

**Care Quality Commission (Customer)
and
Altis Consulting (Contractor)**

**Contract (Short Form – Services)
Contract for Intelligence Hub**

Contract Reference CQC PSO 048

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Terms and Conditions of Contract for Services

1 Interpretation

1.1 In these terms and conditions:

- “Agreement”** means the contract consisting of these terms and conditions, any attached Schedules, the invitation to tender including specification, the Tender Response and Award Letter between (i) the Care Quality Commission (“Customer”) and (ii) Altis Consulting (“Contractor”);
- “Approval”** means the written consent of the Client;
- “Central Government Body”** means a body listed in one of the following sub-categories of the Central Government classification of the Public Sector Classification Guide, as published and amended from time to time by the Office for National Statistics:
- (a) Government Department;
 - (b) Non-Departmental Public Body or Assembly Sponsored Public Body (advisory, executive, or tribunal);
 - (c) Non-Ministerial Department; or Executive Agency;
- “Charges”** means the charges for the Services as specified in the Schedule 2;
- “Confidential Information”** means all information, whether written or oral (however recorded), provided by the disclosing Party to the receiving Party and which (i) is known by the receiving Party to be confidential; (ii) is marked as or stated to be confidential; or (iii) ought reasonably to be considered by the receiving Party to be confidential;
- “Contractor”** means the person named as Contractor who was awarded this contract;
- “Customer”** means the Care Quality Commission;

"DPA"	means the Data Protection Act 1998;
"Expiry Date"	means the date for expiry of the Agreement as set out in the Award Letter;
"FOIA"	means the Freedom of Information Act 2000;
"Information"	has the meaning given under section 84 of the FOIA;
"Key Personnel"	means any persons specified as such in the Specification or Agreement otherwise notified as such by the Customer to the Contractor in writing;
"Party"	means the Contractor or the Customer (as appropriate) and "Parties" shall mean both of them;
"Personal Data"	means personal data (as defined in the DPA) which is processed by the Contractor or any Staff on behalf of the Customer pursuant to or in connection with this Agreement;
"Premises"	means the location where the Services are to be supplied, as set out in the Specification;
"Purchase Order Number"	means the Customer's unique number relating to the supply of the Services;
"Request for Information"	has the meaning set out in the FOIA or the Environmental Information Regulations 2004 as relevant (where the meaning set out for the term "request" shall apply);
"Schedule"	means a schedule attached to, and forming part of, the Agreement;
"Services"	means the services to be supplied by the Contractor to the Customer under the Agreement;
"Specification"	means the specification for the Services (including as to quantity, description and quality) as specified in the Award Letter and appended hereto in Schedule 1;
"Staff"	means all directors, officers, employees, agents, consultants and contractors of the Contractor and/or of any sub-contractor of the Contractor engaged in the performance of the Contractor's obligations under the Agreement;

"Staff Vetting Procedures"	means vetting procedures that accord with good industry practice or, where requested by the Customer, the Customer's procedures for the vetting of personnel as provided to the Contractor from time to time;
"Term"	means the period from the start date of the Agreement set out in the Award Letter to the Expiry Date as such period may be extended in accordance with clause 4.2 or terminated in accordance with the terms and conditions of the Agreement;
"VAT"	means value added tax in accordance with the provisions of the Value Added Tax Act 1994; and
"Working Day"	means a day (other than a Saturday or Sunday) on which banks are open for business in the City of London.

1.2 In these terms and conditions, unless the context otherwise requires:

1.2.1 references to numbered clauses are references to the relevant clause in these terms and conditions;

1.2.2 any obligation on any Party not to do or omit to do anything shall include an obligation not to allow that thing to be done or omitted to be done;

1.2.3 the headings to the clauses of these terms and conditions are for information only and do not affect the interpretation of the Agreement;

1.2.4 any reference to an enactment includes reference to that enactment as amended or replaced from time to time and to any subordinate legislation or byelaw made under that enactment; and

1.2.5 the word 'including' shall be understood as meaning 'including without limitation'.

2 Priority of documents

2.1 In the event of, and only to the extent of, any conflict between the clauses of the Contract, any document referred to in those clauses and the Schedule, the conflict shall be resolved in accordance with the following order of precedence:

a) these terms and conditions

b) the Schedules

c) any other document referred to in these terms and conditions

3 Supply of Services

3.1 In consideration of the Customer's agreement to pay the Charges, the Contractor shall supply the Services to the Customer for the Term subject to and in accordance with the terms and conditions of the Agreement.

3.2 In supplying the Services, the Contractor shall:

3.2.1 co-operate with the Customer in all matters relating to the Services and comply with all the Customer's instructions;

3.2.2 perform the Services with all reasonable care, skill and diligence in accordance with good industry practice in the Contractor's industry, profession or trade;

3.2.3 use Staff who are suitably skilled, experienced and possess the required qualifications to perform tasks assigned to them, and in sufficient number to ensure that the Contractor's obligations are fulfilled in accordance with the Agreement;

3.2.4 ensure that the Services shall conform with all descriptions and specifications set out in the Specification;

3.2.5 comply with all applicable laws; and

3.2.6 provide all equipment, tools and vehicles and other items as are required to provide the Services.

3.3 The Customer may by written notice to the Contractor at any time request a variation to the scope of the Services. If the Contractor agrees to any variation to the scope of the Services, the Charges shall be subject to fair and reasonable adjustment to be agreed in writing between the Customer and the Contractor.

4 Term

4.1 The Agreement shall take effect on the date specified in Award Letter (25th October 2015) and shall expire on the Expiry Date (24th October 2016), unless it is otherwise extended in accordance with clause 4.2 or terminated in accordance with the terms and conditions of the Agreement.

4.2 The Customer may extend the Agreement for a period of up to 6 months by giving not less than 10 Working Days' notice in writing to the Contractor prior

to the Expiry Date. The terms and conditions of the Agreement shall apply throughout any such extended period.

5 Charges, Payment and Recovery of Sums Due

- 5.1 The Charges for the Services shall be as set out in the Award Letter appended hereto in Schedule 2 and shall be the full and exclusive remuneration of the Contractor in respect of the supply of the Services. Unless otherwise agreed in writing by the Customer, the Charges shall include every cost and expense of the Contractor directly or indirectly incurred in connection with the performance of the Services.
- 5.2 The Contractor shall invoice the Customer as specified in the Agreement. Each invoice shall include such supporting information required by the Customer to verify the accuracy of the invoice, including the relevant Purchase Order Number and a breakdown of the Services supplied in the invoice period.
- 5.3 In consideration of the supply of the Services by the Contractor, the Customer shall pay the Contractor the invoiced amounts no later than 30 days after receipt of a valid invoice which includes a valid Purchase Order Number. The Customer may, without prejudice to any other rights and remedies under the Agreement, withhold or reduce payments in the event of unsatisfactory performance.
- 5.4 All amounts stated are exclusive of VAT which shall be charged at the prevailing rate. The Customer shall, following the receipt of a valid VAT invoice, pay to the Contractor a sum equal to the VAT chargeable in respect of the Services.
- 5.5 If there is a dispute between the Parties as to the amount invoiced, the Customer shall pay the undisputed amount. The Contractor shall not suspend the supply of the Services unless the Contractor is entitled to terminate the Agreement for a failure to pay undisputed sums in accordance with clause 16.4. Any disputed amounts shall be resolved through the dispute resolution procedure detailed in clause 19.
- 5.6 If a payment of an undisputed amount is not made by the Customer by the due date, then the Customer shall pay the Contractor interest at the interest rate specified in the Late Payment of Commercial Debts (Interest) Act 1998.
- 5.7 If any sum of money is recoverable from or payable by the Contractor under the Agreement (including any sum which the Contractor is liable to pay to the Customer in respect of any breach of the Agreement), that sum may be deducted unilaterally by the Customer from any sum then due, or which may

come due, to the Contractor under the Agreement or under any other agreement or contract with the Customer. The Contractor shall not be entitled to assert any credit, set-off or counterclaim against the Customer in order to justify withholding payment of any such amount in whole or in part.

6 Premises and equipment

- 6.1 If necessary, the Customer shall provide the Contractor with reasonable access at reasonable times to its premises for the purpose of supplying the Services. All equipment, tools and vehicles brought onto the Customer's premises by the Contractor or the Staff shall be at the Contractor's risk.
- 6.2 If the Contractor supplies all or any of the Services at or from the Customer's premises, on completion of the Services or termination or expiry of the Agreement (whichever is the earlier) the Contractor shall vacate the Customer's premises, remove the Contractor's plant, equipment and unused materials and all rubbish arising out of the provision of the Services and leave the Customer's premises in a clean, safe and tidy condition. The Contractor shall be solely responsible for making good any damage to the Customer's premises or any objects contained on the Customer's premises which is caused by the Contractor or any Staff, other than fair wear and tear.
- 6.3 If the Contractor supplies all or any of the Services at or from its premises or the premises of a third party, the Customer may, during normal business hours and on reasonable notice, inspect and examine the manner in which the relevant Services are supplied at or from the relevant premises.
- 6.4 The Customer shall be responsible for maintaining the security of its premises in accordance with its standard security requirements. While on the Customer's premises the Contractor shall, and shall procure that all Staff shall, comply with all the Customer's security requirements.
- 6.5 Where all or any of the Services are supplied from the Contractor's premises, the Contractor shall, at its own cost, comply with all security requirements specified by the Customer in writing.
- 6.6 Without prejudice to clause 3.2.6, any equipment provided by the Customer for the purposes of the Agreement shall remain the property of the Customer and shall be used by the Contractor and the Staff only for the purpose of carrying out the Agreement. Such equipment shall be returned promptly to the Customer on expiry or termination of the Agreement.
- 6.7 The Contractor shall reimburse the Customer for any loss or damage to the equipment (other than deterioration resulting from normal and proper use) caused by the Contractor or any Staff. Equipment supplied by the Customer shall be deemed to be in a good condition when received by the Contractor

or relevant Staff unless the Customer is notified otherwise in writing within 5 Working Days.

- 6.8 Any Premises/land made available from time to time to the Contractor by the Client in connection with the contract, shall be made available to the contractor on a non-exclusive licence basis free of charge and shall be used by the contractor solely for the purpose of performing its obligations under the contract. The Contractor shall have the use of such Premises/land as licensee and shall vacate the same on completion, termination or abandonment of the Contract.
- 6.9 The Parties agree that there is no intention on the part of the Customer to create a tenancy of any nature whatsoever in favour of the Contractor or its Staff and that no such tenancy has or shall come into being and, notwithstanding any rights granted pursuant to the Contract, the Client retains the right at any time to use any premises owned or occupied by it in any manner it sees fit.
- 6.10 Should the Contractor require modifications to the Premises, such modifications shall be subject to prior Approval and shall be carried out by the Client at the Contractor's expense. The Customer shall undertake approved modification work without undue delay. Ownership of such modifications shall rest with the Client.
- 6.11 All the Contractor's equipment shall remain at the sole risk and responsibility of the Contractor, except that the Customer shall be liable for loss of or damage to any of the Contractor's property located on Customers Premises which is due to the negligent act or omission of the Customer.

7 Staff and Key Personnel

- 7.1 If the Customer reasonably believes that any of the Staff are unsuitable to undertake work in respect of the Agreement, it may, by giving written notice to the Contractor:
- 7.1.1 refuse admission to the relevant person(s) to the Customer's premises;
 - 7.1.2 direct the Contractor to end the involvement in the provision of the Services of the relevant person(s); and/or
 - 7.1.3 require that the Contractor replace any person removed under this clause with another suitably qualified person and procure that any security pass issued by the Customer to the person removed is surrendered,

and the Contractor shall comply with any such notice.

7.2 The Contractor shall:

7.2.1 ensure that all Staff are vetted in accordance with the Staff Vetting Procedures; and if requested, comply with the customers staff vetting procedures as supplied from time to time.

7.2.2 if requested, provide the Customer with a list of the names and addresses (and any other relevant information) of all persons who may require admission to the Customer's premises in connection with the Agreement; and

7.2.3 procure that all Staff comply with any rules, regulations and requirements reasonably specified by the Customer.

7.3 Any Key Personnel shall not be released from supplying the Services without the agreement of the Customer, except by reason of long-term sickness, maternity leave, paternity leave, termination of employment or other extenuating circumstances.

7.4 Any replacements to the Key Personnel shall be subject to the prior written agreement of the Customer (not to be unreasonably withheld). Such replacements shall be of at least equal status or of equivalent experience and skills to the Key Personnel being replaced and be suitable for the responsibilities of that person in relation to the Services.

7.5 At the Customer's written request, the Contractor shall provide a list of names and addresses of all persons who may require admission in connection with the Contract to the Premises, specifying the capacities in which they are concerned with the Contract and giving such other particulars as the Customer may reasonably request.

7.6 The Contractor's Staff, engaged within the boundaries of the Premises shall comply with such rules, regulations and requirements (including those relating to security arrangements) as may be in force from time to time for the conduct of personnel when at or outside the Premises.

7.7 The Customer may require the Contractor to ensure that any person employed in the provision of the Services has undertaken a Criminal Records Bureau check as per the Staff Vetting Procedures.

8 Assignment and sub-contracting

8.1 The Contractor shall not without the written consent of the Customer assign, sub-contract, novate or in any way dispose of the benefit and/ or the burden of the Agreement or any part of the Agreement. The Customer may, in the granting of such consent, provide for additional terms and conditions relating to such assignment, sub-contract, novation or disposal. The Contractor shall

be responsible for the acts and omissions of its sub-contractors as though those acts and omissions were its own.

- 8.2 If the Contractor enters into a sub-contract for the purpose of performing its obligations under the Agreement, it shall ensure that a provision is included in such sub-contract which requires payment to be made of all sums due by the Contractor to the sub-contractor within a specified period not exceeding 30 days from the receipt of a valid invoice.
- 8.3 If the Customer has consented to the placing of sub-contracts, the Contractor shall, at the request of the Customer, send copies of each sub-contract, to the Customer as soon as is reasonably practicable.
- 8.4 The Customer may assign, novate, or otherwise dispose of its rights and obligations under the Agreement without the consent of the Contractor provided that such assignment, novation or disposal shall not increase the burden of the Contractor's obligations under the Agreement.

9 Intellectual Property Rights

- 9.1 All intellectual property rights in any materials provided by the Customer to the Contractor for the purposes of this Agreement shall remain the property of the Customer but the Customer hereby grants the Contractor a royalty-free, non-exclusive and non-transferable licence to use such materials as required until termination or expiry of the Agreement for the sole purpose of enabling the Contractor to perform its obligations under the Agreement.
- 9.2 All intellectual property rights in any materials created or developed by the Contractor pursuant to the Agreement or arising as a result of the provision of the Services shall vest in the Customer. If, and to the extent, that any intellectual property rights in such materials vest in the Contractor by operation of law, the Contractor hereby assigns to the Customer by way of a present assignment of future rights that shall take place immediately on the coming into existence of any such intellectual property rights all its intellectual property rights in such materials (with full title guarantee and free from all third party rights).
- 9.3 The Contractor hereby grants the Customer:
 - 9.3.1 a perpetual, royalty-free, irrevocable, non-exclusive licence (with a right to sub-license) to use all intellectual property rights in the materials created or developed pursuant to the Agreement and any intellectual property rights arising as a result of the provision of the Services; and
 - 9.3.2 a perpetual, royalty-free, irrevocable and non-exclusive licence (with a right to sub-license) to use:

- a) any intellectual property rights vested in or licensed to the Contractor on the date of the Agreement; and
- b) any intellectual property rights created during the Term but which are either created or developed pursuant to the Agreement or arise as a result of the provision of the Services,

including any modifications to or derivative versions of any such intellectual property rights, which the Customer reasonably requires in order to exercise its rights and take the benefit of the Agreement including the Services provided.

- 9.4 The Contractor shall indemnify, and keep indemnified, the Customer in full against all costs, expenses, damages and losses (whether direct or indirect), including any interest, penalties, and reasonable legal and other professional fees awarded against or incurred or paid by the Customer as a result of or in connection with any claim made against the Customer for actual or alleged infringement of a third party's intellectual property arising out of, or in connection with, the supply or use of the Services, to the extent that the claim is attributable to the acts or omission of the Contractor or any Staff.
- 9.5 The Customer shall promptly notify the Contractor of any infringement claim made against it relating to any Services and, subject to any statutory obligation requiring the Customer to respond, shall permit the Contractor to have the right, at its sole discretion to assume, defend, settle or otherwise dispose of such claim. The Customer shall give the Contractor such assistance as it may reasonably require to dispose of the claim and shall not make any statement which might be prejudicial to the settlement or defence of the claim.

10 Governance and Records

10.1 The Contractor shall:

10.1.1 attend progress meetings with the Customer at the frequency and times specified by the Customer and shall ensure that its representatives are suitably qualified to attend such meetings; and

10.1.2 submit progress reports to the Customer at the times and in the format specified by the Customer.

10.2 The Contractor shall keep and maintain until 6 years after the end of the Agreement, or as long a period as may be agreed between the Parties, full and accurate records of the Agreement including the Services supplied under it and all payments made by the Customer. The Contractor shall on request afford the Customer or the Customer's representatives such access to those

records as may be reasonably requested by the Customer in connection with the Agreement.

11 Confidentiality, Transparency and Publicity

11.1 Subject to clause 11.2, each Party shall:

11.1.1 treat all Confidential Information it receives as confidential, safeguard it accordingly and not disclose it to any other person without the prior written permission of the disclosing Party; and

11.1.2 not use or exploit the disclosing Party's Confidential Information in any way except for the purposes anticipated under the Agreement.

11.2 Notwithstanding clause 11.1, a Party may disclose Confidential Information which it receives from the other Party:

11.2.1 where disclosure is required by applicable law or by a court of competent jurisdiction;

11.2.2 to its auditors or for the purposes of regulatory requirements;

11.2.3 on a confidential basis, to its professional advisers;

11.2.4 to the Serious Fraud Office where the Party has reasonable grounds to believe that the other Party is involved in activity that may constitute a criminal offence under the Bribery Act 2010;

11.2.5 where the receiving Party is the Contractor, to the Staff on a need to know basis to enable performance of the Contractor's obligations under the Agreement provided that the Contractor shall procure that any Staff to whom it discloses Confidential Information pursuant to this clause 11.2.5 shall observe the Contractor's confidentiality obligations under the Agreement; and

11.2.6 where the receiving Party is the Customer:

a) on a confidential basis to the employees, agents, consultants and contractors of the Customer;

b) on a confidential basis to any other Central Government Body, any successor body to a Central Government Body or any company to which the Customer transfers or proposes to transfer all or any part of its business;

c) to the extent that the Customer (acting reasonably) deems disclosure necessary or appropriate in the course of carrying out its public functions; or

d) in accordance with clause 12.

and for the purposes of the foregoing, references to disclosure on a confidential basis shall mean disclosure subject to a confidentiality agreement or arrangement containing terms no less stringent than those placed on the Customer under this clause 11.

- 11.3 The Parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of the Agreement is not Confidential Information and the Contractor hereby gives its consent for the Customer to publish this Agreement in its entirety to the general public (but with any information that is exempt from disclosure in accordance with the FOIA redacted) including any changes to the Agreement agreed from time to time. The Customer may consult with the Contractor to inform its decision regarding any redactions but shall have the final decision in its absolute discretion whether any of the content of the Agreement is exempt from disclosure in accordance with the provisions of the FOIA.
- 11.4 The Contractor shall not, and shall take reasonable steps to ensure that the Staff shall not, make any press announcement or publicise the Agreement or any part of the Agreement in any way, except with the prior written consent of the Customer.

12 Freedom of Information

- 12.1 The Contractor acknowledges that the Customer is subject to the requirements of the FOIA and the Environmental Information Regulations 2004 and shall:
- 12.1.1 provide all necessary assistance and cooperation as reasonably requested by the Customer to enable the Customer to comply with its obligations under the FOIA and the Environmental Information Regulations 2004;
 - 12.1.2 transfer to the Customer all Requests for Information relating to this Agreement that it receives as soon as practicable and in any event within 2 Working Days of receipt;
 - 12.1.3 provide the Customer with a copy of all Information belonging to the Customer requested in the Request for Information which is in its possession or control in the form that the Customer requires within 5 Working Days (or such other period as the Customer may reasonably specify) of the Customer's request for such Information; and
 - 12.1.4 not respond directly to a Request for Information unless authorised in writing to do so by the Customer.

- 12.2 The Contractor acknowledges that the Customer may be required under the FOIA and the Environmental Information Regulations 2004 to disclose Information concerning the Contractor or the Services (including commercially sensitive information) without consulting or obtaining consent from the Contractor. In these circumstances the Customer shall, in accordance with any relevant guidance issued under the FOIA, take reasonable steps, where appropriate, to give the Contractor advance notice, or failing that, to draw the disclosure to the Contractor's attention after any such disclosure.
- 12.3 Notwithstanding any other provision in the Agreement, the Customer shall be responsible for determining in its absolute discretion whether any Information relating to the Contractor or the Services is exempt from disclosure in accordance with the FOIA and/or the Environmental Information Regulations 2004.

13 Protection of Personal Data and Security of Data

- 13.1 The Contractor shall, and shall procure that all Staff shall, comply with any notification requirements under the DPA and both Parties shall duly observe all their obligations under the DPA which arise in connection with the Agreement.
- 13.2 Notwithstanding the general obligation in clause 13.1, where the Contractor is processing Personal Data for the Customer as a data processor (as defined by the DPA) the Contractor shall:
 - 13.2.1 process the Personal Data only in accordance with instructions from the Customer (which may be specific instructions or instructions of a general nature) as set out in this Contract or as otherwise notified by the Customer;
 - 13.2.2 comply with all applicable laws;
 - 13.2.3 take reasonable steps to ensure the reliability of its staff and agents who may have access to the Personal Data;
 - 13.2.4 obtain prior written consent from the Customer in order to transfer the Personal Data to any sub-contractor for the provision of the Services;
 - 13.2.5 not cause or permit the Personal Data to be transferred outside of the European Economic Area without the prior consent of the Customer;

- 13.2.6 not disclose Personal Data to any third parties in any circumstances other than with the written consent of the Client or in compliance with a legal obligation imposed upon the Customer;
- 13.2.7 ensure that it has in place appropriate technical and organisational measures to ensure the security of the Personal Data (and to guard against unauthorised or unlawful processing of the Personal Data and against accidental loss or destruction of, or damage to, the Personal Data), as required under the Seventh Data Protection Principle in Schedule 1 to the DPA;
- 13.2.8 provide the Customer with such information as the Customer may reasonably request to satisfy itself that the Contractor is complying with its obligations under the DPA;
- 13.2.9 promptly notify the Customer of:
 - a) any breach of the security requirements of the Customer as referred to in clause 13.3; and
 - b) any complaint or request for personal data; and
- 13.2.10 ensure that it does not knowingly or negligently do or omit to do anything which places the Customer in breach of the Customer's obligations under the DPA.
- 13.3 When handling Customer data (whether or not Personal Data), the Contractor shall ensure the security of the data is maintained in line with the security requirements of the Customer as notified to the Contractor from time to time.
- 13.4 The Contractor shall fully indemnify the Customer against the costs of dealing with any claims made in respect of any information subject to the DPA, which claims would not have arisen but for some act, omission or negligence on the part of the Contractor, its Sub-contractors, agent or staff.
- 13.5 The Contractor shall be liable for, and shall indemnify the Customer against all Losses suffered or incurred by the Customer and/or any third party arising from and/or in connection with any Breach of Security or attempted Breach of Security (to the extent that such Losses were not caused by any act or omission by the Customer).

14 Liability

- 14.1 The Contractor shall not be responsible for any injury, loss, damage, cost or expense suffered by the Customer if and to the extent that it is caused by the negligence or wilful misconduct of the Customer or by breach by the Customer of its obligations under the Agreement.

14.2 Subject always to clauses 14.3 and 14.4:

14.2.1 the aggregate liability of the Contractor in respect of all defaults, claims, losses or damages howsoever caused, whether arising from breach of the Agreement, the supply or failure to supply of the Services, misrepresentation (whether tortious or statutory), tort (including negligence), breach of statutory duty or otherwise shall in no event exceed a sum equal to 125% of the Charges paid or payable to the Contractor; and

14.2.2 except in the case of claims arising under clauses 9.4 and 18.3, in no event shall the Contractor be liable to the Customer for any:

a) loss of profits;

b) loss of business;

c) loss of revenue;

d) loss of or damage to goodwill;

e) loss of savings (whether anticipated or otherwise); and/or

f) any indirect, special or consequential loss or damage.

14.3 Nothing in the Agreement shall be construed to limit or exclude either Party's liability for:

14.3.1 death or personal injury caused by its negligence or that of its Staff;

14.3.2 fraud or fraudulent misrepresentation by it or that of its Staff; or

14.3.3 any other matter which, by law, may not be excluded or limited.

14.4 The Contractor's liability under the indemnity in clause 9.4 and 18.3 shall be unlimited.

14.5 The Contractor shall hold:

a) Employer's liability insurance providing an adequate level of cover in respect of all risks which may be incurred by the Contractor;

b) public liability with the minimum cover per claim of £1million pounds (£1,000,000)

c) professional indemnity with the minimum cover per claim of £1million pounds (£1,000,000),

or any sum as required by Law unless otherwise agreed with the Customer in writing. Such insurance shall be maintained for the duration of the Term and for a minimum of six (6) years following the expiration or earlier termination of the Agreement.

15 Force Majeure

15.1 Neither Party shall have any liability under or be deemed to be in breach of the Agreement for any delays or failures in performance of the Agreement which result from circumstances beyond the reasonable control of the Contractor. Each Party shall promptly notify the other Party in writing when such circumstances cause a delay or failure in performance and when they cease to do so. If such circumstances continue for a continuous period of more than two months, either Party may terminate the Agreement by written notice to the other Party.

16 Termination

16.1 The Customer may terminate the Agreement at any time by notice in writing to the Contractor to take effect on any date falling at least 1 month (or, if the Agreement is less than 3 months in duration, at least 10 Working Days) later than the date of service of the relevant notice.

16.2 Without prejudice to any other right or remedy it might have, the Customer may terminate the Agreement by written notice to the Contractor with immediate effect if the Contractor:

16.2.1 (without prejudice to clause 16.2.5), is in material breach of any obligation under the Agreement which is not capable of remedy;

16.2.2 repeatedly breaches any of the terms and conditions of the Agreement in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms and conditions of the Agreement;

16.2.3 is in material breach of any obligation which is capable of remedy, and that breach is not remedied within 30 days of the Contractor receiving notice specifying the breach and requiring it to be remedied;

16.2.4 undergoes a change of control within the meaning of section 416 of the Income and Corporation Taxes Act 1988;

16.2.5 breaches any of the provisions of clauses 7.2, 11, 12, 13 and 17; or

- 16.2.6 becomes insolvent, or if an order is made or a resolution is passed for the winding up of the Contractor (other than voluntarily for the purpose of solvent amalgamation or reconstruction), or if an administrator or administrative receiver is appointed in respect of the whole or any part of the Contractor's assets or business, or if the Contractor makes any composition with its creditors or takes or suffers any similar or analogous action (to any of the actions detailed in this clause 16.2.6) in consequence of debt in any jurisdiction.
- 16.3 The Contractor shall notify the Customer as soon as practicable of any change of control as referred to in clause 16.2.4 or any potential such change of control.
- 16.4 The Contractor may terminate the Agreement by written notice to the Customer if the Customer has not paid any undisputed amounts within 90 days of them falling due.
- 16.5 Termination or expiry of the Agreement shall be without prejudice to the rights of either Party accrued prior to termination or expiry and shall not affect the continuing rights of the Parties under this clause and clauses 2, 3.2, 6.1, 6.2, 6.6, 6.7, 7, 9, 10.2, 11, 12, 13, 14, 16.6, 17.4, 18.3, 19 and 20.7 or any other provision of the Agreement that either expressly or by implication has effect after termination.
- 16.6 Upon termination or expiry of the Agreement, the Contractor shall:
- 16.6.1 give all reasonable assistance to the Customer and any incoming Contractor of the Services; and
 - 16.6.2 return all requested documents, information and data to the Customer as soon as reasonably practicable.

17 Compliance

- 17.1 The Contractor shall promptly notify the Customer of any health and safety hazards which may arise in connection with the performance of its obligations under the Agreement. The Customer shall promptly notify the Contractor of any health and safety hazards which may exist or arise at the Customer's premises and which may affect the Contractor in the performance of its obligations under the Agreement.
- 17.2 The Contractor shall:
- 17.2.1 comply with all the Customer's health and safety measures while on the Customer's premises; and
 - 17.2.2 notify the Customer immediately of any incident occurring in the performance of its obligations under the Agreement on the

Customer's premises where that incident causes any personal injury or damage to property which could give rise to personal injury.

17.3 The Contractor shall:

17.3.1 perform its obligations under the Agreement in accordance with all applicable equality Law and the Customer's equality and diversity policy as provided to the Contractor from time to time; and

17.3.2 take all reasonable steps to secure the observance of clause 17.3.1 by all Staff.

17.4 The Contractor shall supply the Services in accordance with the Customer's environmental policy as provided to the Contractor from time to time.

17.5 The Contractor shall comply with, and shall ensure that its Staff shall comply with, the provisions of:

17.5.1 the Official Secrets Acts 1911 to 1989; and

17.5.2 section 182 of the Finance Act 1989.

18 Prevention of Fraud and Corruption

18.1 The Contractor shall not offer, give, or agree to give anything, to any person an inducement or reward for doing, refraining from doing, or for having done or refrained from doing, any act in relation to the obtaining or execution of the Agreement or for showing or refraining from showing favour or disfavour to any person in relation to the Agreement.

18.2 The Contractor shall take all reasonable steps, in accordance with good industry practice, to prevent fraud by the Staff and the Contractor (including its shareholders, members and directors) in connection with the Agreement and shall notify the Customer immediately if it has reason to suspect that any fraud has occurred or is occurring or is likely to occur.

18.3 If the Contractor or the Staff engages in conduct prohibited by clause 18.1 or commits fraud in relation to the Agreement or any other contract with the Crown (including the Customer) the Customer may:

18.3.1 terminate the Agreement and recover from the Contractor the amount of any loss suffered by the Customer resulting from the termination, including the cost reasonably incurred by the Customer of making other arrangements for the supply of the Services and any additional expenditure incurred by the Customer throughout the remainder of the Agreement; or

18.3.2 recover in full from the Contractor any other loss sustained by the Customer in consequence of any breach of this clause.

19 Dispute Resolution

- 19.1 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with the Agreement and such efforts shall involve the escalation of the dispute to an appropriately senior representative of each Party.
- 19.2 If the dispute cannot be resolved by the Parties within one month of being escalated as referred to in clause 19.1, the dispute may by agreement between the Parties be referred to a neutral adviser or mediator (the "Mediator") chosen by agreement between the Parties. All negotiations connected with the dispute shall be conducted in confidence and without prejudice to the rights of the Parties in any further proceedings.
- 19.3 If the Parties fail to appoint a Mediator within one month, or fail to enter into a written agreement resolving the dispute within one month of the Mediator being appointed, either Party may exercise any remedy it has under applicable law.

20 General

- 20.1 Each of the Parties represents and warrants to the other that it has full capacity and authority, and all necessary consents, licences and permissions to enter into and perform its obligations under the Agreement, and that the Agreement is executed by its duly authorised representative.
- 20.2 A person who is not a party to the Agreement shall have no right to enforce any of its provisions which, expressly or by implication, confer a benefit on him, without the prior written agreement of the Parties.
- 20.3 The Agreement cannot be varied except in writing signed by a duly authorised representative of both the Parties.
- 20.4 The Agreement contains the whole agreement between the Parties and supersedes and replaces any prior written or oral agreements, representations or understandings between them. The Parties confirm that they have not entered into the Agreement on the basis of any representation that is not expressly incorporated into the Agreement. Nothing in this clause shall exclude liability for fraud or fraudulent misrepresentation.
- 20.5 Any waiver or relaxation either partly, or wholly of any of the terms and conditions of the Agreement shall be valid only if it is communicated to the other Party in writing and expressly stated to be a waiver. A waiver of any

right or remedy arising from a breach of contract shall not constitute a waiver of any right or remedy arising from any other breach of the Agreement.

- 20.6 The Agreement shall not constitute or imply any partnership, joint venture, agency, fiduciary relationship or other relationship between the Parties other than the contractual relationship expressly provided for in the Agreement. Neither Party shall have, nor represent that it has, any authority to make any commitments on the other Party's behalf.
- 20.7 Except as otherwise expressly provided by the Agreement, all remedies available to either Party for breach of the Agreement (whether under the Agreement, statute or common law) are cumulative and may be exercised concurrently or separately, and the exercise of one remedy shall not be deemed an election of such remedy to the exclusion of other remedies.
- 20.8 If any provision of the Agreement is prohibited by law or judged by a court to be unlawful, void or unenforceable, the provision shall, to the extent required, be severed from the Agreement and rendered ineffective as far as possible without modifying the remaining provisions of the Agreement, and shall not in any way affect any other circumstances of or the validity or enforcement of the Agreement.
- 20.9 The Agreement constitutes the entire contract between the Parties in respect of the matters dealt with therein. The Agreement supersedes all prior negotiations between the Parties and all representations and undertakings made by one Party to the other, whether written or oral, except that this clause shall not exclude liability in respect of any Fraud or fraudulent misrepresentation.

21 Notices

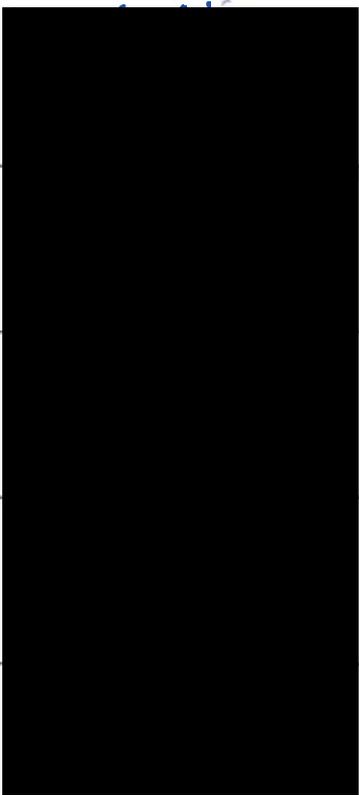
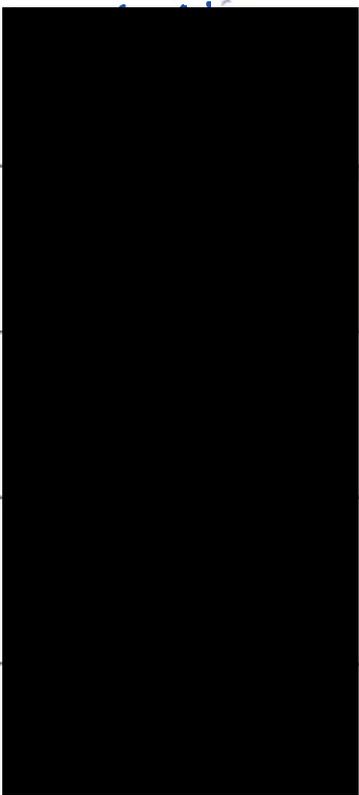
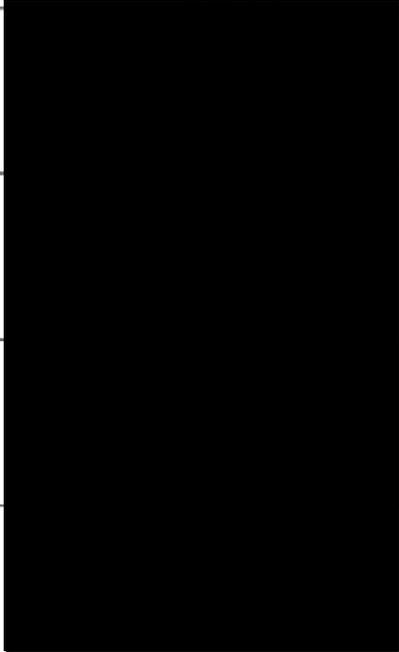
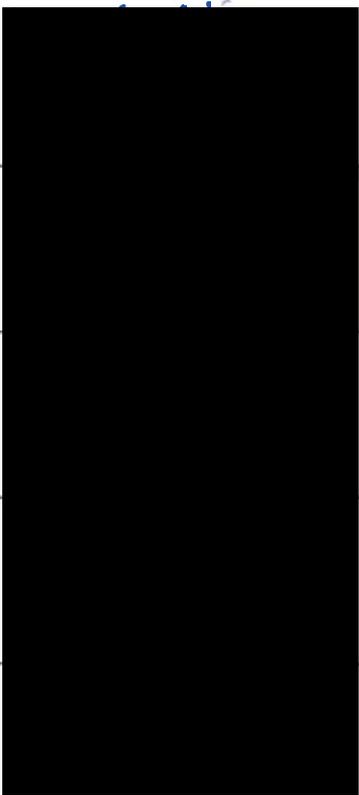
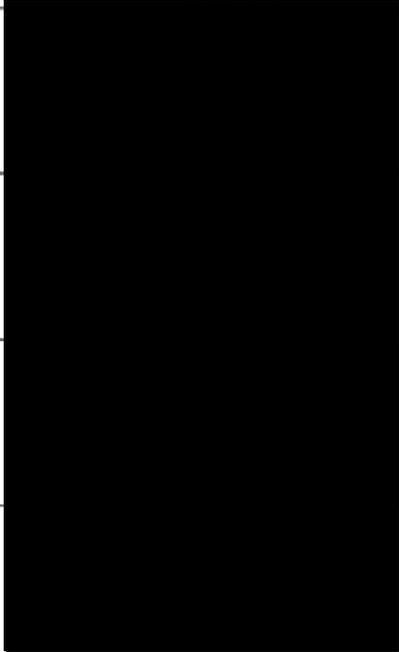
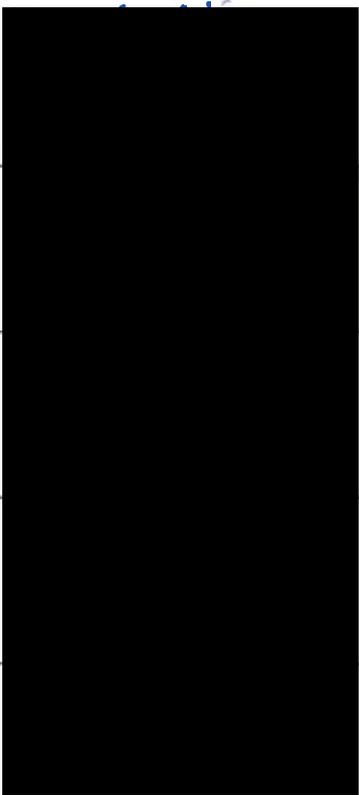
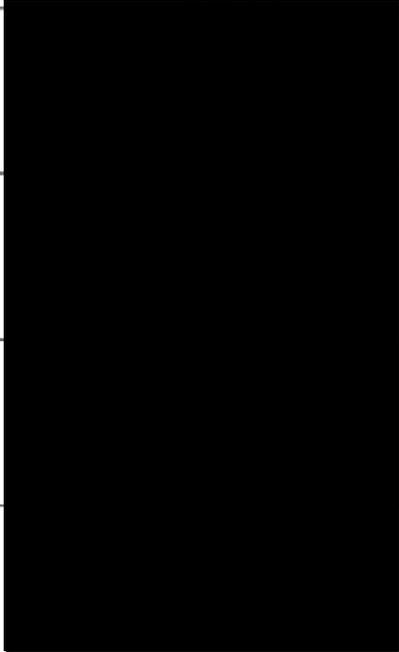
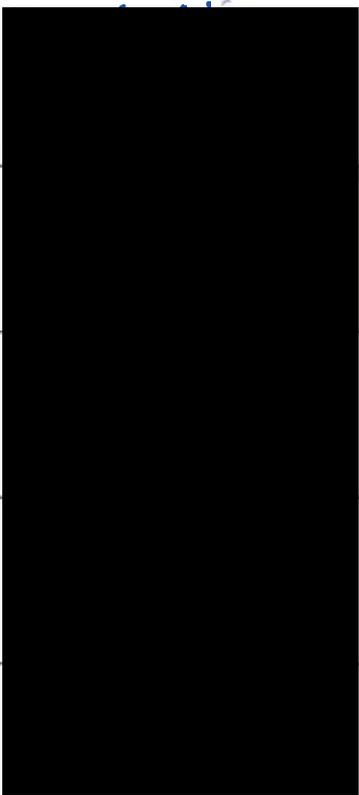
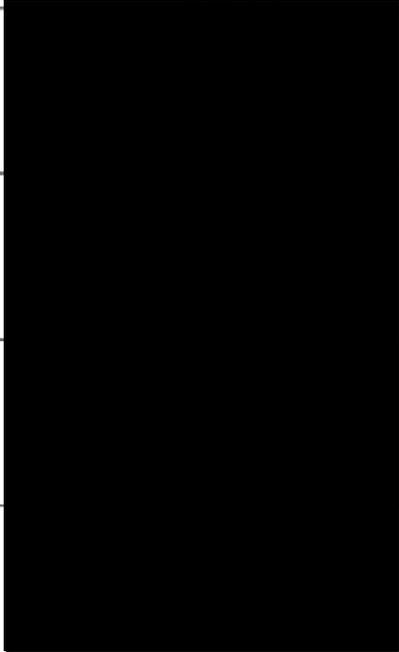
- 21.1 Any notice to be given under the Agreement shall be in writing and may be served by personal delivery, first class recorded or, subject to clause 21.3, e-mail to the address of the relevant Party set out in the Award Letter, or such other address as that Party may from time to time notify to the other Party in accordance with this clause:
- 21.2 Notices served as above shall be deemed served on the Working Day of delivery provided delivery is before 5.00pm on a Working Day. Otherwise delivery shall be deemed to occur on the next Working Day. An email shall be deemed delivered when sent unless an error message is received.
- 21.3 Notices under clauses 15 (Force Majeure) and 16 (Termination) may be served by email only if the original notice is then sent to the recipient by personal delivery or recorded delivery in the manner set out in clause 21.1.

22 Governing Law and Jurisdiction

22.1 The validity, construction and performance of the Agreement, and all contractual and non-contractual matters arising out of it, shall be governed by English law and shall be subject to the exclusive jurisdiction of the English courts to which the Parties submit.

23 TUPE

N/A

For and on behalf of:		For and on behalf of:	 CARE QUALITY COMMISSION
Signature:		Signature:	
Name:		Name:	
Capacity:		Capacity:	
Date:		Date:	

SCHEDULE 1 – SPECIFICATION

BACKGROUND

1 CARE QUALITY COMMISSION (CQC)

CQC are currently going through a significant amount of change in the way we regulate health and social care organisations across England. Whilst we have always used information and intelligence to support our regulatory activities there is now an increased push to focus and drive these activities with better analysis and use of information. Our corporate strategy outlines the need for CQC to become a more efficient and effective regulator by improving how we:

- Use information to identify when and what to inspect;
- Use information and evidence to inform our inspection lines of enquiry and judgements;
- Exploit qualitative information in our reporting;
- Make information available to the public, providers and stakeholders.

The Knowledge and Information Strategic Framework, as approved by the CQC Board, set out some further high level commitments and set the aspiration for CQC to become 'intelligence driven.' This includes:

- Developing new analytical techniques and sources of information to reduce the gaps in our knowledge;
- Equipping inspection teams with clear, accurate, timely and robust reports that meet their needs;
- Listening to, capturing, analysing and acting upon people's views, experiences and complaints about the care they receive;
- Using information consistently to enable us to make better decisions and judgements;
- Publishing our insight and findings to help people choose care and inform the public policy debate;
- Sharing our information and analysis, in particular with our partners in the health and social care system.

As part of this much wider initiative CQC is improving the tools and availability of information to the analysts in the Intelligence directorate. The organisation already makes extensive use of a central Oracle OBIEE data warehouse and Microsoft SQL server as core stores of information. Additional tools including SAS, Excel and Access are also used across the department. Currently the OBIEE warehouse provides the organisations core MI, BI and associated reporting on CQCs operational data whilst Microsoft SQL server is used for externally sourced information. The information covers both quantitative and qualitative with varying amounts of metadata. The information is also received at a range of granularities from events related to individuals to complex pre-calculated indicators.

While the work to progress the rationalisation and procurement of the analysis tools is in a separate stream, we realise that key to improving the power of the tools will be how we hold and make available the very wide range of information from multiple internal and external sources. We have called this wider collection of information to support analysis accessible via these analysis tools, our "Intelligence Hub".

As a member of the National Information Board (NIB), CQC is expected to support and advance the newly created NIB Framework, two key areas of which are 'implementing system-wide technology and data standards' and 'providing comprehensive and transparent information'. The Knowledge and Intelligence Strategic Framework (K&I SF) provides a structure to enable CQC to become intelligence driven. Knowledge is everything that we learn and understand about ourselves and others. We create and have access to a vast quantity of knowledge and information, from which we can derive intelligence or insight. This framework enables us to both recognise and

improve our knowledge assets and develop increased wisdom (the proper application of knowledge as 'insight') to support our corporate strategy.

1.2 Deliverables

The specific deliverables from the Intelligence Hub design work will be:

- A Strategic architecture and design for the Intelligence Hub including;
- A prototype data model aligned to CQC's Logical Data Model;
- Recommendations of types of technologies required to deliver the hub;
- Mechanisms for managing hub content, population and maintenance;

Delivery will support the following IM and IMIS strategies:

- Developing innovative Intelligence systems and tools solutions;
- Automating and improving processes within Intelligence;
- Centralising the capture of Intelligence information and data;
- Developing systems that support the efficient and effective analysis and reporting of information held across all areas of the commission.

Thus enabling CQC to become intelligence driven in line with the commission's strategic objective of becoming a high performing organisation.

1.3 Scope

The minimum scope of the project is to procure professional services to support the delivery and detailed design towards iteration 1 (data production roll out) of the Intelligence Hub. This includes:

- Data stores both unstructured and structured with full planning of data transformation and transfers from landing to reporting, general approach with detailed planning and roll out towards iteration 1 (8-12 weeks data production end to end - agreed as Primary Medical Services IM and data pack products);
- Includes SQL server integration services (SSIS) frameworks expertise and knowledge transfer to ST&A team;
- Includes definition of data sets for Hub and data warehouse, production and live, and star schemas;
- Driving logical to physical data model with full glossary toward fully populated semantic model (by iteration);
- Development and push of requirements for workflow to Systems Review team, for RDM, SQL server, integration with Data Quality tool;
- Includes integration and set up with Quantitative and Qualitative data analytics tools – estimated procurement also by August 2015.

Key initiatives and activities to be provided by professional services are described in the following table:

Initiative	Activity	Days (effort)
Hub environment procurement	Investigation and advice - Sizing, Security, OS, SQL Server	4
Hub Resource Planning	Guidance on Resourcing and Planning up to requirements for iteration 1 proof of concept and beyond	6

Tool setup	Qualitative tool setup and impact on Data structures of Hub	4
Tool setup	Quantitative tool setup and impact on Data structures of Hub	2
Tool setup	DQ Tool setup and impact on Data structures of Hub	2
Setup Hub Environment	Advising CQC and ATOS on setup of Hub Environment	2
iHub Detailed design	Draft Development Standards - creation of templates, worked example and QA	8
iHub Detailed design	Installation and Configuration of SSIS development frameworks	7
iHub Detailed design	Develop approaches for history management, data lineage and metadata	4
iHub Detailed design	Training and Advice on using bus matrix and star designs for initial subject areas	4
iHub Detailed design	Complete Work with Data Model team to align logical model	5
iHub Detailed design	Assist with Design of overall integration patterns	4
iHub Detailed design	Assist in defining interfaces, boundaries with DWH	5
Develop Hub Governance & Guidelines	Assist with development of Governance and Guidelines	10
Developer Technical Training	SSIS template training	2
Developer Technical Training	Deliver data warehouse Fundamentals course	1
Iteration 1	Technical advice and QA on the detailed design and build	10
Iteration 1	Advise on test, integration and deployment processes and approaches	10
Iteration 2	Technical advice and QA on the detailed design and build	10
Total effort		100

SCHEDULE 2 – TENDER RESPONSE

Overview

On 29 August 2014 the CQC issued an Invitation to Tender (ITT) for the strategic architecture and high level design of an 'Intelligence Hub' – that sought to improve the efficiency, agility and data lineage of the current approaches and systems.

Altis Consulting bid for this work and were notified that they had been successful on 14 October 2014.

The scope of this work was to produce an overall strategic architecture and roadmap for an Intelligence Hub, including metadata recommendations and a skeleton data model.

During this work we defined the Intelligence Hub with a strategic architecture comprising 8 major components:

- Document Storage – a Records and Document Management (RDM) solution
- Data Storage – a core database holding structured data
- Analysis and Enrichment- a range of tools for analysis and enrichment
- Data Quality - a tool to measure data quality
- Process Management – a tool to manage the workflow of person to person interfaces
- Data Transport and Transformation – a selection of tools to transport and transform data
- Metadata Management - A tool to manage the metadata for the hub.

Within the Data Storage component we also defined the 'layers' of each of these components, and worked through with the CQC the various technology options for each component to recommend the software platform. Some of these tools were in the process of being procured when we were designing the strategic architecture.

As part of this work we also provided a skeleton logical data model, in collaboration with the Data Model team, and worked with the Systems and Tools team to prioritise the Primary Medical Services and Mental Health Intelligent Monitoring data packs as the initial data sets to be built.

On 6 October 2015 the CQC issued an Invitation to Tender (ITT) for Professional Services to support the delivery of the Intelligence Hub. Altis are delighted to be invited to bid for this work – and to be help deliver a working system from the strategic architecture that we were involved in designing. This document lays out our proposal to deliver these professional services.

In reviewing the ITT and the activity list therein, it is apparent that the CQC are asking for professional services to support the detailed design and initial delivery of a subset of the components we designed; namely Data storage, Data Transport and Transformation (ETL tools only, not ESB) and work to integrate the new Qualitative and Quantitative Analysis tools (from the Analysis and Enrichment components) and Data Quality tools that were under procurement when we completed our work in March 2015.

From the defined scope we have made the assumption that the design and implementation of other elements of the Intelligence Hub – such as Document Storage, Process Management and ESB (within Data Transport and Transformation) – are out of the scope of this work.

Our experience is that building data stores of this type involves very different skills to most IT delivery projects. The Intelligence Division within CQC in particular have very specific requirements for peer review QA processes (as well as conventional, IT process driven QA), agility and for handling the breadth and complexity of the data that is used to generate Intelligent Monitoring Reports and Data Packs. We believe our long standing relationship with CQC, based upon several successful deliveries, combined with our intimate knowledge of the Intelligence Hub design, puts us in a strong position to deliver this work.

We will also bring to bear our own proprietary SSIS templates to speed delivery. These templates have been developed internally by Altis, a Microsoft Gold Partner in the data platform, to:

- provide a proven and detailed approach to implementing an ETL solution in SQL Server Integration Services
- minimise the time taken to establish an ETL foundation
- minimise the solution delivery time by leveraging the intellectual property inherent in the template solution
- cater for the majority of ETL development scenarios
- ensure consistency of delivery in repeatable iterations
- be used as a learning tool for educating developers on SQL Server best practice.

In terms of team members we will use as key resources Colin Elwood and Peter Hopwood, who worked on the original Intelligence Hub Strategic Architecture, and who have built relationships with many of the CQC staff that will work on the project. We will add to this team Ian Stuart who has spent the last 3 years of his career training and coaching staff on how to deliver projects of this type using SSIS template solutions – many of which were for NHS trusts. The fourth member of the Altis team is Rod Avissar. We will leverage his extensive experience in a number of Analysis and Enrichment tools to assist CQC with the integration of these tools with the Hub.

Altis is the exclusive partner with the Kimball Group in Australia and New Zealand; one of the world leading experts in delivering data warehouse training. We have hosted their courses since 2007 and Altis staff have attended every course – ensuring that our staff are up to date with the best practice that they teach. From this best practice exposure we have developed and delivered our own Data Warehouse training for many clients – across the UK, Australia and New Zealand.

We believe one of the keys to successful delivery of projects like this is effective skills transfer. We will achieve this by delivering training at the beginning of the project, leveraging our Kimball relationship, and then working with the CQC as a joint team – delivering different elements of the solution together. This will put the CQC team in the best possible position to maintain and extend the solution cost effectively once our work is completed.

Leadership

About Altis Consulting

Altis Consulting is a professional services firm that provides strategic information solutions for enterprises. We focus on solutions that transform data into information and actionable knowledge, empowering a more effective and competitive enterprise. We achieve this by employing world-class methodologies and technologies with our consulting capability to deliver data warehouse, data quality, business intelligence, and data integration and migration solutions.

Since establishment in 1998, Altis Consulting has grown from its original base in Sydney to include offices Canberra, Melbourne, Auckland and London. Our consulting base consists of more than 90 consultants.

Core Principles

The core principles of Altis Consulting are:

Results-driven: Altis believes in achieving a result for every client engagement. Our task is complete only when our client is satisfied that a true business benefit has been reached.

People-centric: Altis believes that a well-organised and motivated team of experienced and talented individuals can achieve anything! We apply this belief to each client and each project.

Achievements

Since 1998 we have completed more than 50 significant capital projects for major clients throughout Australia, New Zealand and the UK. We have delivered end-to-end data warehousing and business intelligence solutions, from assessment and information strategy, through to design, architecture, development, testing, and deployment.

Altis has enabled many leading organisations to achieve strategic competitive advantage through the innovative use of information technology in areas such as KPI management, customer management, corporate information management, financial analysis and marketing analysis.

Vendor independence

Altis functions as a vendor independent solution provider, which enables us to provide impartial advice and recommendations that serve the best interests of our clientele.

Altis maintains its own internal knowledge base of methodologies and technologies to deliver best-fit, tailored solutions to our clients.

Partnerships and Affiliations

Altis' commitment to the best practices and methodologies is evidenced by it becoming the Kimball Group's exclusive partner in Australia and New Zealand. This partnership enables Kimball University courses to be delivered in Australia and New Zealand by Kimball Group teachers including Ralph Kimball. We also regularly deliver our version of this Training on a custom basis.

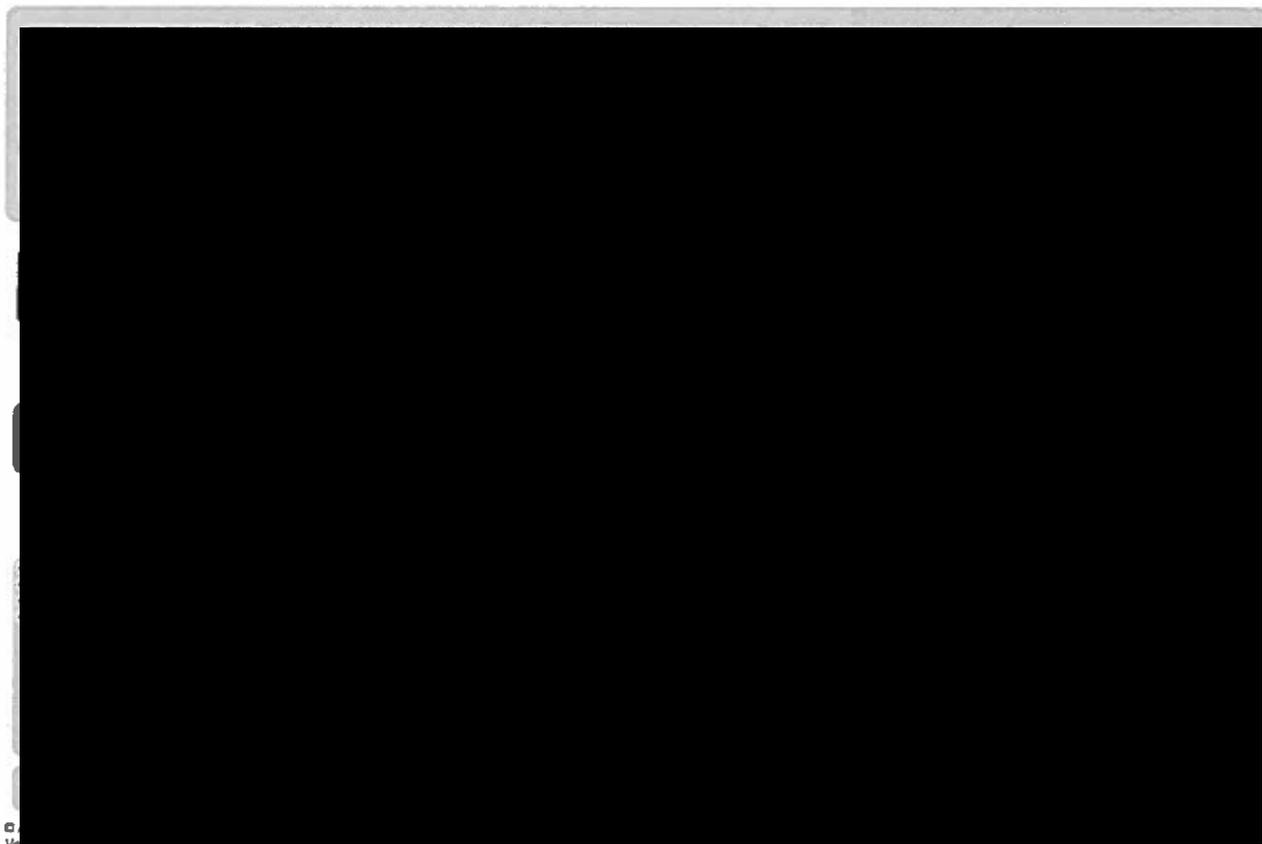
Altis also partners with Stephen Few of Perceptual Edge in the UK, Australia and New Zealand to host delivery of his Visual Business Intelligence workshop that prepares attendees for the many facets of presenting and analysing quantitative business data. Stephen Few approaches the problem of taming the information overload by providing simple practical instruction communicated through examples. Stephen is a leading educator and author in data visualization techniques.

Altis has associate relationships with a number of carefully selected independent consultants, including Colin Elwood of Dweomer Consultants Ltd. Dweomer specialises in business modelling, analytics and information management and is part of the Jigsaw network, which has an extensive track record in the UK public sector. We have partnered successfully with Dweomer on previous assignments for the CQC, and propose to do so again here, leveraging their expertise in data modelling and first-hand knowledge of CQC.

Altis Project Delivery Framework

Over the hundreds of projects delivered by Altis over the past 18 years we have developed a delivery Framework that we apply to ensure the consistency and quality of all of our projects. This Framework has compulsory quality assurance steps at the beginning and end of each project, as well as in-flight reviews.

Below is a diagram that provides an overview of our Project Delivery Framework. Altis would be happy to expand on this framework in more detail at the request of the CQC.



You will notice that several themes of this Project Delivery Framework are mirrored in our approach documented in the Method statement e.g.

- Delivering Solutions in manageable Iterations
- Holding a Kick off meeting at the beginning of every project
- Ensuring there is an appropriate level of planning at the beginning of the project
- Project management and control is applied throughout the project

Key Justifications

Some key justifications for engaging with Altis are provided below.

Leading service-provider

Altis has worked in this specialist field for a decade. This means we can contribute a wealth of experience to your situation. Altis can add significant value in planning for and implementing analytical solutions by bringing ideas and a 'best practice' approach to determining requirements and designing information management solutions.

Strong project management skills

Altis utilise a well-proven set of methodologies and project management controls to ensure effective delivery even when faced with rapidly changing circumstances.

Skills transfer and mentoring

Altis undertakes all projects with a philosophy of partnering with the client to achieve positive on-going outcomes. We have an inclusive approach and ensure that key skills are transferred to client staff so that in-house knowledge grows and on-going development, operation and support are facilitated.

Our experience on working with the CQC over the past 18 months, and with other clients, is that this kind of work is best delivered as a joint project with Altis leading in some areas and providing support or training in others. We therefore propose to jointly develop and build the first two iterations of the Intelligence Hub. As such we have made certain assumptions over effort for tasks and their allocation to CQC and Altis team members.

We feel that working closely with client teams in a collaborative manner produces higher quality outputs and puts our clients in a better position to support and manage the delivered systems once our work is complete.

One of the aspects of this collaborative approach is that we produce our deliverables in an iterative manner, providing regular drafts and inviting feedback to ensure we are progressing in meeting expectations.

We also like to regularly communicate with the stakeholders to make sure we keep them well informed so that they can help steer the path. Even where we have worked collaboratively in the past, it is easy for expectations not to be met if they are not managed.

Ability to implement solutions

Altis have managed a number of strategic and challenging projects for organisations such as , Defence, New South Wales Police, Lend Lease, Qantas, NEWS Limited, Reece, Telstra, Vodafone, JacTravel, ExterionMedia (formerly known as CBS Outdoor), the Medical Defence Union and a number of Universities; Kingston, Cranfield, London and University of East London. Many of these customers operate in a very dynamic environment with the pressures of external organisational challenges, organisational restructures and shifting priorities.

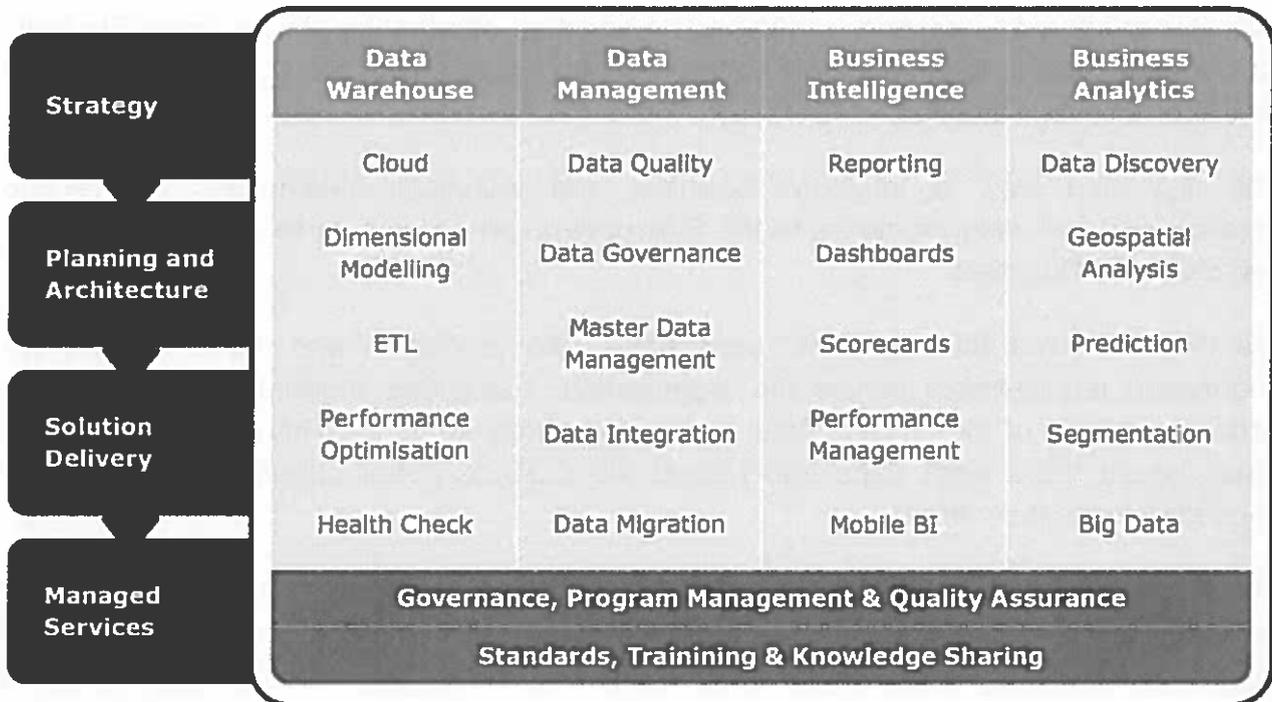
Experience with various technology platforms

Altis has formal implementation partnerships with most of the leading software vendors. We are however vendor agnostic. This vendor independence allows Altis to advise clients on the best tools to use for their own specific needs and circumstances. Altis have performed and coordinated a number of Data Warehouse and Business Intelligence tool evaluations. The evaluation framework that Altis have produced for this task can be produced on request.

Altis have brought together a workforce of consultants with extensive experience across a wide range of technologies. Additionally, through training and knowledge sharing within the company this expertise has been distributed across the company as a whole.

Altis Services

Altis provides end-to-end services for Information Management. Our services



We feel the requirements of this ITT fall squarely within the core services that Altis regularly deliver – Planning and Architecture and Solution delivery services of Components such as Dimensional Modelling, ETL, Data Governance, Reporting, and Segmentation.

Altis Recent Experience

Below are a list of selected client projects completed by Altis and/or Dweomer in similar industries, or delivering similar work.

Care Quality Commission – Intelligence Hub – Strategic Architecture

Altis was engaged to produce an overall Strategic Architecture and Roadmap for an Intelligence Hub, including metadata recommendations, a skeleton data model and a Semantic Layer – that was consistent with the CQC’s logical model.

We interviewed 15 stakeholders across Intelligence, described in detail the current state of the intelligence hub, gathered and presented requirements – and from this presented a Strategic Architecture taking into account the technology options that were pertinent to the CQC. Once we had created a picture of the current state and future architecture we developed a roadmap of initiatives to deliver the strategic architecture.

This work was conducted over a 12 week period, with the final report and presentation delivered to the sponsors in March 2015.

We note that many of our findings and recommendations have been presented in this ITT – and therefore we feel that we are well placed to tender for this work from our thorough understanding of CQC's requirements.

Care Quality Commission – Information Management Strategy

Altis Consulting was engaged by CQC to deliver their Information Management Strategy. This strategy was to focus primarily on the regulatory activities of the CQC, in light of their new approach to inspection.

The first step was to interview business and technical stakeholders across the organisation, including members of the Executive team as well as the Inspectorates, IT and divisional Directors.

We then reviewed their systems, approaches and processes and collected business information requirements across the organisation. Using this information we created a detailed analysis of the current state and business requirements. This analysis identified areas where there were gaps and helped the CQC to better understand where they needed to focus their efforts.

Based these findings of the current state of CQC, future areas for improvement, our prior experience and documented best practice we proposed a set of core principles for managing information and a future state vision that would help to deliver more effective information management for the organisation.

A prioritisation process was then followed to set out a high level roadmap of work and recommendations to implement changes that would deliver on the CQC's future state requirements.

This work was conducted over a 12 week period, with the final report and presentation delivered to the sponsors in July 2014.

Work has now commenced on delivery of the roadmap initiatives we identified.

Care Quality Commission – Data Modelling

████████████████████ undertook a review of the logical information structures underpinning CQC's CRM and Management Information systems, mapped these to the current regulatory framework and developed a high level enterprise data model to support planned process improvement and data quality initiatives. CQC were experiencing a number of information management problems, and this review sought to identify root causes, recommend practical solutions and develop in house capabilities.

Throughout the project Colin worked closely with business and technical stakeholders to agree common terminology, explore and resolve issues and plan next steps. He also helped to develop a high level information architecture diagram illustrating the current data flows from source to end use, mentored a group of business analysts, and provided training in dimensional modelling techniques.

As a result of this work, CQC have been able to leverage standard data definitions and models to better gauge the impact of proposed changes to both operational and MI systems, and have successfully implemented a re-designed compliance data warehouse.

More recently, Colin has been helping CQC to develop its internal data modelling capability, mentoring a new team and providing assurance of logical models for registration, inspection and enforcement.

We note that Colin's familiarity with CQC data models and associated standards and working practices will enable us to hit the ground running with the alignment of hub data structures to CQC's current logical data model.

Healthcare Commission – Review of adult community mental health services

In 2006 [REDACTED] was engaged to lead the analysis phase of a performance improvement review at risk of falling behind schedule. The review was being conducted jointly by the then Healthcare Commission and Commission for Social Care Inspection, prior to the formation of CQC.

He project managed a team of up to 8 information analysts working to extremely tight deadlines to collect and analyse data on over 500 organisations providing and/or commissioning adult community mental health services in England. The

team developed a scoring model combining over 100 key performance indicators to give each organisation and local implementation team an overall performance assessment. Results were published in the Commission's "Annual Health Check" and used to identify service areas needing improvement.

The team's analysis and recommendations were accepted at the first iteration by the Steering Group, and their transparent approach to planning, analysis, documentation and quality assurance provided valuable lessons for subsequent reviews.

In the course of this work, Colin forged good working relationships with many of the people now working in the Intelligence Directorate, and gained a broad understanding of their work.

Kingston University – Room Renumbering

Kingston University were unfamiliar with the Microsoft SSIS data integration capabilities and needed to manage the referencing of Estates data across the organisation. Altis trained and mentored Kingston University staff in the use of SQL Server and its data integration capabilities as well as providing our SSIS templates as a tool to enable Kingston to rapidly learn and implement the platform.

NHS Trusts – Microsoft SQL server template training

██████████ delivered training, mentoring and SQL Server data integration solutions using Altis' template SSIS products to six NHS trusts. This allowed them to become self-sufficient in building and supporting their own data warehouse solutions.

Lend Lease – Master Data Management

Altis has worked with Lend Lease on a significant number of projects since 2007. Lend Lease is a one of the world's leading fully-integrated property and infrastructure solutions providers, employing over 16,500 people across the globe, operating primarily in Australia, Asia, the UK, Europe, the Middle East and the USA.

One of those projects was advising on the Master Data Management work stream for a major Finance Transformation. Altis helped Lend Lease set up this work stream, which delivered:

- The global principles for Master Data Management for Lend Lease
- Master Data Management requirements for the organisation globally
- Creation of a Data Governance Framework for master and reference data
- Management of the selection process for a Master Data Management Toolset
- Mappings of the information lifecycles of the master data items across each Finance Business Architecture process (e.g. Procure to Pay, Order to Cash etc.)
- Information and data models for reference and master data
- Defined data quality processes and measures for reference and master data
- Current and future state diagrams for data and data flows across the organisation
- Defined minimum metadata standards across the ICT organisation.

This work stream underpinned the rollout of new global finance systems, new platforms for budgeting, forecasting and reporting and a new Master Data Management toolset.

Overall Aims of the Intelligence Hub

During our work on the Strategic Architecture of the Intelligence hub we summarised the aims of the final solution to be

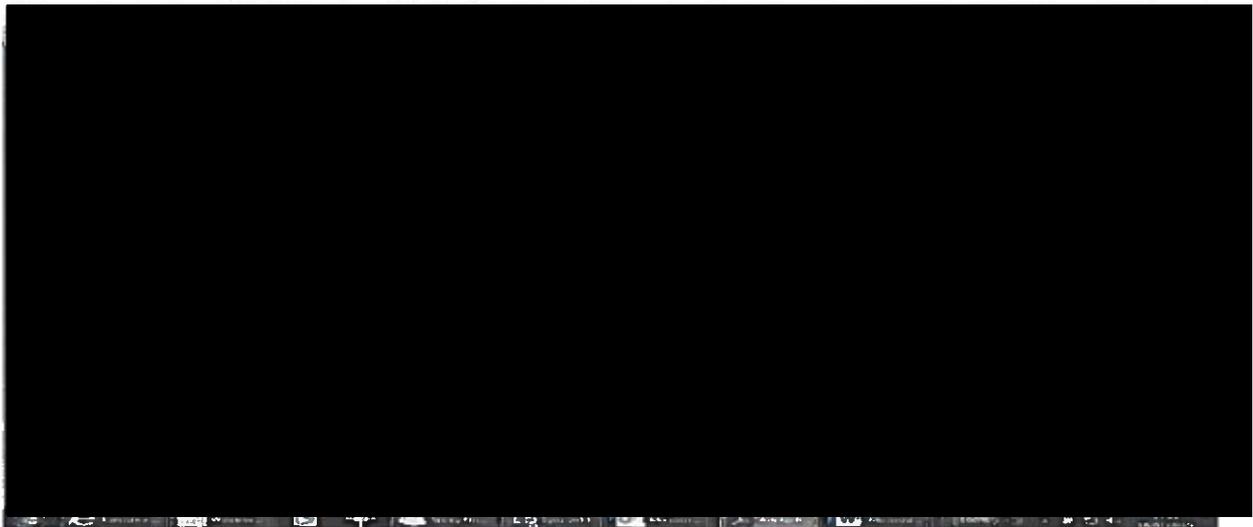
- The shared, central repository for structured intelligence data
 - o gleaned from a wide variety of sources

- o about a range of different entities
- Act as a “one stop shop” for intelligence data with
- o 300+ concurrent users, some requiring mobile access
- o appropriate security, access and privacy controls
- Be integrated with other systems and tools for
- o records and document management,
- o collaboration and workflow management
- o bulk and ad-hoc analysis and reporting
- Support the end to end intelligence production process
- o from loading to enrichment to exploitation
- o with greater automation and
- o separate procedures and environments for production and exploration/development

We have designed our approach to carrying out the design of the Hub with this aims in mind.

Overview of Altis approach

Altis has conducted a large number of information management, technical architecture and data modelling projects over the past 16 years. Based on our experience, our knowledge of the CQC, and the prior work we have carried out on the Intelligence Strategic Architecture and the information in this ITT we have developed the following approach and plan to deliver this work for the Intelligence Hub.



Each of the steps shown in the diagram above is described in the sections below. Each step below maps to the activities outlined in the Activities List in the Scope (Section 1.3 of Part A). The names have been revised in the diagram slightly to improve presentation. We have also added two activities to this diagram that are not included in the Activity List (marked in Grey). We are not proposing that Altis carry out these tasks – these are tasks that add context to the diagram to provide a more complete picture. We anticipate these tasks will be carried out by the CQC.

We felt that the order of some of the activities in Section 1.3 did not best represent the order in which the work could be most effectively delivered, considering our understanding of the progress of procurement activities. We have therefore organised them into what we feel is the most effective order, and grouped them into 4 stages:

- Kick-off and planning

- Detailed design
- Integration
- Delivery iterations

We anticipate the timeframe for completing this work as being approximately 6 months. Please note that this timeframe is longer than the dates published in the Contracts Finder listing of this Tender – which was 31 December 2015. Whilst we believe that the bulk of the design work can be completed by then, we do not think it will be possible to complete the delivery iterations or setup for the Procured Qualitative, Quantitative and Data quality tools by this date.

Our experience on working with the CQC, and with other clients, is that this work would be best delivered as a joint project with Altis leading in some areas and providing support or training in others. Accordingly we have made certain assumptions over effort for tasks and allocation to teams.

We feel that working closely with client teams in a collaborative manner produces higher quality outputs and puts our clients in a much better position to support and manage the delivered systems once our work is complete.

One of the aspects of this collaborative approach is that we produce our deliverables in an iterative manner, providing regular drafts and inviting feedback to ensure we are progressing in meeting expectations.

We also like to regularly communicate with the stakeholders to make sure we keep them well informed so that they can help steer the path. Even where we have worked collaboratively in the past, it is easy for expectations not to be met if they are not managed. This approach has the added benefit that any risks are identified and brought to the attention of the CQC as soon as they come to light.

The detailed steps we propose are as follows:

Kick off and Planning

1.1. Project Kick off and Confirm scope

We find it is important to hold a project kick-off meeting on the first day with the key project stakeholders to ensure that we all understand and agree the scope of the project and what will be delivered.

The following topics will be covered in the project kick-off meeting:

- Seek agreement on project goals and purpose
- Communicate the high-level approach
- Confirm the roles and responsibilities of the CQC and Altis team members

- Confirm scope items including:
- Clarifying the teams to be included in the delivery of the work
- Clarifying the current contents of the PMS and MH Intelligent monitoring packs – in case they have changed since we last had sight of them
- The progress and outcomes of the delivery of systems and tools to deliver these packs e.g. the work on 'Ship', and any changes to Compass, Pingo or other related systems

Confirm timelines for the procurement, installation and configuration of the Qualitative, Quantitative, Data Quality, RDM and other tools that need to be integrated with the Hub

- Identifying stakeholders that will be involved in the delivery of the Hub
- Clarify what data, tools and systems are within and outside the scope of this work.
- Confirm Altis deliverables and their format
- Confirm the availability of relevant collateral for existing systems, processes, models or strategies
- Agree steering group members and frequency of meetings
- Establish key project success criteria

This proposal is for the detailed design and initial two delivery iterations of the following components of the Intelligence hub:

- Data storage
- Data transport and transformation
- Work to integrate the new qualitative and quantitative analysis tools (from Analysis and Enrichment) as well as Data Quality tools.

Other elements of the Intelligence Hub – such as document storage, process management and the ESB (within Data Transport and Transformation) – we consider to be out of the scope of this work, based on the activity list provided.

In order to provide our recommended approach for development of the Intelligence Hub we have made assumptions on the likely progress of the various activities and initiatives that were outlined in our Roadmap delivered in March 2015. These assumptions may need updating, and may have an impact on the delivery of this work. One of the aims of the Kick off meeting is for us to review these assumptions with you. We will be flexible to modify the effort assigned to each activity outlined here if it is within the overall scope of the work, and is agreed with CQC as being the most effective way to deliver the work. Any changes of this type can be made under change control and signed by each party.

Note that the Activity List from the ITT does not this activity but we believe it to be essential – the effort to deliver this task will be carried out under 1 of the days allocated to Hub Resource Planning.

1.2. Hub Resource Planning

This activity identifies the need to plan and organise the teams to carry out detailed design work and build the delivery iterations.

From our experience designing the Strategic Architecture for the Intelligence Hub we feel that the total effort to deliver the Intelligence Hub from Kick off and planning through to the deployment of iteration 2 exceeds the 100 days effort outlined here. We believe that the best way to deliver this work is for Altis and the relevant teams within CQC work in collaboration, with Altis leading in some tasks and providing advice and training in others. We believe that this will provide the best outcome for the CQC in terms of value for money, sustainability of the solution, as well as leaving a legacy that can be expanded and improved to deliver the Intelligent Monitoring and Data Packs for other Directorates.

This does mean that CQC will need to provide resources from teams such as the Systems and Tools team, the Data Warehouse team, ISD and IT. This activity is to identify team members, assign tasks and agree timings.

Resource planning will need to consider the following activities:

- Procurement and setup of various components and tools
- Technical Training (on Data Warehousing as well as the 'Bus Matrix' approach)
- Detailed Design
- Integration
- Delivery Iteration 1

At the end of Delivery Iteration 1 there will need to be a re-planning exercise for iteration 2.

This resource planning needs to consider the workload and availability of a number of teams within CQC who will contribute to the delivery including:

- Systems and Tools
- Data Warehouse
- Data Modelling
- ISD
- IT

and potentially other third parties such as ATOS for provisioning and hosting. We will also need to consider timings for when Altis and CQC team members are available to work together on each task. These CQC teams are not all based in one location so travel considerations may need to be taken into account.

The plan will need to balance the availability of key members of the teams, business as usual activities (such as the operational production of IM and Data Packs) and demands from other initiatives underway – such as the Systems Review.

We envisage that the delivery iterations would be jointly staffed with resources skilled in this type of development as well as Intelligence staff with knowledge of the data.

We have commented in Section 2 of this tender that we believe the timeframe to deliver the first 2 iterations of this work is approximately 6 months – we are happy to explore ideas to accelerate this timeline during this activity.

The outputs and deliverables for this work will be descriptions for each role, task and activity up until the end of Iteration 1

This will allow the CQC project manager to develop a realistic, verified project plan with assigned resources against each task, which can be a baseline for a Project Manager manage the rest of this project. As noted above, we have assumed that CQC will provide this Project Manager.

1.3. Hub Environment Procurement

This initiative is to specify the exact components that need to be procured for the Hub Environment, including the hardware (virtual or physical), operating system and appropriately licenced SQL Server Enterprise.

This environment should be sized for the forecast data volumes and appropriate numbers of users. As data is often de-normalised, stored multiple times (in controlled versions) and indexed within the database – a rule of thumb for data volume sizing is to plan for 6-8 times the storage of the forecast volume of source data.

It is anticipated that this description of the required platform will be passed to ATOS (or another third party) who will procure and/or provision the appropriate environment.

This activity will considered whether this environment may be able to re-use the new HES server (Analyst Server replacement) that we understood to be being provisioned.

The outputs and deliverables Altis will create from this task will be :

- The sizing required for the physical (or logical) hardware
- A description of the OS and SQL Server database licencing required
- A description of the characteristics of security (e.g. IL3 or IL4) required

1.4. Setup Hub Environment

Once the Hub environment has been procured and provisioned, we anticipate that there will be a short activity to ensure it is set up and configured correctly. If an existing environment is re-used this task may not be required.

This activity will ensure some of the key aspects of the environment are tested and work correctly e.g.:

- Ensure Security meets appropriate standards (e.g. encryption), and appropriate users can be added.
- Ensure connectivity to source data sets, such as the data warehouse and RDM platform (or Y: Drive)
- Ensure connectivity to the data warehouse and any analysis and enrichment tools that are available to the team
- Ensure SQL server is installed and configured appropriately
- Installation of development tools on developer machines

The outputs and deliverables for this work will be :

- A completed checklist of items confirmed to be working appropriately.

Altis will advise on the checklist, but CQC will be responsible for completing it, perhaps with the assistance of tool suppliers.

1.5. Technical Training – Data Warehouse Fundamentals

We feel that one of the strengths of Altis' approach is to train and mentor CQC internal staff – to allow them to take ownership of and enhance systems in a cost effective manner – without the need to depend on consultants over the long term. As part of this approach we propose to deliver a 'Data Warehouse Fundamentals' course for all of the technical team members who will be involved in delivery.

Altis partner with the Kimball Group – who are widely recognised as the inventors and proponents of best practice techniques widely used to deliver data warehouses. We host and manage the public training courses for the Kimball group in Australia and New Zealand and all of our consultants are Kimball trained.

From this strong Kimball heritage and our background of working with the CQC we will develop a 1 day Data Warehouse Fundamentals course to prepare the CQC team for the delivery of the layers and components that will be required in the Intelligence Hub, using best practise data warehouse approaches and techniques.

Note that in the list of activities provided in the ITT this task had a heading of 'Developer Technical Training', we have moved it under the heading of Kick off and Planning to better fit in with our proposed timeline of activities.

The outputs and deliverables for this work will be :

- A 1 day training course for the team members who will deliver the initial iteration of the intelligence hub (most likely these staff will be mainly drawn from the Systems and Tools Team)

1.6. Training and Advice on 'Bus Matrix'

During the Strategic Architecture work for the Intelligence Hub we provided a Skeleton Bus Matrix as an example.

This activity is to provide, firstly a complete Bus Matrix for all of the data sets that we believe that the CQC will require. We sometimes describe this as having a framework data design that is 'mile wide, inch deep'. This helps keep the team identify common dimensions and thus stay aligned with the overall solution – not just focussing on one delivery iteration. This Bus Matrix will be developed in a workshop (facilitated by Altis) with the Systems and Tools Team to identify all the data sets that they can foresee.

Once we have a completed this broad Bus Matrix we will work with the Systems and tools team to drill into the data requirements for the Intelligent Monitoring packs for Primary Medical Services and Mental Health, identifying in particular:

- The business processes or 'subject areas'
- The grain (level of detail) of the data
- The types of facts (e.g. snapshot, transaction, accumulating snapshot)
- The hierarchies or drill paths required in the dimensions
- The needs for data enrichment such as :
 - o Adjusting for outliers (winsorisation)
 - o Computing z-scores
 - o Computing cusums
 - o Computing thresholds (rules based banding)
 - o Calculation of indicators, risk scores
 - o Statistical tests (e.g. T-test, difference of two means)
 - o Tagging and coding

o Adding textual comments or observations

This will enable us to develop a High level Logical Design of the planned star schemas. The delivery iterations will then be in a position to convert these logical models into physical models.

Note that Altis is providing training, leading and facilitating this task, but not delivering the final content – as this knowledge resides with the CQC team. We are providing the methodology and experience – the Systems and Tools team are providing the content.

The outputs and deliverables for this work will be :

- A training workshop for the team members who will deliver the initial iteration of the Intelligence Hub (most likely these staff will be mainly drawn from the Systems and Tools Team)
- The CQC team will then be able to produce the completed Bus Matrix and Logical Models for the first and subsequent iterations.

2. Detailed Design

2.1. Technical Training – SSIS

This activity refers to technical training for developers in the use of the selected toolset for this delivery; the Microsoft platform that we recommended in our Strategic Architecture.

The key components of this platform that we will train CQC staff in include SQL Server, its data integration capabilities – known as SQL Server Integration Services (SSIS).

One of the key benefits Altis brings to this Proposal is the Altis SSIS Templates. These templates:

- Provide a proven and detailed approach to implementing an ETL solution in SQL Server Integration Services.
- Minimise the time taken to establish an ETL foundation.
- Minimise the solution delivery time by leveraging the intellectual property inherent in the template solution.
- Cater for the majority of ETL development scenarios.
- Ensure consistency of delivery in repeatable iterations.
- Can be used as a learning tool for educating developers on SQL Server best practice.

The Altis template solution is based largely on Kimball best practice for developing in SQL Server Integration Services. The key features are:

- Highly configurable templates: Package configuration options have been employed to simplify the process of moving packages between environments or when deploying packages to multiple servers. E.g. A configuration can update the path of a source file, or change the name of a database or server without the need to update the package.
- Configurations stored within the database: This allows configuration metadata to be included in standard back-up and restore procedures.
- Generic set of variables: Dynamic package variables are provided which are applicable to a data warehouse implementation. E.g. error file path, package execution start date, records inserted count, records updated count, Slowly Changing Dimension (SCD) Type 2 records inserted count etc. These dynamic variables are populated from the configuration table at run-time.
- Flexible ETL architecture: The 'Extract' process is loosely coupled with the 'Transformation and Load' process. This allows flexibility when extracting from source systems that are updated at different times or allow a limited access window to extract data.
- Parent/child template packages: The template solution provides a Parent (or Master) package to arrange child packages into a logical sequence that represents the order in which they need to be processed. Furthermore, when a child package is executed from a parent package the parameters are passed from the parent to the child.
- Error Handling: The template solution contains error flows such as single row error redirection. This functionality is implemented by cascading the OLE DB destination tasks in such a way that erroneous records are filtered into smaller batches until the last OLE DB destination has a commit size of 1 and only single erroneous records are written to the error logging file.
- Logging and Auditing: Rather than use the limited logging feature in SSIS we have used Event Handlers to achieve this. Event Handlers can be attached to any container in the package and that Event Handler will capture all events raised by that container and any child containers of that container. Each package updates a control table when it starts, ends, errors, or finishes successfully. The Audit Key of the parent package is passed down to its child packages to capture parent/child relationship.
- Checkpoints: The template solution provides guidelines on checkpoints and transaction handling to enable re-startability and rollback.
- Established naming standards: Naming standards have been applied at the package, task and component levels. For example, to help identify the type and purpose of a component used in the ETL, the component is labelled with an acronym to indicate the type of component being used followed by a brief description of its function, for example, "DFT – Populate Load Customer" where DFT stands for Data Flow Task.

Use of Kimball SCD Component: We have used this 3rd party component in our solution as it follows Kimball best practice for handling slowly changing dimensions and is proven to offer significant performance improvements compared to the pre-installed Microsoft-equivalent component.

Templates self-documented: Annotations are provided throughout the templates for ease of understanding.

We will train CQC Staff in the use of SQL Server and in the use of these templates.

The outputs for this work will be:

Training sessions for the team members who will deliver the initial iteration of the intelligence hub (most likely these staff will be mainly drawn from the Systems and Tools Team)

Altis SSIS Template documentation

This activity was listed under Developer Technical Training in the ITT list of Activities – we have moved it under the detailed design heading to better reflect the proposed timeline.

2.2. Define Data Warehouse interfaces and boundaries

The Data Warehouse has some cross over for data sets with the Hub – but has different timelines, quality standards and publication schedules. Some data needs to be ‘ingested’ and processed in the Hub and then reported upon in the Warehouse; in other situations data is processed in the Warehouse and passed to the Hub.

Agreement needs to be reached on which data sets are managed by the Hub and which are managed by the Data Warehouse. Where data is used by both platforms, each set of data should be ‘mastered’ or created in one platform and then replicated to the other. Procedures for synchronising the two need to be established, including guidelines as to when this will happen.

This activity will be jointly delivered and the outputs and deliverables will be:

Defined boundaries between the Hub and Data Warehouse

Procedures for ‘master’ and ‘managed copy’ between systems

Synchronisation approaches where data must reside in both

2.3. Align Data model

During the Strategic Architecture work we carried out for the Intelligence Hub we provided a skeleton logical data model for part of the solution. At that time we identified that this model would need further work and alignment with CQC’s Logical Data model.

Colin Elwood has carried out extensive work with the Data Model team in the past – and produced the initial models for the Intelligence Hub – so we propose he guides further effort in this area. This activity is to complete the logical data model for the first two iterations of the Hub, building on the Bus Matrix work, and ensure that it is aligned with 2.4. Draft Development Standards

As the Intelligence Hub is being designed to be a system that is built and developed over time, expanding eventually to cover all of the data sets that are needed, as the data sources change and grow, and as the Data Packs and Intelligent Monitoring evolve it is essential to ensure that there are development standards are in place. These standards will ensure that the data structures and manipulation procedures stay manageable and maintainable over time.

The Altis SSIS templates are provided with documentation on standards, and we intend to leverage this documentation as a starting point – working with CQC staff to ensure that these standards fit the preferred ways of working at the CQC.

These standards will cover aspects such as:

- Staging area structure and naming
- Physical column and table naming conventions
- Design documentation standards
- Data mapping standards
- Error logging and handling

The deliverable for this work is the standards defined and written up. Note that this is a joint activity between Altis and CQC.

The Altis effort allocated does not include any effort for socialisation and external publication of these standards outside of the Systems and Tools team.

2.5. Install and Configure SSIS templates

As described in 'Technical Training – SSIS' above, Altis have developed standard SSIS templates for standardisation and enhanced productivity in developing SSIS solutions. This task is to install and configure them on the Hub environment. Altis will install and configure these templates, working with the CQC.

The deliverables for this work are installed SSIS templates configured with servers, naming conventions and using the agreed development standards.

2.6. Design integration patterns

This task is to design the common integration patterns that will be used by the Hub, with the intention of making these standard approaches. These standards will minimise the risk

of perpetuating one of the issues that we identified in the current state – of new load routines being designed and built multiple times. Once a pattern is defined, all similar interfaces should use the same pattern.

This work will start by identifying the possible types of data feed and developing standard templates for each of them.

Examples of patterns include:

- Templates for outputs from Analysis and Reporting tools that can be loaded by ETL tools back into the Hub;

Templates for data and documents that may be syndicated or published through the Mule ESB.

- Templates for publishing and pulling data from the Data Warehouse.

- Templates for receiving files for loading (there may be multiple templates due to the nature of the many different types of source files used)

The deliverables for this work are the defined templates and patterns for data integration.

2.7. Develop lineage, history & metadata approaches

The last technical task in the detailed design is the development of approaches for handling history, lineage and metadata.

The Altis SSIS templates have approaches to handling history management, data lineage and metadata fields but need to be configured to work for CQC's specific needs.

Examples include:

- History Management – use of Type I, II, or III and the applicability of these types to different data files.

- Data Lineage – to what level of detail or complexity the lineage needs to be tracked, e.g. file, field and version

The outputs of this activity are jointly documenting these approaches and making configuration changes to the SSIS Templates as required.

2.8. Develop Governance

This activity is to revise and/or develop appropriate governance and guidelines for working with the Hub.

The aspects of governance that need definition and documentation include the following:

- Agreement needs to be reached on which data sets are managed by the Hub and which are managed by the Data Warehouse. Whist the Procedures for synchronising the two is

determined and documented in 2.8 above – any related governance that my need to be determined is documented.

- Procedures need to be defined for moving ETL code and data from a 'development' area of the Hub to a 'production' area. These procedures should give clear guidance on when this should happen, and when it should not.
- Guidance needs to be defined for situations where data and processes are built in SSIS within the Hub and a decision is taken to move these to be controlled by the Data Warehouse in Informatica.
- A shared governance process needs to be set up to handle situations where changes are made to the production areas of the Hub. This should operate through the same forum that controls changes to the Data Warehouse to ensure that the impacts are adequately assessed across both platforms.
- Processes will need to be reviewed for making Intelligence data and documents available to external parties (such as FACAC checks, draft and final reports), including what approvals are required and how these outputs should be syndicated and distributed over the ESB.

Clear security policies need to be established, specifying who is able to make changes to development and production areas of the Hub and in what circumstances.

- Processes should be defined for analysts updating metadata on data sourcing, methodologies and data usage.

We believe that whilst this is a complex and time consuming task, the development, agreement and adherence to this governance is critical to ensuring that the issues of inconsistency and lack of industrialisation we identified in the previous work we carried out are not repeated.

Note that Altis are assisting with this task – not delivering it, as it will require considerable input from CQC staff. The effort to assist with these is shown as 10 days but given the level of discussion and agreement that the establishing a governance framework will require we believe that at least 3-4 weeks of elapsed time will be required.

The output for this activity is the documented governance framework for these items, which will be jointly delivered.

3. Integration

In the list of activities provided in the ITT, and in our original roadmap, these three tasks were due to be carried out earlier in the timeline. We have moved them to after the detailed design – our rationale is that these tasks are about the integration of newly procured tools, and we are not aware that CQC has completed the procurement of these tools. If procurement of these tools is complete, we may be able to re-schedule these activities as we will have access to the software and detailed setup of the tools.

3.1. Qualitative Tool Setup

This activity refers to the installation, technical environment and any integration setup for the Qualitative analysis tool that is chosen through procurement. We believe that this will not be a complex or time consuming task as the tools should have been chosen with the Intelligence Hub platform in mind.

The output of this activity, to be jointly delivered, is the Qualitative tool, set up to point to data in the Hub.

3.2. Quantitative Tool Setup

This activity refers to the installation, technical environment and any integration setup for the Quantitative analysis tool that is chosen through procurement. We believe that this will not be a complex or time consuming task as the tools should have been chosen with the Intelligence Hub platform in mind.

The output of this activity, to be jointly delivered, is the Quantitative tool, set up to point to data in the Hub.

3.3. Data Quality Tool Setup

This activity refers to the installation, technical environment and any integration setup for the Data Quality tool that is chosen through procurement. We believe that this will not be a complex or time consuming task as the tools should have been chosen with the Intelligence Hub platform in mind.

The output of this activity, to be jointly delivered, is Data Quality tool, set up to point to data in the Hub.

4. Delivery Iterations

4.1. Advise on Iteration 1 Design and Build (Intelligent Monitoring for PMS)

The main task of building the Hub is designed as a series of iterative initiatives that each take a 'slice' of the data through the intelligence production process from start to finish, to provide a tangible deliverable with immediate benefit. Each iteration will include everything from documenting and sourcing the data to delivering reports – spanning the themes described above.

Each iteration has multiple threads, and the aim should be to complete all of these within 8-12 weeks to ensure the delivery cycle is short enough to be responsive. The first iteration will deliver the data 'slice' for Primary Medical Services' Intelligent Monitoring data.

Note that a project plan for delivery of this work will be more iterative and agile than is shown here – the details of this will be documented during the Hub Resource Planning activity.

The steps of each iteration are:

Analyse and Define Requirements

This task is a detailed analysis of what will be delivered in this specific iteration - covering data, ETL, mapping and all outputs or reporting and analysis that will be delivered. Any specific non-functional requirements will also be defined.

This task will also consider the documentation and requirements for metadata for this iteration.

Design and Build

This task will carry out a specific, physical data and implementation design for the PMS IM requirements – then build all of the data models in each segregated area within the Hub, plus the ETL, security and semantic layer. Each iteration will use the overall architecture, tools, framework and configuration designed in the detailed design tasks outlined above.

This task will also carry out migration of all data and any preparation or data cleansing required for this data set.

Lastly this task will migrate any front end reports or analyses that use this data set.

Note that Altis is providing training, technical leadership and coaching for this task, but not delivering the code or data. The CQC team will be trained in the tools (through the tasks listed above), and will be familiar with the data sets. We are providing the methodology and experience – the Systems and Tools team are building the system.

The outputs and deliverables for this task will be :

- Detailed Requirements for Primary Medical Services Intelligent Monitoring data
- End to End ETL for processing the source data from data landing and staging through to the analysis and reporting, statistics and indicators layers (as required)
- Automation of ETL processes

Reports developed using Volume BI tools, Qualitative, Quantitative, GIS and Statistical tools (as required).

4.2. Advise on Iteration 1 Test and Deploy

This task involves taking this working end to end slice of the Hub data processing and carrying out the appropriate testing, deployment and training of the end users.

Test and Deploy

This step will test and deploy the components that have been developed. Testing will include system, integration and user acceptance testing.

User Tool Training

User tool training must ensure the users of this set of data are able to work with the tools affected or implemented in this iteration (e.g. Volume BI tools, Qualitative, Quantitative, GIS or Statistical tools. This training may not be required in every iteration, but it is possible that different teams, tools or ways of working are affected in each delivery iteration.

User Data Training

User data training provides specific training in the data that has been deployed – who can use what, in what layer, what is there and isn't, how it is structured, known data issues or quirks and how to get to relevant metadata. We feel that it is important to run this training for each iteration, as every data set will have unique characteristics and issues. This step is designed to ensure that data is used appropriately, and that the programme continues to re-enforce the correct use of data.

User Process Training

This task is partly about providing education and partly about driving cultural change and acceptance of new approaches.

This task trains users in processes that have been changed by this delivery, for example:

- Analysts no longer get mortality data for Acute Intelligent Monitoring from Pingo – they can now access the information more easily in the Hub.
- A particular Analyst team is now responsible for maintaining the metadata for 'clostridium difficile' in a particular section of the wiki.
- Files A, B, C should no longer be accessed from Y:/CQC_RECORDS/Intelligence/xxx but from Y:/CQC_Databases/Staging/...

4.3. Iteration 2 Design and Build

This task for Iteration 2 repeats the Design and Build tasks that were carried out in Iteration 1 – but for the Mental Health Intelligent Monitoring data set.

The Outputs and Deliverables are also the same – but reflect the Mental health data set.

4.4. Iteration 2 Test and Deploy (out of Scope)

This task for Iteration 2 repeats the Test and Deploy tasks that were carried out in Iteration 1 – but for the Mental Health Intelligent Monitoring data set.

The Outputs and Deliverables are also the same – but reflect the Mental health data set.

This task is not listed in the ITT activities list – and hence we have considered it out of the scope of our work. We have included it here for completeness and clarity of this proposal.

Altis believe that after iteration 1 CQC staff will be capable of delivering this task without Altis assistance.

4.5. Project Management (Out of Scope)

We feel that a project as crucial and complex as the delivery of this Intelligence Hub will require a full time Project Manager; who can organise internal and external resources and ensure that the delivery team stay on scope, budget and deliver to an agreed timeline. There was no task listed in the ITT activities list for this and hence we have considered it out of the scope of our work, however the Hub Resource Planning activity we have outlined in the Method Statement should provide the appointed Project Manager with the initial plan and baseline to manage the project.

Quality Assurance

Altis are strong advocates for robust Quality assurance – as we have demonstrated in previous projects with the CQC. As described in our Delivery Framework (see section B3) we have a number of quality assurance steps, of which the project Kick off, In-Flight reviews and Post Implementation are examples.

For this work all deliverables will be peer reviewed by the Altis team, and shared as drafts with CQC. Technical deliverables produced by [REDACTED] will be peer reviewed by [REDACTED]. Equally all deliverables produced by [REDACTED] will be Peer reviewed by [REDACTED]. Deliverables produced by [REDACTED] will be peer reviewed by [REDACTED] for technical documents and by [REDACTED] for non-technical documents.

Altis will provide status reports (at a frequency to be agreed) for our work and progress – but, as discussed in Section 2, Project Management is not listed as an activity for Altis.

Challenges and risks

Below we have highlighted the key challenges and risks we have identified, and proposed mitigation strategies:

- Detailed design work conflicts with BAU production, overloading key staff – this is a resourcing issue that we will identify during the resource planning activity, and which may be addressed by back-filling of key resources. We expect this to be managed by the CQC Project Manager.

Delivery iterations take time, forcing parallel running of old and new systems, overloading key staff – we have planned for 8-12 week deliveries to minimise the time that any system runs in parallel. This may also require back-filling of key resources

- Delays in procurement of tools delays Integration steps – the resource planning activity should review and plan around the expected timelines for procurement.

- Can't reproduce current IM outputs because documentation of method & lineage is inadequate – ensure that key staff are available to assist where documentation is lacking
- Intelligence staff may be reluctant to adopt new tools and/or change established working methods – so we need to ensure that key staff are brought into the project early and given access to training to ensure that the benefits of the approach are made clear.
- ISD or IT cannot provide sufficient resources to provision the Hub environment – we should ensure that ISD/IT stakeholders are included at Kick off meeting, so that they can plan appropriately.
- Proprietary tools selected during procurement may not allow simple integration with Hub tools – ensure that integration with Microsoft Platform is a mandatory requirement in the procurement process.
- Delays in mobilising suitable CQC resources may slow delivery beyond the indicated timelines - this is a resourcing issue that we will identify during the resource planning activity, and which may be addressed by back-filling of key resources. We expect this to be managed by the CQC Project Manager.
- Illness of one of the key members of the team- this is a resourcing issue of key person dependencies that can be identified during the resource planning activity, and which may be addressed by ensuring other staff are available if a key member becomes sick. This will entirely offset any delay but will mitigate the risk to some degree. We expect this to be managed by the CQC Project Manager

Resource Plan

Seeks to establish that the Tenderer has the level and quality of resources to deliver scope of service delivery requirements

The Tenderer's response shows that it - Has provided sufficient resource to deliver the Method Statement proposals - Has identified appropriate management of these resources - Has assigned suitably qualified and experienced resource for service delivery - Has a resource plan that integrates with the method statement(s)

- Ability of mobilization

- An appropriate project design and methodology, which offers a credible approach to undertaking the project.

- A clear and realistic project plan and approach to resourcing the work required within the timeframes set

Response:

Throughout this project we plan to use a team of 4 consultants, to ensure that we have:

- Broad, deep and current experience of the Health and Social Care sector and CQC.

- Broad experience of providing similar architecture options and data modelling at a number of clients

Best practices and recent innovations in Information Management tools, techniques and architectures

- Experience and skills in setting up, training staff and implementing SSIS template solutions
- Experience in a range of data analysis and enrichment tools – and integrating them with data stores of this type

Proposed team for this work

The Altis team we are proposing to deliver this project is made up of 4 members:

██████████ – who led the Intelligence Hub Strategic Architecture initiative at the CQC – and will lead this project, coordinate the detailed design effort and provide overall quality assurance of Altis' deliverables. He will also lead on a number of specific activities, namely resource planning, developing integration patterns and governance arrangements.

██████████ who has worked with the CQC Intelligence team for a number of years, and who also worked on the Intelligence Hub Strategic Architecture initiative at the CQC. Colin will take the lead on the data modelling and 'Bus Matrix' training, as well as assisting with the boundary definition, governance and resource planning activities.

██████████ who has extensive experience with delivering data warehouses for the NHS and setting up, training developers and implementing SQL server (SSIS) frameworks and standards. Ian will lead on those setup, standards, and technical training and coaching tasks.

██████████ who has experience in a wide range of front end analysis and reporting tools, platforms and technologies – specialising in solving complex technical issues. Rod will lead on the Hub environment Procurement and setup, tool setup tasks as well as providing input into the standards, template configuration, and history management aspects of the detailed design.

To ensure that we are productive and cost effective we will not carry out our work full time throughout the length of the project. There will be many instances where other CQC staff or other third parties will need to carry out tasks or stakeholders are not available.

Approach, timeline and resourcing

The ITT has specified that the Contract Start Date is 26th October. Whilst Altis appreciate the need to start work as soon as possible, the team are allocated to other tasks until 2nd November. We therefore propose to defer the formal kick-off meeting until the following Monday (2nd November). Altis can confirm that they have adequate resources to deliver

this work after this date. If required, [REDACTED] is available w/c 26th October for informal discussion to help prepare the ground and set the agenda for the Kick-off meeting.

We have outlined our approach and timeline in the Method Statement (see section B4).

Below is a resource plan indicating how we have allocated our team to the outlined tasks:

Initiative	Activity	Days (effort)	Peter Hopwood	Colin Elwood	Ian Stuart	Rod Avissar
Initiative - Hub environment procurement	Investigation and advice - Sizing, security, OS, SQL Server	4	1		1	2
Hub Resource Planning	Guidance on Resourcing and Planning up to requirements for iteration 1	6	3	2	1	
Tool setup	Qualitative tool setup and impact on Data structures of Hub	4				4
Tool setup	Quantitative tool setup and impact on Data structures of Hub	2				2
Tool setup	DQ Tool setup and impact on Data structures of Hub	2				2
Setup Hub Environment	Advising CQC and ATOS on setup of Hub Environment	2				2
iHub Detailed design	Draft Development Standards - creation of templates, worked example and QA	8	2		3	3
iHub Detailed design	Installation and Configuration of Altis SSIS development frameworks	7			3	4
iHub Detailed design	Develop approaches for history management, data lineage and metadata	4			1	3
iHub Detailed design	Training and Advice on using bus matrix and star designs for initial subject areas	4		3	1	
iHub Detailed design	Complete Work with Data Model team to align logical model	5		5		

iHub Detailed design	Assist with Design of overall integration patterns	4	4			
iHub Detailed design	Assist in defining interfaces, boundaries with DWH	5		2	2	1
Develop Hub Governance & Guidelines	Assist with development of Governance and Guidelines	10	8	2		
Developer Technical Training	Altis SSIS template training	2			2	
Developer Technical Training	Deliver data warehouse Fundamentals course	1			1	
Iteration 1	Technical advice and QA on the detailed design and build	10			10	
Iteration 1	Advise on test, integration and deployment processes and approaches	10			10	
Iteration 2	Technical advice and QA on the detailed design and build	10			10	

As indicated in B4, Altis has the ability to flex the effort against these tasks if required and agreed by CQC.

Peter Hopwood is a Director of Altis Consulting and is the Country Manager for the UK operation. He will lead this project and has the control and authority to direct Altis resources as they are needed to deliver this work.

The profiles of the team we are proposing are provided below: [REDACTED]
 [REDACTED] as specialised for the past 18 years in consulting in Information Management, Data Warehousing and Business Intelligence, with a proven track record in architecting and delivering large systems to multi-national companies and government organisations in the UK, Europe and Australia. From this strong consulting and account management background Peter now heads up the Altis organisation in the UK – reporting directly to the Altis CEO. Peter is a professional, experienced and passionate deliverer of improved visibility of business KPI's to clients, leading to increased revenue and profitability. He thrives on challenge and the ability to apply himself creatively to Information Management problems; from strategies, though to design, architecture, training and implementation. Peter's recent projects and experience include:

- Lead Consultant for the Intelligence Hub project at the Care Quality Commission. The scope of this work was to produce an overall Strategic Architecture and Roadmap for an Intelligence Hub, including metadata recommendations and a skeleton data model.
- Worked on the Development of a Taxonomy for provider information used across the Care Quality Commission.
- Lead Consultant for the Information Management Strategy at the Care Quality Commission. This strategy focussed primarily on the regulatory activities of the CQC, in light of their new approach to inspection. First, we reviewed the systems, approaches and processes and collected business information requirements across the organisation. Using this information we created a detailed analysis of the current state and business requirements. This analysis identified areas where there were gaps and helped the CQC to better understand where they needed to focus their efforts. Based on these findings of the current state of CQC, future areas for improvement, our prior experience and documented best practice we proposed a set of core principles for managing information and a future state vision that would deliver more effective information management for the organisation.
- Lead Consultant for a Data Warehouse Health Check at the Medical Defence Union. Peter reviewed the existing data warehouse architecture and design at this medical insurer, recommended a new strategic architecture and designed a revised data model and semantic layer based on the Microsoft Technology Stack.
- Global Information Architect at Lend Lease - responsible for the data strategy, strategic information flows, standards, principles and information management policies across this large distributed organisation. Developed current, future and interim views of data across a range of business and system domains. Also implemented standard metadata policies and procedures and initiated a Master Data Management programme to standardise master data sets and minimum metadata across the ICT organisation which was moving to a Microsoft based platform.
- Lead Consultant for the implementation of a new Business Intelligence platform at Badoo, one of the world's largest internet dating companies – implementing Microstrategy against their 'Big Data' fast database – with tens of billions of records, and many millions added every day. We delivered the system, and the semantic metadata layer to be used for ad-hoc analysis by business users. Finally we trained the technical and business user community across the organisation.
- Global Information Systems Integration Manager at Lend Lease. During a major programme of management information system replacement, Peter managed the integration between 5 large global projects running in parallel, ensuring all projects standardised their approach on the Microsoft platform, data models and tools as well as re-using shared data, components and interfaces to realise lower incremental costs and create a stable platform for future development.

□ Lead Technical Architect for the Metropolitan Police Service delivering a multi-terabyte data warehouse. Designed the technical architecture, developed the history management mechanism and the higher-layer transformations, and defined the data load strategy. The project delivered timely, consolidated intelligence information to the Police force.

□ Master Data Management Subject Matter Expert for a Finance transformation at Lend Lease. Set up and provided leadership for the Master Data Management and Data Governance stream as part of a major Finance transformation – writing MDM requirements and defining the Data Governance Framework; standardising finance

systems, processes, data quality measures and definitions across 25 countries and 6 lines of business.

□ Account Manager for Information Management Strategy and roadmap development at a large payments organisation – where we captured the current and future state and provided a roadmap for addressing the strategy, organisation structure, policies and standards, people and culture, process and systems aspects of the Information Architecture. We subsequently worked with this organisation to help them implement the findings of this strategy – which required an implementation of new core software, training and cultural changes.

██████████
██████████ is part of the Altis ecosystem of consultants. He is a senior business intelligence, analytics and data management professional, with over 25 years of experience in business modelling, performance analysis and information management. His areas of expertise include information strategy, architecture, requirements capture, modelling, tool selection, project & programme management, design and development of planning, decision support and performance management systems. He is adept at bringing business and IT teams together to implement effective solutions, and in transferring his skills and knowledge to client staff, enabling them to take ownership of new systems, methods and processes to deliver ongoing performance improvements. Colin has undertaken a wide variety of business analysis, strategy and modelling work within the Health Sector, including:

□ information modelling to support planned process improvement and data quality initiatives at the Care Quality Commission, and mentoring the Data Modelling team from its formation to self-sufficiency;

□ Information Management strategy for regulatory activities across the Care Quality Commission;

□ data modelling of the Logical Data model for the Intelligence Hub at the Care Quality Commission;

□ leading the development of a Taxonomy for provider information used across the Care Quality Commission;

- leading the data analysis and assessment phase of a performance improvement review of adult community mental health services for the Care Quality Commission;
- business intelligence training for information analysts at South Central Strategic Health Authority. Introduced key data warehouse design concepts, dimensional modelling methods and Kimball's 'bus architecture' approach and ways to avoid common pitfalls using agile approaches to project management and development;
- diversity monitoring of performance pay at the Department of Health;
- process modelling and benefit realisation for 'Choose & Book';
- development of information health check toolkits for the NHS Information Authority;
- needs-based planning for a District Health Authority;
- hospital budgeting;
- doctors' career progression;
- forecasting staffing requirements for colleges of nursing and midwifery. He has also worked successfully with a number of other public & private sector organisations, including the Met Office, Energy Saving Trust, Department for Education,

ECGD, HMRC, Home Office, Security Industry Authority, Transport for London, OR Society, Visa, BT and BA. Relevant experience includes: □ Leading a review of HMRC's risk management systems: Worked with a team of consultants and risk specialists to create a knowledge base of existing risk analysis and assessment tools, evaluated these against future requirements and identified the priorities for migration into strategic developments for compliance and enforcement. Recommended a high level business intelligence architecture to support an integrated, end to end risk management process; □ Guiding the design and development of a system enabling the Knowledge, Analysis and Intelligence Group within HMRC to automatically capture and integrate performance data from multiple sources, allowing tracking, comparison and trend analysis through an interactive performance dashboard; □ Leading a variety of workshops and training courses on business intelligence, dimensional data modelling and data warehouse design, following Kimball's 'Bus Architecture' approach; □ Undertaking a confidential review of the fitness for purpose and feasibility of replacing existing fundraising, marketing analytics and management reporting systems for a leading UK charity. Prepared a high level specification of requirements, proposed a robust target data architecture and evaluated a number of options to improve campaign effectiveness and system performance going forward. Recommended a series of small, evolutionary enhancements rather than full replacement, which the project board accepted; □ Initiating a project to develop a marketing data warehouse linked to a centralised contact management system for the Institute of Directors. Established users' reporting and analysis requirements, facilitated the software evaluation process and provided technical guidance on warehouse design, data staging and data cleansing.

□ Providing expert advice and guidance to a project team tasked with the development of a pan-European data warehouse to support improved management reporting and underwriting decisions for a major US Insurer. Reviewed the project plan, team roles & business case, coached the technical team through the initial requirements gathering process and facilitated a number of dimensional modelling workshops.

Colin's key skills include:

- Business intelligence & data warehouse strategy, project & programme management;
- Information & analytic requirements capture (business analysis combining data, processes and decisions);
- Dimensional data modelling & logical database design;
- Business intelligence software selection and implementation;
- Data mining, statistical analysis & forecasting;
- Business planning, budgeting and financial modelling;
- Performance management, KPIs and dashboards. Colin has a BSc (1st class) in mathematics and statistics, and is a qualified PRINCE2 practitioner. He chairs the Jigsaw network of independent OR consultants, and is an active member of DAMA UK, the BCS and the OR Society.

██████████

An exceptional, innovative, highly organised, results orientated and self-motivated all round business IT professional with proven ability to manage technical and business functions and, consequently, to improve business efficiency. An excellent communicator

with the ability to deal with people at any technical or organisational level and from differing cultures.

An extremely versatile individual whose work history and references evidence a trail of delighted customers irrespective of the task. Has held Director, Programme/ Project Manager, IT Manager, Support Manager, Test Manager, Interim Manager, Solution Architect, Principal Consultant, Strategy Consultant, Process Improvement Consultant, Business Analyst, Developer, Systems Analyst & Engineer roles.

Applies forward, lateral thinking and an open-minded consultative approach when leading projects or designing solutions in order to ensure successful delivery. Ability to solve problems in advance and on the fly with a flexible approach to change when required.

A skilled manager of time and resources who pays high attention to detail and has a passion for quality and a pragmatic nature that ensures timely delivery.

Ian has spent a much of the past 3 years developing with and training users in a Framework for creating data integration and data warehouses in the Microsoft platform.

Ian's recent projects include:

- Senior Consultant delivering reporting on the calculation and rating of indemnity/liability premiums at the Medical Defence Union – who insure medical professionals.
- NHS - delivered training, architectural solutions, mentoring and auditing of BI solutions for six NHS trusts which allowed them to become self-sufficient in building and supporting their data warehouse solutions.
- Lead Consultant, at Kingston University – training and mentoring their staff in the use of the Altis Microsoft SSIS templates in a project that integrated data across their key platforms.
- Design, Project Management & development of a significant global Data Warehouse, with over 20 data marts, using the Microsoft platform & Tableau. This initiative transformed the clients' business and helped them win more business in turn. The appetite for the Data Warehouse and BI has increased significantly.
- Developed a "Consultant tool kit" and Project Management framework that revolutionised his employers approach to running projects. Thereafter projects were under control, resulting in more satisfied clients and increased profits.
- Henry Schein – delivered a greenfield BI solution using the Microsoft platform that saved many days of repetitive work per month, acted as a catalyst for data cleansing, improved data integrity, facilitated improved communications and opened career opportunities for other staff.
- Pfizer - Development of a "Work Request Process". The analysis phase included interviewing over fifty colleagues (some overseas), collating data and identifying themes thereby accurately defining the problems before working on the solution. The resultant process encompassed the existing project management, incident management and change management processes without requiring any internal changes to them.
- Pfizer - Managed the global application test team and application release processes for a 20,000 machine desktop rollout of Windows 2000. Also managed the end user

services team at the UK site. The combination of these roles resulted in Ian becoming the principal quality assurance authority on the programme.

Rod Avissar

Rod Avissar has 7 years of experience in leading, designing, developing and delivering high-end, tailor-made solutions, and a proven record of successful projects and satisfied customers. Rod specialises in BI front-end technologies and methodologies, and has in-depth knowledge and experience in a range of technologies including the Microsoft BI

stack. He also has a proven track record of being able to learn technologies quickly and effectively. Rod has been invited to speak at Insight 2015 - IBM's international conference – in October 2015 on the topic of creating reusable templates in reporting.

Rod's recent projects and experience include:

- Lead Consultant for delivering reporting on the calculation and rating of indemnity/liability premiums at the Medical Defence Union – who insure medical professionals.
- Lead Consultant on a project to develop reporting systems for a major law firm based mainly on SQL Server – SSIS, SQL queries for SSAS tabular and MOLAP, with Pyramid Analytics 5.4 as the front end tool. The outcome of the project allowed management to evaluate employees' contribution and rate customers, and is being used throughout the firm's decision making process.
- As a solutions architect mentored a team of BI and BRM developers, assigning work and writing self-service oriented and performance aware development procedures, contributing to data warehouse designs and overseeing all developments done by the team.
- Teva Pharmaceutical Industries – leading the BI infrastructure team, in charge of all servers and environments, keeping servers and developments to par with regulations and company procedures.
- Designed and built a comprehensive reporting system for the regulator of a new public transportation system. The output of the system is used to enforce the operator's contract, including a penalties/bonuses compensation scheme.
- Implementation architect, developer and system administrator at Bank of Israel including the management of a range of employees from different teams. Liaised with different bank functions such as Information Security, DBA etc. The project delivered a new reporting system for the Bank of Israel that had been built from scratch. Project went live in 8 months and was considered a success.
- Lead consultant for a road services operator. Designed and implemented an HR reporting system.
- Lead consultant for a petroleum company. Designed and implemented the integration of a new business workflow system (BPM) with the existing BI system. Also designed and implemented an HR reporting system to calculate employee bonuses.

Exit Strategy & Skills Transfer

Seeks to ensure that the Tenderer will transfer knowledge back into the Authority and exit the contract in such a way as to facilitate re-procurement and/or project termination

The Tenderer knowledge transfer arrangements and exit strategy is credible and can achieve the required outputs

Exit Debrief following the research exercise of what worked well/what didn't work well/methodology used to be considered for any future (similar) exercises

Analysis and interpretation - sourcing appropriate data, assessing the quality, exploring relationships between factors. Interpreting data to address the research questions.

Response:

We believe one of the keys to successful delivery of projects like this is effective skills transfer through delivering the project jointly.

We have designed our approach to deliver training at the beginning of the project, leveraging our Kimball relationship, and then working with the CQC as a joint team – delivering different elements of the solution together, and sharing in design decisions. This will put the CQC team in the best possible position to maintain and extend the solution cost effectively once our work is completed.

We feel that working closely with client teams in a collaborative manner produces higher quality outputs and puts our clients in a much better position to support and manage the delivered systems once our work is complete.

One of the aspects of this collaborative approach is that we produce our deliverables in an iterative manner, providing regular drafts and inviting feedback to ensure we are progressing in meeting expectations.

We also like to regularly communicate with the stakeholders to make sure we keep them well informed so that they can help steer the path, and make sure there are no surprises. Even where we have worked collaboratively in the past, it is easy for expectations not to be met if they are not managed.

Quality Assurance

Altis are strong advocates for robust quality assurance – as we have demonstrated in previous projects with the CQC. As described in our Delivery Framework (see section B3) we have a number of quality assurance steps, of which the project Kick off, In-Flight reviews and Post Implementation reviews are examples.

For this work all deliverables will be peer reviewed by the Altis team, and drafts shared with CQC. Technical deliverables produced by Ian Stuart or Rod Avissar will be peer reviewed by Peter Hopwood. Equally all deliverables produced by Colin Elwood will be peer reviewed by Peter Hopwood. Deliverables produced by Peter Hopwood will be peer reviewed by Ian Stuart for technical documents and by Colin Elwood for non-technical documents.

Altis will provide status reports (at a frequency to be agreed) and updates

Section 2 – Project Management for the overall project is not listed as an activity for Altis.

We will offer CQC the opportunity to be part of the Post Implementation Review we hold for our projects, where we consider what worked well and what didn't work well so that we can improve.

Analysis and interpretation

Our interpretation of this ITT has been through the lens of our prior work with various teams within CQC's Intelligence Directorate. We have brought to bear best practice from the Kimball group, our experience in delivering solutions of this type, and offered our SSIS templates as a standard framework for the CQC – responding to the issues we discovered around the lack of industrialisation and standardisation in the methods and tools currently in use to produce intelligence outputs at the CQC.

Altis deliverables

The majority of the deliverables of this project will be developed jointly between the CQC and Altis, or take the form of coaching and advice.

The deliverables Altis will provide are:

- Descriptions for each role, task and activity – from the Hub Resourcing activity
- The sizing required for the physical (or logical) hardware, a description of the OS and SQL Server database licencing required and a description of the security characteristics (e.g. IL3 or IL4) required – from the Hub Environment Procurement activity
- Checklist of items to be confirmed to be working appropriately - from the Setup Hub Environment activity.
- A 1 day training course, and course material, from the Technical Training – DWH Fundamentals activity
- Slides and materials used in the Training and Advice on 'Bus Matrix' workshop
- Delivery of our SSIS Templates, associated training and documentation
- Documented templates and patterns for data integration – from the Design Integration Patterns activity

SCHEDULE 3 – CHARGING & INVOICING

3. Schedule 3 – Charging

3.1.1 Time & Material Charges

Altis will bill CQC on time and materials of effort incurred

3.1.2 The following rate card will apply to the specified resources

Name	Role	Rate Per Day

3.1.3 Milestone plan.

This is a milestone plan with indicative timelines. As this work is mainly Altis coaching and training CQC staff – who need to deliver the work within their existing workload, and are subject to other external factors the effort for each task and the timeline for delivery is subject to change. The overall maximum number of days effort, overall cost and scope of work cannot change unless a change request has been approved by both parties.

Initiative	Activity	Days (effort)	Planned start date	Total planned cost
Hub environment procurement	Investigation and advice - Sizing, Security, OS, SQL Server	4	4/11/2015	
Hub Resource Planning	Guidance on Resourcing and Planning up to requirements for iteration 1 proof of concept and beyond	6	4/11/2015	
Tool setup	Qualitative tool setup and impact on Data structures of Hub	4	15/2/2016	

Tool setup	Quantitative tool setup and impact on Data structures of Hub	2	15/2/2016
Tool setup	DQ Tool setup and impact on Data structures of Hub	2	15/2/2016
Setup Hub Environment	Advising CQC and ATOS on setup of Hub Environment	2	4/11/2015
iHub Detailed design	Draft Development Standards - creation of templates, worked example and QA	8	2/1/2016
iHub Detailed design	Installation and Configuration of SSIS development frameworks	7	2/1/2016
iHub Detailed design	Develop approaches for history management, data lineage and metadata	4	2/1/2016
iHub Detailed design	Training and Advice on using bus matrix and star designs for initial subject areas	4	4/11/2015
iHub Detailed design	Work with Data Model team to align logical model	5	4/11/2015
iHub Detailed design	Assist with Design of overall integration patterns	4	2/1/2016
iHub Detailed design	Assist in defining interfaces, boundaries with DWH	5	4/11/2015
Develop Hub Governance & Guidelines	Assist with development of Governance and Guidelines	10	2/1/2016
Developer Technical Training	SSIS template training	2	4/11/2015
Developer Technical Training	Deliver data warehouse Fundamentals course	1	8/11/2015
Iteration 1	Technical advice and QA on the detailed design and build	10	1/3/2016
Iteration 1	Advise on test, integration and deployment processes and approaches	10	1/4/2016
Iteration 2	Technical advice and QA on the detailed design and build	10	1/6/2016

Total effort	100		£83,200 Ex VAT
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3.2 Payment

3.2.1 Payment profile and method of payment is monthly in arrears based on work completed in the milestone list.

3.2.2 Payment shall be made by the Customer monthly in arrears.

3.2.3 Invoice format

3.2.4 The Supplier shall issue either electronic or paper invoices as required by the Customer on a Monthly basis in arrears. The Customer shall pay the Supplier within thirty (30) calendar days of receipt of a valid invoice.

3.2.5 Invoice address: Invoice Address Care Quality Commission, T70 Payables F175, Phoenix House, Topcliffe Lane, Wakefield, West Yorkshire, WF3 1WE.

SCHEDULE 4 – KEY PERFORMANCE INDICATORS

Where Altis are producing deliverables listed in Schedule 1 – CQC will measure that these have been delivered to an acceptable standard and in a timely manner.

For other tasks the performance of Altis's delivery outlined in the milestone plan will be measured at Monthly Steering committee meetings – where any issues in performance will be raised, discussed and minuted. Altis must respond to any issues raised within 14 days with an action plan provided to the project Sponsor.