

SFIA Rate Card

SFIA RATE CARD

Skills For The Information Age (SFIA) Definitions & Rate Card

Standard Rate Card

	Strategy & architecture	Business change	Solution development & implementation	Service management	Procurement & management support	Client interface
1. Follow	595	595	595	595	595	595
2. Assist	685	685	685	685	685	685
3. Apply	795	795	795	795	795	795
4. Enable	895	895	895	895	895	895
5. Ensure	995	995	995	995	995	995
6. Initiate / Influence	1250	1250	1250	1250	1250	1250
7. Set Strategy / Inspire	1500	1500	1500	1500	1500	1500

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 to 18:00 Monday to Friday.

Travel, mileage Subsistence – Included in day rate within M25. Payable at department's standard T&S rates outside M25

Mileage – As above

Professional Indemnity Insurance – Included in day rate.

Level Definitions

Autonomy		Influence	Complexity	Business Skills
1. Follow	<ul style="list-style-type: none"> works under close supervision uses little discretion is expected to seek guidance in expected situations 	Interacts with immediate colleagues.	<ul style="list-style-type: none"> performs routine activities in a structured environment requires assistance in resolving unexpected problems 	<ul style="list-style-type: none"> uses basic information systems and technology functions, applications, and processes demonstrates an organised approach to work learns new skills and applies newly acquired knowledge has basic oral and written communication skills contributes to identifying own development opportunities
2. Assist	<ul style="list-style-type: none"> works under routine supervision uses minor discretion in resolving problems or enquiries works without frequent reference to others 	<ul style="list-style-type: none"> interacts with and may influence immediate colleagues may have some external contact with customers and suppliers. may have more influence in own domain. 	Performs a range of varied work activities in a variety of structured environments.	<ul style="list-style-type: none"> understands and uses appropriate methods, tools and applications demonstrates a rational and organised approach to work is aware of health and safety issues. Identifies and negotiates own development opportunities has sufficient communication skills for effective dialogue with colleagues. Is able to work in a team is able to plan, schedule and monitor own work within short time horizons absorbs technical information when it is presented systematically and applies it effectively
3. Apply	<ul style="list-style-type: none"> works under general supervision uses discretion in identifying and resolving complex problems and assignments usually receives specific instructions and has work reviewed at frequent milestones 	<ul style="list-style-type: none"> interacts with and influences department/project team members may have working level contact with customers and suppliers may supervise others in predictable and structured areas makes decisions which may impact on the work assigned to individuals or phases of projects 	Performs a broad range of work, sometimes complex and non-routine, in a variety of environments.	<ul style="list-style-type: none"> understands and uses appropriate methods, tools and applications. demonstrates an analytical and systematic approach to problem solving takes the initiative in identifying and negotiating appropriate development opportunities. demonstrates effective communication skills. contributes fully to the work of teams plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation and procedures absorbs and applies technical information

	<ul style="list-style-type: none"> determines when issues should be escalated to a higher level 			<ul style="list-style-type: none"> works to required standards understands and uses appropriate methods, tools and applications appreciates the wider field of information systems, and how own role relates to other roles and to the business of the employer or client
4. Enable	<ul style="list-style-type: none"> works under general direction within a clear framework of accountability exercises substantial personal responsibility and autonomy plans own work to meet given objectives and processes. 	<ul style="list-style-type: none"> influences team and specialist peers internally. Influences customers at account level and suppliers has some responsibility for the work of others and for the allocation of resources participates in external activities related to own specialism makes decisions which influence the success of projects and team objectives. 	Performs a broad range of complex technical or professional work activities, in a variety of contexts.	<ul style="list-style-type: none"> selects appropriately from applicable standards, methods, tools and applications. Demonstrates an analytical and systematic approach to problem solving communicates fluently orally and in writing, and can present complex technical information to both technical and non-technical audiences facilitates collaboration between stakeholders who share common objectives plans, schedules and monitors work to meet time and quality targets and in accordance with relevant legislation and procedures. rapidly absorbs new technical information and applies it effectively has a good appreciation of the wider field of information systems, their use in relevant employment areas and how they relate to the business activities of the employer or client. maintains an awareness of developing technologies and their application and takes some responsibility for personal development
5. Ensure or Advise	<ul style="list-style-type: none"> works under broad direction is fully accountable for own technical work and/or project/ supervisory responsibilities receives assignments in the form of objectives establishes own milestones and team objectives, and delegates responsibilities 	<ul style="list-style-type: none"> influences organisation, customers, suppliers and peers within industry on the contribution of own specialism has significant responsibility for the work of others and for the allocation of resources makes decisions which impact on the success of assigned projects i.e. results, deadlines and budget 	<ul style="list-style-type: none"> Performs a challenging range and variety of complex technical or professional work activities undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts understands the relationship between own specialism and 	<ul style="list-style-type: none"> advises on the available standards, methods, tools and applications relevant to own specialism and can make correct choices from alternatives analyses, diagnoses, designs, plans, execute and evaluates work to time, cost and quality targets communicates effectively, formally and informally, with colleagues, subordinates and customers demonstrates leadership facilitates collaboration between stakeholders who have diverse objectives

	<ul style="list-style-type: none"> work is often self-initiated 	<ul style="list-style-type: none"> develops business relationships with customers 	<p>wider customer or organisational requirements.</p>	<ul style="list-style-type: none"> understands the relevance of own area of responsibility or specialism to the employing organisation takes customer requirements into account when making proposals takes initiative to keep skills up to date. Mentors more junior colleagues maintains an awareness of developments in the industry analyses requirements and advises on scope and options for operational improvement demonstrates creativity and innovation in applying solutions for the benefit of the customer
6. Initiate or influence	<ul style="list-style-type: none"> has defined authority and responsibility for a significant area of work, including technical, financial and quality aspects establishes organisational objectives and delegates responsibilities is accountable for actions and decisions taken by self and subordinates 	<ul style="list-style-type: none"> influences policy formation on the contribution of own specialism to business objectives influences a significant part of own organisation and influences customers and suppliers and industry at senior management level makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance develops high-level relationships with customers, suppliers and industry leaders 	<ul style="list-style-type: none"> performs highly complex work activities covering technical, financial and quality aspects contributes to the formulation of IT strategy creatively applies a wide range of technical and/or management principles. 	<ul style="list-style-type: none"> absorbs complex technical information and communicates effectively at all levels to both technical and non-technical audiences. Assesses and evaluates risk understands the implications of new technologies demonstrates clear leadership and the ability to influence and persuade has a broad understanding of all aspects of IT and deep understanding of own specialism(s). understands and communicates the role and impact of IT in the employing organisation and promotes compliance with relevant legislation takes the initiative to keep both own and subordinates' skills up to date and to maintain an awareness of developments in the IT industry
7 Set Strategy and inspire	<ul style="list-style-type: none"> has authority and responsibility for all aspects of a significant area of work, including policy formation and application is fully accountable for 	<ul style="list-style-type: none"> makes decisions critical to organisational success influences developments within the IT industry at the highest levels. Advances the knowledge and/or exploitation of IT within one or more organisations 	<ul style="list-style-type: none"> leads on the formulation and application of strategy applies the highest level of management and leadership skills has a deep understanding of the IT industry and the implications of emerging 	<ul style="list-style-type: none"> has a full range of strategic management and leadership skills understands, explains and presents complex technical ideas to both technical and non-technical audiences at all levels up to the highest in a persuasive and convincing manner has a broad and deep IT knowledge coupled with equivalent knowledge of the activities of those businesses and other organisations that use and exploit IT

	<ul style="list-style-type: none"> ● actions taken and decisions made both by self and subordinates 	<ul style="list-style-type: none"> ● develops long-term strategic relationships with customers and industry leaders 	technologies for the wider business environment	<ul style="list-style-type: none"> ● communicates the potential impact of emerging technologies on organisations and individuals and analyses the risks of using or not using such technologies ● assesses the impact of legislation, and actively promotes compliance ● takes the initiative to keep both own and subordinates' skills up to date and to maintain an awareness of developments in IT in own area(s) of expertise.
--	--	--	---	---

Arcus Global Travel & Expenses Policy

This policy has been created as a guide for Arcus Employees working on Local Government projects and Councils who will be recharged with associated project expenses in line with this policy. Strictly only expenses relating to given projects will be recharged to the customer.

Our aim is to reflect the culture and values of our clients in the public sector by demonstrating value for money. We promote the use of the public transport as a way of reducing our environmental impact.

1. The Company will refund reasonable expenses incurred by staff on business on behalf of the Company provided.

- a. These expenses were incurred wholly and exclusively and necessarily for the purpose of the business.
- b. They have been claimed in accordance with this Expense Policy.
- c. Expenses are approved by your line manager prior to submission.
- d. The Company reserves the right to amend this policy to reflect changes in legislation and in business needs.

2. The most economic class of travel and accommodation compatible with operating efficiency and cost control shall be used.

3. Where expenses are incurred and the associated costs are subsequently reimbursed/recharged to another organisation (E.g. a client company), The Company reserves the right to settle any claim in accordance with the Expense Policy of the funding organisation.

4. You must obtain the permission of a Director or CFO before incurring travel & subsistence expenses, business and employee entertaining expenses and for incidental office supplies and services expenses in excess of £500.

5. You must make reasonable endeavour to ensure that you obtain a VAT invoice/receipt when appropriate.

1 Reimbursement

Expense claims should be submitted by the 15th of the month or the last working day before 15th of the month if the 15th falls on a weekend or bank holiday. It will be at the discretion of a Director or CFO to approve claims made which are more than 60 days old. Valid claims received by close of business on the 15th of each month will be included in the following months payment run. Expenses are processed once per month to keep our costs to a

minimum. If, however, you have excessively large expenses as a result of company travel/request, you can make a request via the CFO to have these paid earlier. We do not want any of our employees to be excessively out of pocket at our request.

2 Travel

Each individual has a personal responsibility to ensure that all business travel is operationally necessary and that travel arrangements are carried out in the most cost effective manner, taking into consideration the needs of the business, the time taken to travel and the cost of travel. You must always carry appropriate documentation of travel insurance when travelling abroad and therefore should carry a copy of the Company's travel insurance certificate with you whilst travelling. You are responsible for ensuring that any necessary immunisations are up to date and that you have acquired and carry with you all necessary documentation including valid passport, visas and your driver's license. You are also required to ensure that you have adequately assessed the safety of any business travel you are to undertake, for example as a minimum checking the Foreign Office website. All overseas travel requires the approval of the CFO in advance – if in doubt about safety concerns you should consult your line manager.

Arcus Global Ltd. will reimburse the reasonable costs of travel expenses incurred by staff on business provided these expenses were incurred wholly, exclusively and necessarily for the purposes of the business. This includes visits to client sites, travel to conferences/training etc. This does not include travel between home and office unless an employee is recognised as being a "contractual home-based employee".

You should travel by the most cost-effective mode of transport taking into account journey time and the nature of the journey as well as the monetary cost. We promote the use of public transport wherever possible.

2.1 Using the company car or Hire Car.

If you use the company pool car you cannot claim a rate per mile. You must always ensure the car is refuelled at the end of your journey and you should submit the expense receipt to recover the expense.

You must be over 25 to drive the company car and must have provided a recent copy of your current driving licence.

The Company car must be booked through the Company Car Booking Register which should be completed at the end of the journey with the start and end odometer reading, the destination, the reason for the journey and details of any passengers.

The Company Car can only be used for bona fide business use and except in very exceptional circumstances, must be collected from the office at the start of the journey and returned to the office at the end of the journey.

Where the Company Car is not available and a Hire Car is required, the car must be hired via the Office Manager with a full justification for the journey.

The car must be returned in the condition agreed (fuel etc) and full details of the journey entered on any claim including mileage travelled, reason for the journey, customer and the names of any passengers.

The driver will be responsible for ensuring that all fees such as Dartford River Crossing, Congestion charges and parking fees are settled in accordance with terms. The company will not reimburse any excess fees, parking fines or other on the spot fines such as speeding or bus lane violations. BE AWARE. If any such charge is incurred when driving a Hire Car, the hire car company will charge a significant admin fee for processing it. This WILL be passed on to the driver.

. 2.2 Business use of your own car/motorcycle/bike

You must have adequate business insurance cover if intending to use your own car/cycle on Company business. You must check with your insurance company to ensure that your car is covered for business use as this varies between insurance companies.

It is your responsibility to ensure that your vehicle/cycle is roadworthy at all times – is MOT'd and serviced regularly and has breakdown cover. You will be required to lodge a copy of your licence, evidence of insurance and breakdown cover and MOT prior to using your vehicle on company business and provided these documents are in order you will be reimbursed per mile travelled.

The mileage allowance is set by reference to the HM Revenue and Customs (HMRC) rules on AMAPs (Approved Mileage Allowance Payments).

When travelling to a client site and your normal place of work is e.g. Cambridge then only the difference between the distance to the client and the distance to your normal place of work can be claimed.

If you take any colleagues in your own car or van on business travel, you can claim 5p per passenger per business mile. The passengers must be an employee and they must also be travelling on Company business. The passenger's name must be stated within the expense claim.

On the spot fines such as Parking fines, speeding fines, bus lane infringements etc. will never be reimbursed by the Company.

2.3 By taxi

Taxis may be used where, due to - time of travel, nature of journey, personal safety considerations or the transportation of heavy luggage, public transport does not provide a reasonable option. E.g. If working late and leaving the office after 9pm. Always obtain receipts and state the reason for use of a taxi.

For travel to and from airports and stations, if impractical, inappropriate or not possible to use public transport then use of licensed taxis is acceptable. In order to secure the lowest rates possible taxis should be pre- booked wherever possible with the Office Manager.

2.4 By tube, DLR (Docklands Light Railway), bus or tram

Employees should retain tickets where possible. Where a season ticket already covers the cost of travel, no further claim will be permitted. Where Oyster cards are used, you are required to provide evidence of the additional cost incurred, for example by printing off your online statement or by printing off the journey cost provided by the Oyster fare finder. Where credit/debit card payments are used, the employee must use their best endeavours to provide evidence of the cost of the journey

2.5 By train

Travel by train (UK and mainland Europe) should be by standard/second class. Where possible you are required to book well in advance to obtain best prices. If purchasing a railcard will be of benefit to the company, then the cost of this will be reimbursed. Under exceptional circumstances, first class travel by train is permitted if deemed necessary (e.g. overcrowding or availability of tickets or if required to travel overnight). If you do intend to travel first class, please check in advance with the Office Manager or the CFO if practicable to do so.

Employees should retain all tickets and credit card vouchers.

2.6 By plane (UK and overseas)

Travel bookings should be made via the Office Manager. All of our travel bookings are managed by Flight Centre in Cambridge who give us preferential rates on flights and hotel bookings.

Flights should, whenever possible, be booked sufficiently in advance to obtain the best possible prices and should be by non-refundable economy class. All non-economy class flights must be approved in advance by the Office Manager.

If flights need to be re-booked/changed then upgrades may be permitted subject to the principles of this policy and if a business case can be demonstrated that it is deemed overall to be economic.

2.7 Late night travel

The cost of late night taxis (see section 2.3) or similar road transport will be met provided all the following circumstances apply:

- If you are required to work later than usual and at least until 9.00pm;
- this occurs irregularly; and
- By the time an employee ceases work either public transport has ceased or it would not be reasonable to expect the employee to use public transport.

2.8 Tolls, Congestion charges and Parking expenses

Tolls, congestion charges and parking fees are reimbursable whilst travelling on company business. Dartford Toll is no longer payable on the day at a booth. If you are taking the company pool car then an account has been set up so that payment is automated. If you are travelling in your own vehicle or a hire car there is a one off payment facility at <https://www.gov.uk/pay-dartford-crossing-charge> which you will then need to reclaim via expenses.

Fines or interest charges accumulated for late payment or non-payment are the responsibility of the employee and will not be reimbursed, unless there is a valid business reason. Reimbursement is at the discretion of the CEO or CFO.

3 Subsistence & Hotel/Accommodation

3.1 Subsistence - overnight absence

The actual cost of reasonable overnight hotel accommodation will be reimbursed up to a maximum of £100 per night. Breakfast, lunch and evening meal will be reimbursed in accordance with the rates shown in 3.1 below. An overall maximum of £25 per day including breakfast and £20 per day if breakfast is included in the cost of the hotel (see section on hotel accommodation). Please note that the employee may incur costs in excess of £25 but may only claim up to £25. The cost of alcoholic beverages may be included as part of the overall cost of an evening meal. If Breakfast is included in the cost of accommodation it will be reimbursed up to a maximum of £5.00 Hotel parking will also be reimbursed.

3.1 Subsistence – Daily

If an employee is required to leave home before 06:00 and does not usually leave before 06:00, they may claim up to £5.00 for breakfast.

If an employee is required to work later than usual and after 20:00 hrs (8 p.m.) and has to buy a meal before their journey ends, they may claim up to £15.00 for an evening meal.

If an employee is away for a period of 5 hours, they may claim up to £5.00 for any one meal.

If an employee is away for a period of 10 hours, they may claim up to £10.00 to cover 2 meals in the day.

Employees may not claim for more than 3 meals in any 24 hour period.

A meal cannot be claimed more than once so if the meal is included in a hotel room rate it may not be claimed under these rules.

All the following conditions must have been met:

1. The travel must be in the performance of the employees duties or to a temporary place of work.
2. The employee should be absent from their normal place of work or home for a continuous period in excess of 5 or 10 hours.
3. The employee should have incurred the cost of the meal after starting the journey.

3.2 Hotel accommodation

The Operations Team have agreed rates with certain hotel chains and you should check availability and book via the Office Manager. If booking directly, employees should take into account the location of the hotel as regards the cost of taxis, etc. and the time required to travel to and from the hotel as well as the cost of parking. Please use sensible judgement.

3.3 Cancellation & No Show Charges

If accommodation needs to be cancelled you should ensure that it is cancelled appropriately to avoid penalties and charges. It is unlikely that cancellation charges will be reimbursed unless there is an urgent personal or compelling business reason. It will be at the discretion of the CFO if expenses are reimbursed.