Integrated, Cyber and Digital Resilience, Crisis Readiness and Exercising

A KPMG Service for G-Cloud 15

KPMG – About us

Our UK Cyber team

We've worked with countless organisations across multiple sectors, including financial services, life sciences, healthcare, government, telecommunications, energy and natural resources, and legal services. Our clients range in sizes, span across geographies and industries and are subjects to various regulatory requirements and obligations.

330+ professionals

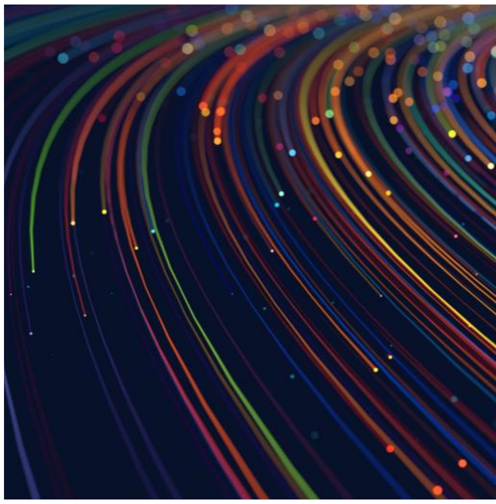
15 office locations

Part of a global team of 6200+ individuals

Our services

UK Cyber operates across 8 different service lines, catering to a wide range of governance and technical needs.

Cyber strategy	Cyber and enterprise resilience
Cyber tech transformation	Cyber defence services
Cyber risk	Privacy compliance
Identity and access management	Cyber incident response



We are proud to be one of the firms that has been granted the prestigious **NCSC Cyber Incident Exercise (CIE)e Assured Provider status.**

"As a delivery partner for the NCSC CIE scheme, CREST is thrilled to congratulate KPMG on achieving Assured Provider status."

President of CREST.

Our Cyber team is complemented by our Connected Technology team.

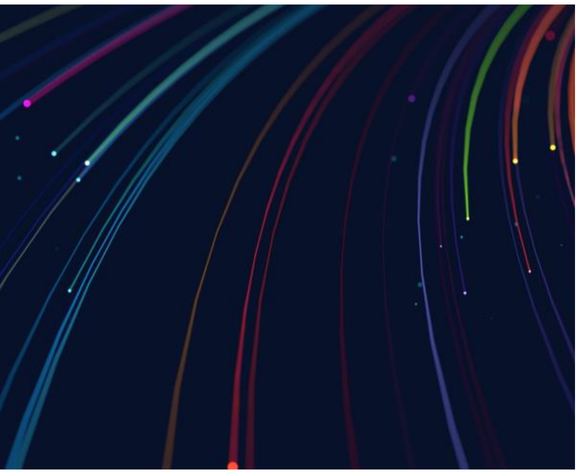
We have access to a 2000-strong team of client-facing technologists combined with alliance partners, with a diverse range of skills and experience. This enables us to bring to our clients the most suitable resources, expertise and insights when needed.

We apply a data and technology driven approach to drive change through our digital transformation services.

KPMG Enterprise and cyber resilience, crisis readiness, Table Top Exercises (TTX) and Cyber Incident Exercising

Service Description:

Our services help organisations develop and improve their enterprise resilience, crisis and incident management capabilities. Within these, crisis and incident response TTXs contribute to your organisational preparedness to respond to high-impact, low likelihood events. Immersive exercises are enabled by technology to build realism and replicate the pressures of live incidents.



What are the benefits of Enterprise and cyber resilience, crisis readiness, Table Top Exercises and Cyber Incident Exercising?

- Evidence-based insights to strengthen your business continuity and resilience capability
- Forward-looking strategy and risk management grounded in resilience principles
- Enhance resilience (people, process, technology) to respond confidently
- Embed resilience-by-design into systems, services and organisational decision-making
- Improve awareness and upskill resources in business continuity and resilience
- Ensure sustained enterprise, cyber and digital resilience through continuous oversight
- Maintain clear, evidence-based insight into organisational readiness through structured assessments
- Maintain confidence in compliance with government standards, policies and regulations.

Our service features

- Deliver business and digital resilience reviews, assurance assessments and audits
- Develop enterprise, cyber and digital resilience strategies aligned to government-frameworks
- Identify enhancement opportunities across people, process, technology and digital services
- Design and implement governance models, playbooks, processes and digital tooling
- Build cyber, enterprise and digital resilience training and awareness programmes
- Embed resilience into digital platforms, critical systems and supply chains
- Design and facilitate TableTop Exercises and Cyber Incident Exercises
- Deliver immersive simulations covering cyber attacks, outages and digital failures
- Run crisis readiness programmes meeting operational and digital resilience requirements

Our Approach

Overview

KPMG's Enterprise resilience and cyber resilience, crisis readiness capability building and Table Top Exercises (TTX) comprises multiple solutions to transform your enterprise resilience.

Our solution framework is focused on the following pillars: 1) prepare; 2) respond;

3) recover; 4) evolve; 5) identify. Your journey starts with preparing your organisation to be resilience to cyber attacks and / or high impact low likelihood events. And technology and tooling could significantly support your organisation in achieve your ambitions.

This starts with understanding your current maturity of business continuity, crisis management and disaster recovery, assessing if all key processes and documentation are in place / up to date / maintained and evaluating if governance structure, risk management and training and testing are developed and defined in line with your objectives.

Our solutions accompany you in your journey with testing and exercising your capabilities to create a muscle memory across functions to effectively and efficiently respond and manage incident, crisis and business continuity events.

We will support you in meeting your compliance and regulatory obligations and aligning your capabilities with industry standards, regulations and frameworks (e.g. Cyber Assessment Framework CAF).

Knowing your critical services, applications and infrastructure related to them, but also dependencies, capability requirements and third parties contributions is critical recover from catastrophic cyber or technology failures.

Introducing our service

KPMG Enterprise resilience and cyber resilience, crisis readiness capability building and Table Top Exercises (TTX) framework components are outlined below:

- **Business Continuity Maturity assessment –** A summary of your maturity level of BCM based on agreed standards and/or guidelines (e.g. ISO22301: 2019 or BCI

  guidelines) which can be used as baseline for future development of your capability and as evidence-based insight to understand areas of improvements and success.
- **Risks / vulnerabilities -** Identified risks and current vs target maturity
- **Improvement options -** These will cover governance, people, process, information / data and technology.
- **Roadmap design –** A roadmap for improvements details the duration of each intervention, sequencing between interventions, critical path and interdependencies.
- **Exercising and testing (NCSC Cyber Incident Exercising Scheme assured) –** Testing and exercising your resilience capability in a safe environment contributes to embed your processes, technology and people changes across your organisation.
- **Culture and sustainability -** To sustain improvements and a culture of continuous improvement.
- **Implementation partner support-** Ongoing support to implement your programme and realise the business benefits. This includes specialist programme management support depending on the complexity and reach of the programme.
- **Continuous improvement and benefits tracking** – ongoing tracking of lessons learnt and opportunities for continuous improvement. These are reported regularly to you alongside with a view of benefits and KPIs achieved or on target.

What's in the scope of the service?

Our Enterprise resilience and cyber resilience, crisis readiness capability building and Table Top Exercises (TTX) service includes the following components:

1. **Resilience processes, policies, plans and procedures design and implementation** – Design and implementation of new and enhanced processes, policies, standards, plans and procedures controls along with integration of key controls into your resilience framework approach.
2. **KPMG Risk management, risk quantification and strategy Services** – bringing experience from risk management and cyber strategy SME to define your resilience strategic directions in line with your business (and digital) strategy.
3. **Tooling requirements** – Definition of tooling requirements for automating and enabling your capability, based on your strategy, objectives and maturity level.
4. **People consulting services** – providing industry leading organisation design, behavioural change and security culture services
5. **Major Projects Advisory**– provision of specialist PMO services for large complex security programmes
6. **Cloud Advisory Services** – professional services to align security to your enterprise cloud strategy and delivery programme
7. **Communication support** – Industry leading practices for communicating in times of crisis and incidents with your key internal and external customers
8. **Benefits and KPIs monitoring** – benefits and KPIs tracking, analysis and reporting

Our Approach

Implementation Plan:

Our projects are delivered over five phases as follows:

Our framework comprises the following phases:

Vision: In this phase the high-level scope, the project plan, the approaches and strategies for the resilience and business continuity capability will be defined, documented and accepted. In addition, during this phase preparation for all subsequent phases take place.

Assessment and analysis: In this phase we assess maturity of the organisation's business continuity and resilience capability.

Roadmap of suggested improvements: In this phase we set out the various improvements suggested to achieve your target maturity level. This could be used as business case to secure the investment requirements for the programme and identify the target benefits and priorities.

Implementation: Mobilisation of the programme and execution of high priority interventions and / or quick wins. This phase will be managed by a PMO function, either provided by KPMG or in-house with KPMG support as required.

Measure and evolve: During this phase the benefits of the programme are measured and traceability is established between the initial risk reduction target outcomes and what has been delivered in the programme. We will establish key performance and risk metrics that can be used to drive accountability for delivery across your organisation.

Implementation Plan, continued

Timescales are driven by a number of variables including the scale and complexity of each Customer's scope together with quality of data and availability of resources.

We would agree the implementation plan, resource requirements and project milestones as part of the process of procuring our services.

Onboarding support:

The range of onboarding activity required for clients adopting a KPMG service would be agreed as part of the procurement of the service. As part of the service we build and agree a plan covering all relevant activities, planned times, durations, responsibilities, accountabilities and outputs.

Typical elements comprise:

- Identification of resources required and mobilisation.
- Definition of collective roles and responsibilities including that for outputs.
- Execution of a project kick off event and associated materials to formally launch the project.
- Development of the project plan, if needed, and associated project guiding principles
- Programme approach defined, including workshops and stakeholder engagement.
- Request and gathering of information and documentation.
- Identification of key stakeholders involved in the project and engagement with them as agreed.
- Change management and communications strategy defined.
- Measurements, reporting and continuous improvement.
- Offboarding support and activities agreed.

Offboarding support:

Offboarding support includes a series of activities agreed during the onboarding phase to support your organisation transitioning into Business As Usual.

These will be dependent on the scale of the project, the complexity, number of stakeholders involved and requirements shared by your organisation. These can be conducted alongside projects activities and / or at completion of each activity.

Some examples of typical offboarding activities are listed below:

- Socialisation sessions with relevant key influencer/ stakeholders for the project.
- Closing meeting with key stakeholders.
- Knowledge sharing sessions to transfer knowledge and expertise related to the work conducted in-house.
- Transition / handover plan defined if required to in-house team or other third parties.
- Review of agreed plan and lessons learnt shared.

Our Approach

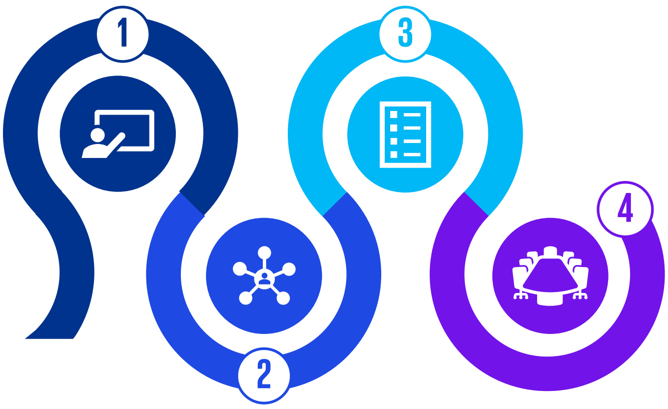
An example of our delivery approach is described below.

Mobilisation and planning

Onboarding activities, confirmation of scope and planning

Build & Develop

- We will work with you to develop frameworks, plans and / or playbooks / runbooks to provide you
- with step by step instructions in order to work through your enterprise recovery process.
- The plans developed will incorporate aspects such as communication plans, escalation paths and recovery processes with a focus on the critical businesses identified.
- We will review your target operating model for governance.
- We will identify if any technology or tooling may accelerate your capability improvement.



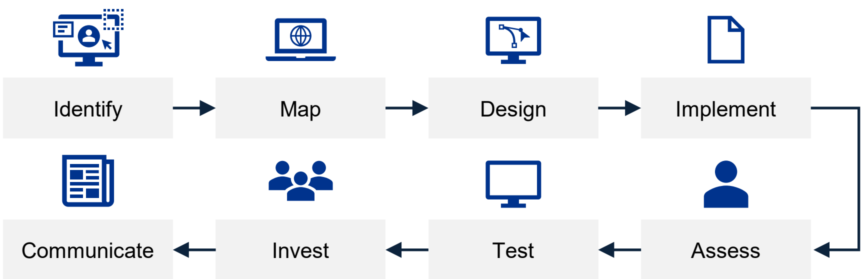
Scenario & Stress Testing

- We will use severe but plausible scenarios (e.g. high impact, low likelihood events) to test the response capabilities of multiple teams involved at different level and assess effectiveness of decision making, risks and impact considerations in line with the documentation developed.
- **Design and develop** - We will design the scenario(s) / library of scenarios with you and agree on the exercise delivery approach, stakeholders and command structures involved. **Conduct** - We will deliver and facilitate the exercise in person and/or virtually.
- **Evaluate** - We will provide you of a report which will capture areas of success, areas of improvements and lessons learnt. These will be evidence-based on data collected during the exercise. Our assessment framework is mapped against CAF and ISO 22301.

Accelerator - KPMG 4Di tool delivers immersive, challenging and realistic crisis management simulations.

Critical business service assessment and mapping

- Understanding the level of maturity of your resilience and business continuity management capability and identify any gaps in your recovery capability through the use of an assessment aligned with industry standards / regulations/ frameworks.
- Develop a roadmap for improvements for your capability development to achieve your aspired target maturity level.
- Define critical business service mapping methodology and required mapping templates.
- Hold multiple workshops to identify and validate your critical business services. This will help define the skeleton company as part of the recovery programme.
- Identify and define impact tolerances and KPIs (such as Recovery Time Objective, Recovery Point Objective and Maximum Acceptable outage) for each business process and business service in scope.
- Using the identified critical business services, we will hold multiple workshops to map key dependencies on the five pillars: people, technology, data, property and third parties.



Knowledge sharing and transfer and sustainability are embedded in each steps of our delivery approach

KPMG is an assured supplier under the NCSC Cyber Incident Exercising (CIE) Scheme. This provides assurance on a standard approach being followed and exercise quality.

KPMG 4D Insight (4Di)

4Di is a scenario-based digital simulation platform that builds the resilience of organisations in a versatile and dynamic format. It creates an immersive, engaging experience through which you can test your organisation's readiness for any disruptive event and innovate the way you deliver learning within your organisation. Learning is the foundation of a resilient organisation and 4Di creates a safe, evidence-based environment to prepare your organisation for any threat.

Its main features are listed below:

- Intuitive and immersive
- Versatile and adaptable to any scenario
- Cost and time effective
- Scalable and accessible
- Data captured & analysed in real time
- Develop your people and organisation

More information can be found here [https://kpmg.com/uk/en/home/services/prod ucts/4di.html](https://kpmg.com/uk/en/home/services/products/4di.html).

Why KPMG

KPMG and Coca-Cola Europacific Partners (CCEP) won in the category **'Strategy through Partnership'** at the CIR Magazine´s Business Continuity Awards 2023.

Case study 1 – Government agency

Client challenge – The client requested an independent review of their capability and capacity to respond to incident as Category 1 responder. The client recognised the need to improve their capabilities but required hard data to prioritise and direct their effort. The main challenge was around the difficulties in consulting with several stakeholders across the organisation and gathering information in a standardised and systematic manner, which enables the collection of empirical evidence to then support decision making.

KPMG's response – KPMG adopted a multi-method approach for this review. The main input and source of information included the following:

- Empirical evidence gathered from 1:1/small groups conversations in which senior stakeholders provided their view/input on a standard set of questions/areas.
- First hand evidence /information gathered in immersive workshops with more than 40 stakeholders sharing their view and input on a set of questions/areas in an anonymized and safe space. A set of questions on key topics was prompted to stakeholders who will provide their responses using a tool (4Di Platform) and a discussion-based question was bringing the virtual room together to share their point of views. A final debrief session collected insights on how they felt others are perceiving the same topics and main criticalities and areas of improvements.
- Documentation review supported the definition of problem statement, set of questions and design of questions aimed at prompting conversations and challenging views.

Benefits to the Client - The report provided the client with a holistic view of their capability and capacity and for the first time they were able to systematically look at vulnerabilities and challenges, as well as strengths. This enabled the client to identify priority areas based on a collective consultation to focus their sustained capability and capacity building on.

Case study 2 – Soft drinks manufacturer

Client challenge – At a time of increasing uncertainty and disruptions, the client required support in implementing Business Continuity and Resilience (BCR) to improve the competence, confidence and knowledge across the organisation when responding to an incident.

KPMG's response – KPMG worked alongside the BCR team to create an updated BCR policy with requirements for all warehousing sites and critical processes in alignment withISO22301. This provided the baseline to design a governance framework for the BCR team which defines the direction and approach for all BCR activities and puts in place the necessary structures, resources and tools to manage business disruption risk.

A BCR learning & development programme was created and implemented which targets different groups of learners with the aim of raising awareness and to provide training in BCR requirements across client. This included preparing training on the BCR Programme for the Directors of warehousing sites and BCR Champions so that sites can be self-sufficient going forward and are able to update their own key BCR documentation with minimal support from the central BCR team.

A Scenario Exercise Toolkit was created to develop playbooks and testing scenarios to be used for the annual testing & exercising of warehousing sites and the SSC to ensure future sustainability of testing capabilities.

Ongoing operational support was provided to relevant BCR stakeholders across the organisation building on the rollout of the Business Resilience Framework to deliver BCPs and support annual exercising testing capabilities.

Benefits to the Client – Building a BCR capability which is sustainable, manageable and effective, while continuously improving.

Developing a Governance Framework which provides the direction and approach for BCR, and drives collaboration of functions across the organisation.

Increasing awareness of BCR across the organisation and becoming more resilient to incidents.

Case study 3 – Global Pharmaceutical Company

Client challenge – KPMG were tasked with enhancing the Business Continuity Management capability for the finance division of a Global Pharmaceutical Company. They needed to understand their critical processes and how to make them resilience to disruption, from a loss of people, property, a third party, a technology failure or cyber attack. The client also needed to form an operational Crisis Management team within the finance division and for the members to be upskilled in their new roles and responsibilities.

KPMG's response – A Current State Assessment was first carried out to understand the client's current level of maturity within Business Continuity and Crisis Management. This then formed the starting point for the following activities.

KPMG worked alongside the Financial Resilience team to define the critical business processes, before a series of Business Impact Analyses (BIAs) were conducted on their six critical finance processes. As it was a global client, three KPMG member firms were used to conduct simultaneous BIAs and create the resulting Business Continuity Plans (BCPs).

KPMG worked closely with the Financial Resilience team to define their overarching recovery strategy, incident management plan and framework.

Roles and responsibilities were defined for this team and a crisis scenario was developed as a training exercise in order for the leads to become familiar with the new roles, responsibilities and documentation.

Benefits to the Client – Our work enabled the client to understand their critical business processes and the minimum requirements to keep those business functions up and running during a crisis through the BIAs and BCPs. The Financial Resilience team understood their new roles and responsibilities required to successfully manage a crisis and were more comfortable in making decisions after practicing with the table top scenario exercise.

This was especially important since shortly after we completed this work, the business continuity plans were used to manage going into Covid lockdown.

Why KPMG

Service levels like performance, availability and support hours

This is not relevant as the service does not involve a standard software solution.

How you'll repay or compensate buyers if you do not meet service levels

Any service credit regime for Cloud software vendors are per the relevant authority's direct agreement with that vendor.

KPMG can discuss specific service credit requirements on a case by case basis.

The ordering and invoicing process

The ordering process for G Cloud services is laid out in the 'G Cloud buyers' guide on the www.gov.uk website.

Invoicing arrangements will be as per the agreed G Cloud order form and will vary from engagement to engagement.

How buyers or suppliers can terminate a contract:

Our terms provide for a range of scenarios where both Buyer and Supplier are able to terminate contracts, to defined notice periods, for:

- convenience,
- failure to remedy a material breach and
- insolvency.

In addition, Supplier has the right to terminate if: (a) circumstances arise or have arisen which KPMG reasonably considers does or may impair its impartiality, objectivity or independence in respect of the provision of the Services; or (b) for legal, regulatory or other justified ethical reasons.

After sales support

KPMG can provide a range of services to assist users of this service post implementation ranging from managed services, staff secondment, impact assessments on the implementation due to cloud software vendor upgrade / major patches and associated regression testing.

Pricing overview, including volume discounts or data extraction costs

Consulting Prices are as per the G Cloud 14 rate structure.

Projects can be charged using either Fixed Price and Time and Materials approaches, according to the situation, and can be delivered on site and/or remotely.

Volume discounts would be considered on a case by case basis.

Typically, data extraction is addressed by clients with input from KPMG but we work closely with our clients to develop the data migration strategy and plan.

Any technical requirements

Each Cloud software vendor provides details directly of their supported web browsers and personal computer and related requirements. These are not onerous and typically do not present an issue for the majority of organisations.

KPMG also uses a range of collaboration tools, as appropriate, to assist in the delivery of the Services. Microsoft Office 365 & Teams are used by all colleagues within the firm, with other tools such as Jira and Confluence being used if required for the project. KPMG is also able to use other collaboration tools if used on client provided laptops.

Project team members will need to be provided with a software VPN and virtual machine or client laptop.

Service constraints like maintenance windows or the level of customisation allowed

Maintenance:

This is not applicable for this service.

Customisation:

This is not applicable for this service

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