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HM Government | G-Cloud

Aphari Ltd
SFIA Rate Card

Crown Commercial Service

G-Cloud 14
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Cloud Support Services
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This document details the SFIA Rate Card applicable to Aphari Ltd's G-Cloud 14 services and should be read in conjunction with Aphari Ltd's G-Cloud 14 Service Definitions.

1.1   Standard Rate Card

	Strategy & Architecture	Change & Transformation	Development & Implementation	Delivery & Operation	People & Skills	Relationships & Engagement
1. Follow	£550	£550	£500	£400	£350	£450
2. Assist	£650	£650	£600	£500	£500	£550
3. Apply	£750	£750	£700	£600	£600	£650
4. Enable	£850	£850	£800	£700	£700	£800
5. Ensure/Advise	£950	£950	£900	£800	£800	£950
6. Initiate/Influence	£1200	£1200	£1100	£900	£900	£1200
7. Set Strategy/Inspire	£1650	£1650	£1400	£1100	£1100	£1650

1.2   Standards for Consultancy Day Rate cards

Consultant's Working Day – 8 hours exclusive of travel and lunch.
Working Week – Monday to Friday excluding national holidays
Office Hours – 09:00 – 17:00 Monday to Friday
Travel and Subsistence – Included in day rate within M25. Payable at department's standard travel and subsistence rates outside M25.
Mileage – As for travel, mileage subsistence.
Professional Indemnity Insurance – included in day rate.

Prices do not include VAT which shall be charged at the prevailing rate.

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2 Skills for the Information Age (SFIA) Definitions

	Autonomy	Influence	Complexity	Business Skills	Knowledge
1 Follow	Works under close direction. Uses little discretion in attending to enquiries. Is expected to seek guidance in unexpected situations.	Minimal Influence. May work alone or interact with immediate colleagues.	Performs routine activities in a structured environment. Requires assistance in resolving unexpected problems. Participates in the generation of new ideas.	Has sufficient oral & written communication skills for effective engagement with immediate colleagues. Uses basic systems & tools, applications & processes. Demonstrates an organized approach to work. Has basic digital skills to learn & use applications and tools for their role. Learning and professional development – contributes to identifying own development opportunities. Security, privacy & ethics – understands & complies with organisational standards.	Has a basic generic knowledge appropriate to area of work. Applies newly acquired knowledge to develop new skills.
2 Assist	Works under routine direction. Uses limited discretion in resolving issues or enquiries. Determines when to seek guidance in unexpected situations. Plans own work within short time horizons.	Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. Aware of need to collaborate with team and represent users/ customer needs.	Performs a range of work activities in varied environments. May contribute to routine issue resolution. May apply creative thinking or suggest new ways to approach a task.	Has sufficient oral and written communication skills for effective engagement with colleagues & internal users/customers. Understands & uses appropriate methods, tools, applications & processes. Demonstrates a rational & organised approach to work. Has sufficient digital skills for their role. Learning & professional development – identifies & negotiates own development opportunities. Security, privacy & ethics – is fully aware of organizational standards. Uses appropriate working practices in own work.	Has gained a basic domain knowledge. Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. Absorbs new information when it is presented systematically and applies it effectively.

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	Autonomy	Influence	Complexity	Business Skills	Knowledge
3 Apply	Works under general direction. Receives specific direction, accepts guidance & has work reviewed at agreed milestones. Uses discretion in identifying & responding to complex issues related to own assignments. Determines when issues should be escalated to a higher level. Plans & monitors own work (& that of others where applicable) competently within limited deadlines.	Interacts with & influences colleagues. May oversee others or make decisions which impact routine work assigned to individuals or stages of projects. Has working level contact with customers, suppliers & partners. Understands & collaborates on the analysis of user/customer needs & represents this in their work. Contributes fully to the work of teams by appreciating how own role relates to other roles.	Performs a range of work, sometimes complex & nonroutine, in a variety of environments. Applies a methodical approach to routine and moderately complex issue definition & resolution. Applies & contributes to creative thinking or finds new ways to complete tasks.	Demonstrates effective oral & written communication skills when engaging on issues with colleagues, users/customers, suppliers & partners. Understands & effectively applies appropriate methods, tools, applications and processes. Demonstrates judgement & a systematic approach to work. Effectively applies digital skills & explores these capabilities for their role. Learning & professional development — takes the initiative to develop own knowledge & skills by identifying & negotiating appropriate development opportunities. Security, privacy & ethics — demonstrates appropriate working practices & knowledge in non-routine work. Appreciates how own role & others support appropriate working practices.	Has sound generic, domain & specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge & organisational information. Has an appreciation of the wider business context. Demonstrates effective application & the ability to impart knowledge found in industry bodies of knowledge. Absorbs new information and applies it effectively

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	Autonomy	Influence	Complexity	Business Skills	Knowledge
4 Enable	Works under general direction within a clear framework of accountability. Exercises substantial personal responsibility & autonomy. Uses substantial discretion in identifying & responding to complex issues & assignments as they relate to the deliverable/scope of work. Escalates when issues fall outside their framework of accountability. Plans, schedules & monitors work to meet given objectives & processes to time and quality targets.	Influences customers, suppliers & partners at account level. Makes decisions which influence the success of projects & team objectives. May have some responsibility for the work of others & for the allocation of resources. Engages with & contributes to the work of cross-functional teams to ensure that customers & user needs are being met throughout the deliverable/scope of work. Facilitates collaboration between stakeholders who share common objectives. Participates in external activities related to own specialism.	Work includes a broad range of complex technical or professional activities, in a variety of contexts. Investigates, defines & resolves complex issues. Applies, facilitates & develops creative thinking concepts or finds innovative ways to approach a deliverable	Communicates fluently, orally & in writing, and can present complex information to both technical & non-technical audiences when engaging with colleagues, users/customers, suppliers & partners. Selects appropriately from, & assesses the impact of change to applicable standards, methods, tools, applications & processes relevant to own specialism. Demonstrates an awareness of risk & takes an analytical approach to work. Maximises the capabilities of applications for their role and evaluates & supports the use of new technologies & digital tools. Contributes specialist expertise to requirements definition in support of proposals. Shares knowledge & experience in own specialism to help others. Learning & professional development — maintains an awareness of developing practices & their application & takes responsibility for driving own development. Takes the initiative in identifying & negotiating their own & supporting team members' appropriate development opportunities. Contributes to the development of others. Security, privacy & ethics — fully understands the importance & application to own work and the operation of the organization. Engages or works with specialists as necessary	Has a thorough understanding of recognised generic industry bodies of knowledge & specialist bodies of knowledge as necessary. Has gained a thorough knowledge of the domain of the organisation. Is able to apply the knowledge effectively in unfamiliar situations & actively maintains own knowledge & shares with others. Rapidly absorbs & critically assesses new information & applies it effectively

	Autonomy	Influence	Complexity	Business Skills	Knowledge
5 Ensure / Advise	Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or group objectives. Analyses, designs, plans, executes & evaluates work to time, cost and quality targets. Establishes milestones & has a significant role in the assignment of tasks and/or responsibilities.	Influences organisation, customers, suppliers, partners & peers on the contribution of own specialism. Makes decisions which impact the success of assigned work, i.e. results, deadlines & budget. Has significant influence over the allocation & management of resources appropriate to given assignments. Leads on user/customer & group collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage. Builds appropriate & effective business relationships across the organisation & with customers, suppliers & partners. Creates & supports collaborative ways of working across group/area of responsibility. Facilitates collaboration between stakeholders who have diverse objectives.	Implements & executes policies aligned to strategic plans. Performs an extensive range & variety of complex technical and/or professional work activities. Undertakes work which requires the application of fundamental principles in a wide & often unpredictable range of contexts. Engages & coordinates with subject matter experts to resolve complex issues as they relate to customer/ organisational requirements. Understands the relationships between own specialism & customer/ organisational requirements.	Demonstrates leadership in operational management. Analyses requirements & advises on scope and options for continual operational improvement. Assesses & evaluates risk. Takes all requirements into account when making proposals. Shares own knowledge & experience & encourages learning & growth. Advises on available standards, methods, tools, applications & processes relevant to group specialism(s) & can make appropriate choices from alternatives. Understands & evaluates the organisational impact of new technologies & digital services. Creatively applies innovative thinking & design practices in identifying solutions that will deliver value for the benefit of the customer/ stakeholder. Clearly demonstrates impactful communication skills (oral, written & presentation) in both formal & informal settings, articulating complex ideas to broad audiences. Learning & professional development — takes initiative to advance own skills & identify & manage development opportunities in area of responsibility. Security, privacy & ethics — proactively contributes to the implementation of appropriate working practices & culture.	Is fully familiar with recognised industry bodies of knowledge both generic & specific, & knowledge of the business, suppliers, partners, competitors & clients. Develops a wider breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply.

	Autonomy	Influence	Complexity	Business Skills	Knowledge
6 Initiate / Influence	Has defined authority & accountability for actions & decisions within a significant area of work, including technical, financial & quality aspects. Establishes organisational objectives & assigns responsibilities.	Influences policy & strategy formation. Initiates influential relationships with internal & external customers, suppliers & partners at senior management level, including industry leaders. Leads on collaboration with a diverse range of stakeholders across competing objectives within the organisation. Makes decisions which impact the achievement of organisational objectives & financial performance.	Contributes to the development & implementation of policy & strategy. Performs highly complex work activities covering technical, financial & quality aspects. Has deep expertise in own specialism(s) & an understanding of its impact on the broader business & wider customer/ organisation.	Demonstrates leadership in organisational management. Understands & communicates industry developments, & the role & impact of technology. Manages & mitigates organisational risk. Balances the requirements of proposals with the broader needs of the organisation. Promotes a learning & growth culture in their area of accountability. Leads on compliance with relevant legislation & the need for services, products & working practices to provide equal access & equal opportunity to people with diverse abilities. Identifies & endorses opportunities to adopt new technologies & digital services. Creatively applies a wide range of innovative and/or management principles to realise business benefits aligned to the organisational strategy. Communicates authoritatively at all levels across the organisation to both technical & non-technical audiences articulating business objectives. Learning and professional development — takes the initiative to advance own skills & leads the development of skills required in their area of accountability. Security, privacy & ethics — takes a leading role in promoting & ensuring appropriate working practices & culture throughout own area of accountability & collectively in the organisation.	Has developed business knowledge of the activities & practices of own organisation & those of suppliers, partners, competitors & clients. Promotes the application of generic & specific bodies of knowledge in own organisation. Develops executive leadership skills & broadens & deepens their industry or business knowledge.

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	Autonomy	Influence	Complexity	Business Skills	Knowledge
7 Set Strategy / Inspire	At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation & application. Is fully accountable for actions taken & decisions made, both by self & others to whom responsibilities have been assigned	Inspires the organisation, & influences developments within the industry at the highest levels. Makes decisions critical to organisational success. Develops long-term strategic relationships with customers, partners, industry leaders & government. Collaborates with leadership stakeholders ensuring alignment to corporate vision and strategy.	Applies the highest level of leadership to the formulation & implementation of strategy. Performs extensive strategic leadership in delivering business value through vision, governance & executive management. Has a deep understanding of the industry & the implications of emerging technologies for the wider business environment.	Has a full range of strategic management & leadership skills. Communicates the potential impact of emerging practices and technologies on organisations & individuals & assesses the risks of using or not using such practices and technologies. Establishes governance to address business risk. Ensures proposals align with the strategic direction of the organisation. Fosters a learning & growth culture across the organisation. Assess the impact of legislation & actively promotes compliance & inclusivity. Advances the knowledge and/or exploitation of technology within one or more organisations. Champions creativity & innovation in driving strategy development to enable business opportunities. Communicates persuasively & convincingly across own organisation, industry & government to audiences at all levels. Learning & professional development — ensures that the organisation develops & mobilises the full range of required skills and capabilities. Security, privacy & ethics — provides clear direction & strategic leadership for the implementation of working practices & culture throughout the organisation.	Has established a broad & deep business knowledge including the activities & practices of own organisation & a broad knowledge of those of suppliers, partners, competitors & clients. Fosters a culture to encourage the strategic application of generic & specific bodies of knowledge within their own area of influence.

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