideas crowdsource, with the best ideas selected to present, or could be targeted at particular technologies or models you are interested in hearing more about.

We have already had initial discussions with organisations such as the Digital Health and Care Innovation Centre, ENABLE Scotland and Janeiro, whom would all be interested in participating. We have been discussing the potential operating model impact of the concept of 'personal data stores' with Janeiro and DHI, for example, and how this could support the kind of paradigm shift that the future NCS is looking to foster

We would agree with you the agenda, goals and participants for this session and we would facilitate and bring together the outputs and next steps.

Example: [REDACTED]

[REDACTED NAME] Head of Innovation, Future

2. Net zero event

We recognise the importance to the Scottish Government of the climate emergency, reducing emissions and moving to a net zero economy. The 'ESG' (Environment, Sustainability and Governance) agenda has never been more critical. We believe that you will need to consider this as a critical part of the current and future operating model, the future operating model and the implementation gap.

We propose to host a full day virtual event in which we bring together members of your core and leadership team together with our experts in the ESG agenda to develop an initial view of the current and potential target ESG maturity. This would include identifying some of the key risks and opportunities, and how different choices could support a future operating model for Health and Social Care that reduced the carbon footprint, alongside the other target benefits.

An overview of the proposed session is set out below – we would tailor and agree this with you as part of our Mobilisation phase.

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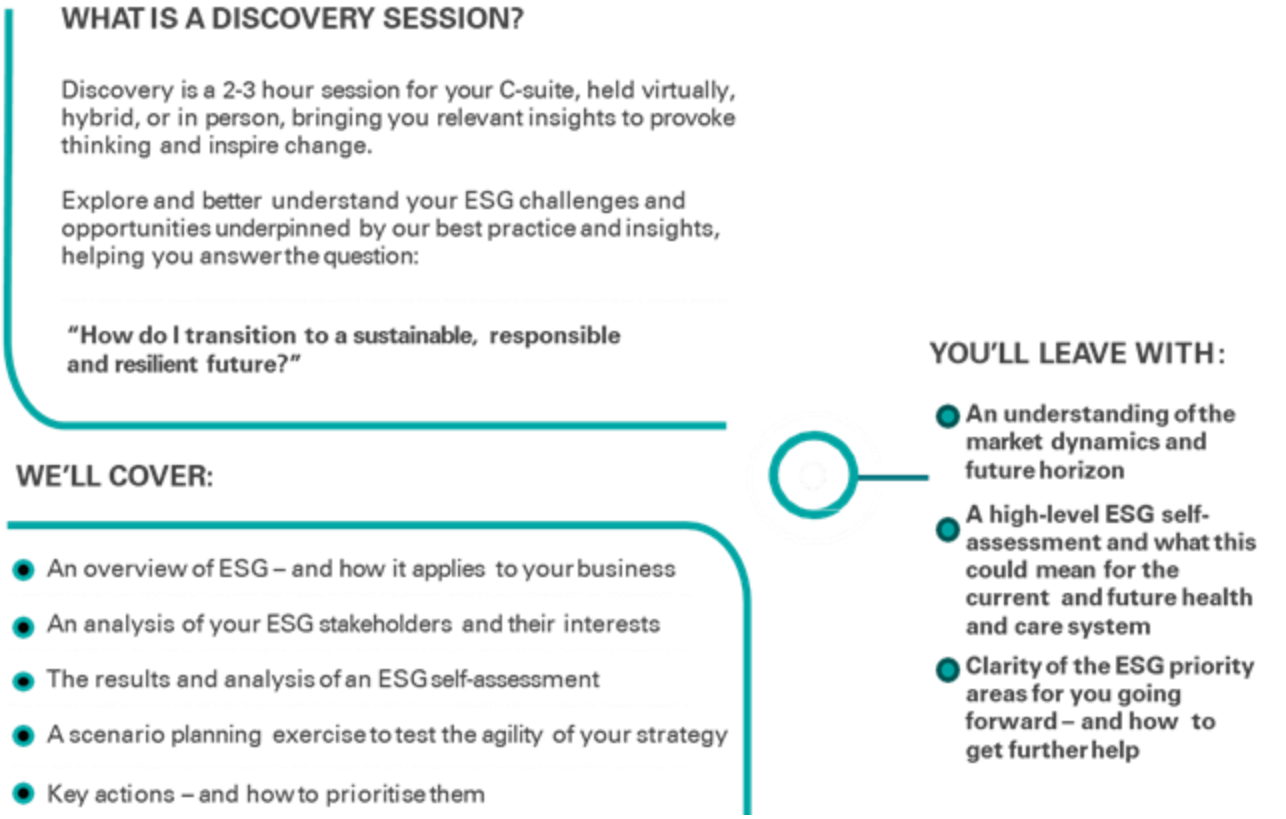
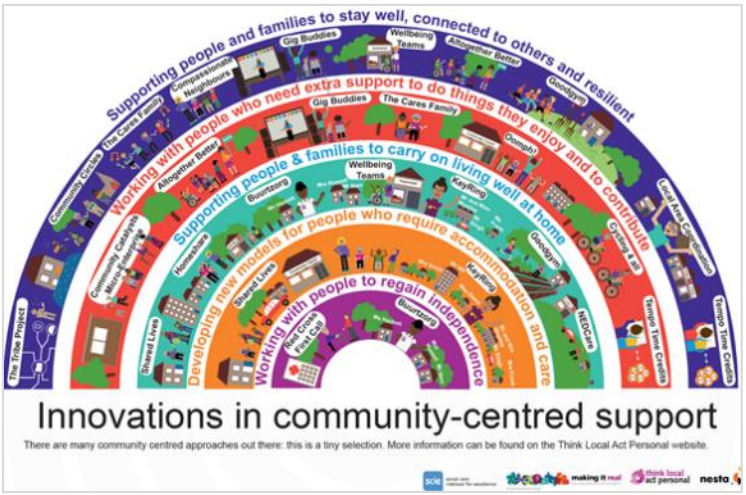


3. Scaling innovation

SCIE has worked with the UK-wide Innovation Foundation Nesta to explore how we scale innovation across health and social are. This work led to the establishment of a national Social Care Innovation Network, which was funded DHSC, which SCIE led along with the charities Shared Lives Plus and Think Local Act Personal

This explored how local authorities, partners, providers and partners can identify and overcome the barriers to scaling innovation. Key action learning groups were brought together to explore three areas: commissioning; Self-Directed Care and asset based working with tools and guides being produced in relation to each. As part of this work, we also created a national directory of innovation models, mapped against the level of support people might need, as depicted.



We propose to host a full day innovation session to share the learning from this work, and work in groups to explore how we identify and scale up innovation within the NCS. Participants would be placed in mixed groups to encourage cross system and cross professional learning.

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C1 Staffing

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Staffing

Our proposed team

Our leadership

To deliver this programme effectively, you will need a supplier who can provide you with an expert delivery team who has the local understanding, relationships and capability. We have selected an expert team that has the right mix of sector, operating model, system design and business case experience.

Our firm's leadership is committed to this programme and will be accessible to you as point of contacts at the highest level including [REDACTED NAME] who is KPMG UK's Head of Infrastructure, Government and Healthcare, [REDACTED NAME], our Head of Health and Human Services and Global Head of Care System Redesign and well as [REDACTED NAME], our UK Head of Advisory. [REDACTED NAME] will chair this panel.

Overall programme delivery will be led by [REDACTED NAME] who leads KPMG's Consulting practice in Scotland. [REDACTED NAME] will be supported by [REDACTED NAME] as our independent Engagement Quality and Compliance Review ('EQCR') partner.

Team outline

The below organogram outlines our proposed team, we will confirm the team's structure as part of the mobilisation phase to best meet your requirements and align with any existing Scottish Government programme resource.

[REDACTED ORGANOGRAM]

Our delivery team

We have aligned our team to the key programme deliverables as outlined below. Our team are ready to work collaboratively with the programme team you have in place. Our team is passionate about improving the Care system and each has a genuine interest in helping public sector organisations deliver better outcomes for the communities they serve. An overview of the sector experience and skills of our team is provided below.

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	Sector Experience and Programme Skills															
Name and Role	Health and Social Care Experience	Scottish Government Experience	Local Government Experience	Portfolio and Programme Mgmt	Relationship Management	Current State Assessment	Report Writing	Modelling and Benchmarking	Operating Model Design	Service Design	Person Centred Design	Governance and Org Design	Transformation Roadmap	Business Case Development	Entity Creation	Public Policy and Regulation	Data and Digital
[REDACTED NAME]	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	
[REDACTED NAME]	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		
[REDACTED NAME]				✓	✓	✓	✓		✓	✓		✓	✓	✓	✓		
[REDACTED NAME]	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	
[REDACTED NAME]	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓	
[REDACTED NAME]	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			
[REDACTED NAME]	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓	
[REDACTED NAME]	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			
[REDACTED NAME]	✓		✓	✓	✓	✓	✓	✓	✓							✓	
[REDACTED NAME]	✓		✓	✓	✓	✓	✓	✓	✓				✓	✓	✓		✓
[REDACTED NAME]	✓		✓	✓	✓	✓	✓	✓	✓				✓	✓	✓		✓
[REDACTED NAME]		✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓			
[REDACTED NAME]	✓		✓	✓	✓	✓	✓									✓	
[REDACTED NAME]	✓		✓	✓	✓	✓	✓									✓	
[REDACTED NAME]	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	
[REDACTED NAME]	✓		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	
[REDACTED NAME]	✓		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	
[REDACTED NAME]	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓			
[REDACTED NAME]	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓			✓
[REDACTED NAME]	✓		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	
[REDACTED NAME]	✓		✓	✓	✓	✓	✓		✓			✓	✓			✓	

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	Sector Experience and Programme Skills																
Name and Role	Health and Social Care Experience	Scottish Government Experience	Local Government Experience	Portfolio and Programme Mgmt	Relationship Management	Current State Assessment	Report Writing	Modelling and Benchmarking	Operating Model Design	Service Design	Person Centred Design	Governance and Org Design	Transformation Roadmap	Business Case Development	Entity Creation	Public Policy and Regulation	Data and Digital
[REDACTED NAME]	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	

In addition to highlighting our skills and experience above, we have also included a brief break-down of our team aligned to each of your workstreams.

Leadership Team
Your leadership team will be [REDACTED NAME]. They have all worked with you on the vaccination programme amongst other areas and have a wealth of experience in Social Care and government.

Name	Role on the en-gagement	What they bring to this engagement
REDACTED NAME		
REDACTED NAME		
REDACTED NAME		

Partner Challenge Panel
Our Partner Challenge Panel allows you to access our most senior and experienced colleagues. They can provide insights into complex transformations, an in-depth knowledge of Social Care and global best practice to name a few benefits.

Name	Role on the en-gagement	What they bring to this engagement
REDACTED NAME		
REDACTED NAME		

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Name	Role on the engagement	What they bring to this engagement
REDACTED NAME		

Target Operating Model Workstream

Supporting you with your Target Operating Model, we have a passionate team, who understands not only how to create and deliver change within Social Care, but how to design a person-centred service, reflecting the values and aspirations of Scotland.

Name	Role on the engagement	What they bring to this engagement
REDACTED NAME		
REDACTED NAME		
REDACTED NAME		

Current Operating Model and Health and Social Care Finance and Governance map

You have an experienced team who know how to support you and achieve your desired outcomes, working with you on the Current Operating Model and Social Care Finance Governance map. They understand what you need and how to get there, and are focused on the producing high-quality deliverables.

Name	Role on the engagement	What they bring to this engagement
[REDACTED NAME]		
[REDACTED NAME]		
[REDACTED NAME		
[REDACTED NAME		
[REDACTED NAME]		
[REDACTED NAME]		
[REDACTED NAME]		

Programme Business Care

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Your Business Case team have the knowledge and prior experience to work with you and achieve your deliverables within the stated timeframes. They bring our best practice approach for previous engagements, combined with their sector knowledge to provide value to you every step of the way.

Name	Role on the engagement	What they bring to this engagement
[REDACTED NAME]		
[REDACTED NAME]		
[REDACTED NAME]		
[REDACTED NAME]		

SME Panel

We have experts across a range of methodologies, skills set's, and sectors and we wanted to make this easily accessible to you. Therefore, we have carefully selected our SME panel which you will be able to harness throughout the lifecycle of this engagement, providing a wealth of experience and knowledge to tackle any problem.

Name	Role on the engagement	What they bring to this engagement
[REDACTED NAME]		
[REDACTED NAME]		
[REDACTED NAME]		
[REDACTED NAME]		
[REDACTED NAME]		
[REDACTED NAME]		
[REDACTED NAME]		

Our team CVs as provided as separate attachment.

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C2 Resource Management

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Resource Management

Overview

Our approach to resourcing

As a global organisation, with experience and resources to match you can be confident that KPMG will bring the best. Within the UK we can call on our circa 17,000 staff working from 22 locations. 2,500 of these are in our Infrastructure and Government Team bringing unrivalled deep expertise and experience. Our teams are connected to global networks for local government, social care and healthcare and communities of practice to share challenges and solutions and bring global best practice to our delivery.

SCIE hold a unique position in the social care sector, as an independent, people-focused organisation, driven by co-production principles and ways of working. SCIE have a proven track record of operating at policy development, strategic and operational levels, always underpinned by a golden thread of what works in practice.

Our skills set us apart, our values secure excellence. We have selected a delivery team is of people who really understand and care about the challenges, and have the necessary skills to deliver. They are committed to improving outcomes through safe and effective delivery to people who receive services. In addition, many of the team live in Scotland and all are passionate about the opportunity to improve outcomes across health and care. Our unique perspective enables us to take a whole system approach when we consider reform, policy, or change.

We can also provide access to a number of Subject Matter Experts, we've included those who are most relevant and that you'll see regularly within our proposal. But we can also access a range of broader specialists, including clinicians and practitioners. This means we can scale up or down quickly in accordance with your requirements but retaining a consistent core programme delivery team that are known and trusted.

We know that our team works best when they work with you, and that's why our proposal:

- Recognises that by working alongside your staff we can deliver better value for money and transfers knowledge and skills
- Brings additional capacity and capability to accelerate the pace of implementation, and ultimately
- Creates long term sustainability and continuous improvements.

In order to effectively manage availability of the right team, each business area within KPMG has a dedicated Resourcing Team and Partner. Together, they are jointly responsible for ensuring that our client engagements are appropriately resourced and can deliver our contractual commitments and client requirements, whist ensuring continuity of existing business. 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. Our proactive approach to resourcing has shortened our response time and allowed us identify and ring-fencing of the right people to meet your requirements.

We know that the job on resourcing isn't over when we've formed the team. We are committed to continuous improvement, so our leadership, [REDACTED NAME] and [REDACTED NAME], will continuously monitor effectiveness and morale. We will take feedback from you on what is working

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well, what you want to see more of, and what you'd like to change. We work best as one team, and we know you do too so we look forward to doing that together.

Resource continuity

We recognise that to maintain consistency of advice, mitigate against disruption and maintain momentum throughout the programme, it is crucial to maintain continuity in the team deployed. We have been mindful of this when selecting the core delivery team and choosing people with a connection to the work, whom have worked with you before and we know have been received well by your teams.

- If we do need to change and individual, we will work with you to agree an alternative lead, providing CVs for you to review and giving you the opportunity to interview any replacements before onboarding

If any of our resources become unavailable during this engagement, the size of our firm allows us to draw on a large pool of resources with specific skills, meaning if there were any issues with availability – we can bring in any part of the UK to meet your needs. We have a team of 2500 in our Infrastructure, Government and Health team.

To make sure we have prepared for resource continuity:

- As part of our Project Initiation, we will work with you to establish any upcoming holidays or commitments which may affect availability
- If there are any resource changes during the project, we will ensure a full handover and all new team members are fully briefed
- Our leadership team – [REDACTED NAME], [REDACTED NAME] and [REDACTED NAME]– together with [REDACTED NAME] and [REDACTED NAME] as our oversight Directors – will regularly review resource demands and ensure there is sufficient leadership capacity, for example, to cover holiday periods.

Our robust approach to programme management ensures that should there be any requirements for handover or team changes we can quickly get up to speed.

Succession planning

Business Continuity: When bringing the best people onto an engagement, we always plan carefully to ensure disruption to business-as-usual is kept to a minimum. Strategic resource planning allows for smooth mobilisation of new resources and the effective transfer of knowledge from existing personnel.

Refresh / Replacement: Refreshing and replacing resources is key to maintaining innovation and diversity, particularly on longer-term projects. We revolve suitable project resources across the programme to ensure lateral thinking. In instances of people being replaced, early notification is provided to our client and a suitable, jointly agreed transition plan is implemented.

Competitiveness: Contractual supplier relationships with a defined contract duration/end date are monitored and reviewed on an ongoing basis to ensure continued competitiveness and performance. No contract with KPMG is extended beyond two contract terms without open-market testing. On the rare occasions we have entered into open-ended supplier relationships, these must be re-tendered, benchmarked or market-tested every three years.

Staff management and support

We are proud of the work that we have done with Scottish Government in the past and how we have worked as one team, fostering a positive working environment. We see our responsibility as

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