

DPS Schedule 1 (Specification)

This Schedule sets out what we and our buyers want.

The Supplier must only provide the Deliverables for the Filter Categories that they have been appointed to.

For all Filter Categories and/or Deliverables, the Supplier must help Buyers comply with any specific applicable Standards of the Buyer.

The Deliverables and any Standards set out in Paragraph 1 below may be refined (to the extent permitted and set out in the Order Form) by a Buyer during an Order Procedure to reflect its specific Deliverables for entering a particular Order Contract.

In this Schedule the following terms shall have the following meanings:

“Artificial Intelligence”	<p>Artificial Intelligence is commonly abbreviated and referred to as “AI”. AI can be defined as the use of digital technology to create systems capable of performing tasks commonly thought to require intelligence.</p> <p>AI is constantly evolving, but generally it:</p> <ul style="list-style-type: none">• involves machines using statistics to find patterns in large amounts of data• is the ability to perform repetitive tasks with data without the need for constant human guidance
“CE Marking”	<p>The letters ‘CE’ appear on many products that are traded on the single market in the European Economic Area (EEA).</p> <p>The CE marking is required for many products. It:</p> <ul style="list-style-type: none">• shows that the manufacturer has checked that these products meet EU safety, health or environmental requirements• is an indicator of a product’s compliance with EU legislation

	<ul style="list-style-type: none"> • allows the free movement of products within the European market <p>By placing the CE marking on a product a manufacturer is declaring, on his sole responsibility, conformity with all of the legal requirements to achieve CE marking. The manufacturer is thus ensuring validity for that product to be sold throughout the EEA. This also applies to products made in third countries which are sold in the EEA and Turkey.</p>
“MHRA”	<p>An abbreviation of Medicines and Healthcare products Regulatory Agency.</p> <p>The Medicines and Healthcare products Regulatory Agency regulates medicines, medical devices and blood components for transfusion in the UK.</p> <p>MHRA is an executive agency, sponsored by the Department of Health and Social Care.</p>
“Medical AI Technology”	<p>Means AI technologies which may have a variety of applications in health and social care, some examples include:</p> <p>Health Promotion and Prevention:</p> <ul style="list-style-type: none"> • Digital epidemiology and disease surveillance • National screening programs • Preventative advice • Self-management <p>Diagnosis and Treatment:</p> <ul style="list-style-type: none"> • Symptoms checkers and decision support for differential diagnosis • Risk stratification

	<ul style="list-style-type: none">• Prediction of deterioration• Personalised treatments <p>System Efficiency:</p> <ul style="list-style-type: none">• Optimisation of care pathways• Identification of resource requirements• Electronic roster system• Natural Language Processing for administrative tasks
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1 Specification (DPS Schedule 1)

1.1 Our priorities

Crown Commercial Service (CCS) key priorities are to support visibility of Artificial Intelligence products and services whole life costs and to influence efficiencies through:

- Offering valued solutions to meet customers individual requirements;
- Build and increase capacity of high quality products and services;
- Provide greater opportunity for aggregation; and
- Develop a dynamic commercial model for access to products and services.

The [AI Sector Deal](#), published in May 2019, set out new measures and targets to put the UK at the forefront of the artificial intelligence (AI) and data revolution.

This DPS aims to support the innovation of public sector organisations using AI technology to free up time and raise productivity and promotes the Centre for Data Ethics and Innovation's guidelines for the ethical use of data, including for AI.

The Centre for Data Ethics and Innovation published the [Data Ethics Framework](#) in June 2018. The Data Ethics Framework consists of a set of principles, guidance and a workbook to guide the design of appropriate data use in the public sector and helps teams clarify their ethical decisions when using data for government projects.

The Office for AI published [Guidelines for AI Procurement](#) in June 2020, providing a summary of best practice and addressing specific challenges of acquiring artificial intelligence technologies in government. Central Government and other public sector bodies should use these guidelines for contracts let under this DPS.

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The Supplier shall meet and assist the Buyer to comply with any existing, replacement or new government guidelines, policy standards and legislation.

The key priorities of this offering are to support the public sector in buying artificial intelligence services, to scope the problem or project and understand how to solve problems using artificial intelligence to maximise value and increase efficiency of processes.

1.2 Scope

The Supplier shall provide artificial intelligence services for Buyer organisations in the following filter and sub-filter categories:

Scope of Engagement	Type of AI	Sector
<ul style="list-style-type: none">• AI Discovery• Licencing, Customisation and Support• End-to-end Partnerships	<ul style="list-style-type: none">• AI Applications• Augmented Decision Making• Data and Analytics• Virtual Assistants and Chatbots• Medical AI Technology	<ul style="list-style-type: none">• Blue Light• Central Government• Devolved Administrations• Health• Local Government• Not-for-profit



Medical AI Technology
<ul style="list-style-type: none">• Screening• Diagnosis• Augmented Decision Making• Improving System Efficiency

Filter Category Level 1 - Scope of Engagement

This is the first stage of an AI procurement. If a Buyer is new to AI they will be able to procure services through a discovery phase, to get an understanding of AI and how it can benefit their organisational priorities. If a Buyer has experience in AI, they will be able to purchase licencing, customisation and support directly from suppliers. If a Buyer would like both of these things, they will have access to end-to-end partnerships.

Scope of Engagement
AI Discovery
Licencing, Customisation and Support
End-to-end Partnerships

Filter Category Level 2 - Type of AI

This relates to the type of technology available using the development, implementation and support of artificial intelligence services; examples include artificial intelligence software applications, data analytics using artificial intelligence, the development and implementation of intelligent virtual assistants and intelligent personal assistants.

Type of AI
AI Applications
Augmented Decision Making
Data and Analytics
Virtual Assistants and Chatbots
Medical AI Technology

Filter Category Level 3 - Medical AI Technology

NHSX launched a policy report [Artificial Intelligence: How to get it right](#), published in October 2019. The report gives an overview on how to make the most effective use of AI across health and social care.

This filter will only be visible to Suppliers who have selected the option 'Medical AI Technology' in filter 2 and is intended to broadly represent the emerging pipeline of AI technologies in health and social care in line with the Artificial Intelligence (AI) Award, which is run by the Accelerated Access Collaborative (AAC) in partnership with NHSX and the National Institute for Health Research (NIHR).

AI technologies may have a variety of applications in health and social care and the AI Award will support health and social care bodies to accelerate chosen Medical AI Technology; including but not limited to medical imaging artificial intelligence software, non-imaging diagnostic artificial intelligence software and symptom-based artificial intelligence software.

To find out more about the AI in Health and Care Award and its aims to accelerate AI technologies in health and social care:

<https://www.england.nhs.uk/aac/what-we-do/how-can-the-aac-help-me/ai-award/>

Medical AI Technology
Screening
Diagnosis
Augmented Decision Making
Improving System Efficiency

Filter Category Level 4 - Sector

This relates to the sectors to which a supplier is able to deliver services in an Order Contract. Some AI solutions are targeted at the needs of specific sectors.

Sector
Blue Light
Central Government
Devolved Administration
Health
Local Government
Not-for-profit

1.3. Mandatory Service Requirements:

This section provides details of the mandatory service delivery requirements that the Supplier shall be expected to fulfil in their entirety, in order to meet the requirements of this DPS Contract.

It is important that the Supplier take time to fully understand this important part of the Service delivery requirement, all mandatory requirements as listed below shall be required at DPS Start Date with the Authority.

- Innovation
- Standards
- Security
- Vetting of Supplier Staff
- Ordering
- Knowledge Transfer
- Environmental
- Sustainability
- Social Value

1.4. Innovation

In providing the Services to the Buyer, the Supplier agrees to use reasonable commercial efforts to:

- a) Identify opportunities to implement new applications, processes and technology advantageous to the needs of the Buyer, and
- b) Meet with the relevant Buyer personnel periodically, at least once every twelve (12) months, or more frequently as the Buyer may request, to inform the Buyer of any new applications, processes, technology, trends and directions which the Supplier are developing or is otherwise aware of that could reasonably be expected to have an impact on the Buyer's operations, or material aspects of the Service.

1.5. Standards

The Supplier shall comply with the appropriate Standards (or equivalent) as updated and applicable for the RM6200 Artificial Intelligence DPS which shall include but not be limited to:

Service Management Standards

- BS EN ISO 9001 "Quality Management System" Standard or equivalent.
- ISO 10007 "Quality Management Systems – guidelines for configuration management".

Environmental Standards

- BS EN ISO 14001 Environmental Management System standard or equivalent.

Accessible IT Standards

- World Wide Web Consortium (W3C) Web Accessibility Initiative (WAI) Web Content Accessibility Guidelines (WCAG) 2.1 Conformance Level AA.
- ISO/IEC 13066-1:2011 Information Technology - Interoperability with assistive technology (AT) – Part 1: requirements and recommendations for interoperability.

Information Technology Standards

<https://www.gov.uk/government/publications/open-standards-principles>

<https://www.gov.uk/guidance/government-design-principles>

<https://www.gov.uk/service-manual/service-standard>

<https://www.gov.uk/government/publications/greening-government-ict-strategy>

<https://www.gov.uk/government/publications/open-source-open-standardsand-re-use-government-action-plan>

- ISO 27001 Information Security Management standard or equivalent.
- ETSI TS 103 645 Cyber Security for Consumer Internet of Things Architecture Standards

Standards

- ISO 27001 Information Security Management standard or equivalent.
- ETSI TS 103 645 Cyber Security for Consumer Internet of Things Artificial Intelligence (AI) Standards

1.6. Security

The Supplier shall be required to have their own security operating procedures that shall be made available to Buyer.

The Supplier shall ensure appropriate security Standards, controls and measures in place such as access to premises.

The Supplier shall ensure that any suspected or actual security breaches are reported to the Buyer representative immediately.

The Supplier shall provide details of their personnel security procedures and upon request provide details of all personnel that they intend to use in the delivery of the Services.

1.7. Vetting of Supplier Staff

The Supplier shall ensure that all their personnel vetting procedures, under the DPS Contract and individual Contracts entered into under it by Buyers comply with the British Standard, Security Screening of Individuals Employed in a Security Environment – BS 7858:2012 or agreed equivalent, unless otherwise specified by

Buyer at the Competition stage.

The Supplier shall where applicable provide details of its Supplier Staff security procedures to Buyers and contact details of all Supplier staff who will be involved in the delivery of the Services, when requested by Buyers.

1.8. Ordering

Suppliers must comply with Buyer requirements in respect of AI ethical standards. The Supplier shall provide an effective ordering facility to enable Buyers to submit Orders for Goods and/or Services.

1.9. Knowledge Transfer

The Supplier shall implement a knowledge transfer process for use both throughout the Contract and prior to DPS Expiry Date and/or termination of the agreement to ensure the Supplier Staff share the knowledge they have gained and used while performing the Services with the Buyer. The knowledge transfer process shall ensure that important knowledge, information, and practices pass from the Supplier and Supplier Staff to the Buyer.

At a minimum, such knowledge transfer processes will include Supplier meeting with the Buyer personnel and at least once every twelve (12) months, or more frequently as the Buyer may request, to;

- (a) explain how the Services are provided; and
- (b) provide such knowledge transfer, Documentation and other materials as requested to understand and provide the Services after the expiration and/or termination of the agreement.

1.10. Environmental

The Supplier shall ensure that all Electric and Electronic Equipment (EEE) provided in association with the delivery of the Goods and/or Services, is compliant with Restriction of Hazardous Substances (RoHs), Regulations and the UK Waste Electrical and Electronic Equipment (WEEE) Regulations, where appropriate, including Producer Compliance Scheme registration. Full details can be accessed via the following links:

<https://www.gov.uk/guidance/rohs-compliance-and-guidance>
<http://www.hse.gov.uk/waste/waste-electrical.htm>

The Supplier shall, where applicable, effectively manage the Services supplied under this DPS Contract, in order to minimise any impact on the environment.

The Supplier shall, where applicable, work proactively with Buyers in relation to the provision of Services, which includes but is not limited to, the following areas:

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- noise reduction;
- removal of unwanted consumables;
- heat production reduction in confined spaces.

The Supplier shall be responsible, where applicable, for the collection and disposal of all packaging, materials and redundant or replacement spare parts in accordance with WEEE Regulations which can be accessed via the following link:

<http://www.legislation.gov.uk/ukxi/2013/3113/contents/made>

The Supplier shall, where applicable, take steps to encourage the reuse of any WEEE generated in the delivery of Services as promoted by the WEEE Directive.

The Supplier shall demonstrate their full re-use or recycling streams upon request from Buyers.

1.11.Sustainability

The Supplier shall, where requested by Buyers, work with them to identify opportunities to introduce innovation, reduce cost and waste and ensure sustainable development is at the heart of their operations.

The Supplier shall ensure that they consider the relevance of sustainability at all lifecycle stages of the Deliverables provided under this DPS Contract including minimisation of negative impacts and the maximisation of positive impacts on society and the environment.

The Supplier shall, where applicable, ensure that in providing the Deliverables it does so in such a manner as to minimise any negative impact on the environment.

1.12.Social Value

The Supplier shall identify any Social Value options which are appropriate to Buyers as part of any Order Procedure. In addition to this, the Buyer can identify specific Social Value priorities at the point of ordering. Any Social Value options selected by Buyers at the point of Order Contract award, shall be in accordance with the Government's Social Values which are current at that point in time.

The Supplier shall complete annual Corporate Social Responsibility (CSR) assessments upon request from Buyers. For more information on Social Value please see the following link :

<https://www.gov.uk/government/publications/social-value-act-introductoryguide>

Our social value priorities

These are our priorities in this procurement:

- To support the government [AI Strategy's key commitment](#) to work with academia, the broader research community, industry and end users to integrate AI into future Industrial Strategy Challenge Fund challenges. Industry action to support can include but is not limited to working with universities to sponsor involvement with AI, developing industry-funded Masters programmes in AI, donating equipment, supporting time spent in production to develop skills.
- To enable public sector organisations to commit to increasing the diversity in the AI workforce and support efforts to address this, led by the [AI Council](#). Ways to support these efforts include but are not limited to working with organisations in local communities to support: coding for girls, women in tech, individuals from minority ethnic backgrounds, individuals with disabilities, disadvantaged children with IT/literacy, school hackathons.
- To support the government's [National Retraining Scheme](#) to ensure a highly skilled workforce by identifying where and how staff can be used more efficiently within the customer organisation and identify and/or retrain those whose jobs are at risk of being displaced as a result of implementing AI and automation.

Suppliers must only bid for opportunities promulgated via the DPS where they are willing to deliver both ethical as well as technical dimensions of a Buyer's requirement.

The buyer can identify specific social value priorities at the point of ordering.

2. Guidelines and standards for the delivery of AI services

Public sector buyers of artificial intelligence services are bound by [standards in public life](#), and operate within ethical frameworks when using such services.

Where a Buyer organisation has stated that there is an ethical dimension to their procurement, it is important that Suppliers who bid for that work are committed not only to delivering the technical elements of the procurement, but also delivering ethically.

Suppliers must work within these frameworks and will be required to adhere to standards and guidelines as appropriate.

[Guidelines for AI procurement](#) should be considered alongside existing policy and guidance in relation to the use of technology and digital services such as:

[The Digital Service Standard](#)

[Government Design Principles](#)

[The Technology Code of Practice](#)

[Data Ethics Framework](#)

[Guide to using Artificial Intelligence in the public sector](#)

[Open Data Standards](#)

[Other Technology standards and guidance](#)

Public sector bodies should also use these guidelines for Order Contracts let under this DPS. New standards may be published during the life of the DPS and it is essential that the Supplier keeps abreast of such developments in order to ensure compliance. Some of the main sources for the standards are:

A guide to using artificial intelligence in the public sector:

<https://www.gov.uk/government/collections/a-guide-to-using-artificial-intelligence-in-the-public-sector>

Unlocking Public Sector AI:

<https://www.weforum.org/projects/unlocking-public-sector-artificial-intelligence>

AI 'Procurement in a Box' toolkit:

<https://www.weforum.org/reports/ai-procurement-in-a-box>

A Buyer's Checklist for AI in Health and Care:

https://www.nhs.uk/media/documents/A_Buyers_Checklist_for_AI_in_Health_and_Care.pdf

The Centre for Data Ethics and Innovation:

<https://www.gov.uk/government/organisations/centre-for-data-ethics-and-innovation>

Information Commissioner's Office report "Big data, artificial intelligence, machine learning and data protection":

<https://ico.org.uk/media/for-organisations/documents/2013559/big-data-ai-ml-and-data-protection.pdf>

2.1 Digital Health Technology in the NHS:

Digital Health Technology Standards and Guidance which suppliers will be required to demonstrate compliance with:

DHSC Code of Conduct for Data Driven Technology, sets out Government's expectations for the development, deployment and use of data driven technology:

<https://www.gov.uk/government/publications/code-of-conduct-for-data-driven-health-and-care-technology/initial-code-of-conduct-for-data-driven-health-and-care-technology>

NHSX's Digital Health Technology Standard, sets out how suppliers can develop digital health technologies in a manner which enables accelerated review and commissioning into the NHS:

https://www.nhs.uk/media/documents/NHS_Digital_Health_Technology_Standard_draft.pdf

NICE Evidence Standards Framework for Digital Health Technologies, sets out the level of evidence which suppliers have to provide in demonstrating new technologies are clinically safe and offer economic value:

<https://www.nice.org.uk/Media/Default/About/what-we-do/our-programmes/evidence-standards-framework/digital-evidence-standards-framework.pdf>

DHSC's five guiding principles and a framework to help the NHS and partners realise benefits for patients and the public:

<https://www.gov.uk/government/publications/creating-the-right-framework-to-realise-the-benefits-of-health-data/creating-the-right-framework-to-realise-the-benefits-for-patients-and-the-nhs-where-data-underpins-innovation#guiding-principles>

2.2 Requirements for regulatory approval in healthcare:

Suppliers will be required to meet the following requirements where applicable;

Identify if the AI Technology or software meets the definition of a medical device, register with MHRA and apply for a CE marking of the appropriate class.

Identifying if AI Technology / Software is a Medical device and gaining a CE mark:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/890025/Software_flow_chart_Ed_1-06_FINAL.pdf

Registering a Medical Device with MHRA:

<https://www.gov.uk/guidance/register-as-a-manufacturer-to-sell-medical-devices>

If the AI technology provides a health or care service which fits one of the Care Quality Commission's (CQC) fourteen regulated activities, it requires registration with the CQC.

List of CQC regulated activities:

<https://www.cqc.org.uk/guidance-providers/registration/regulated-activities>

Identify if the AI technology contributes to a pharmacy service, if so require demonstration General Pharmacy Council Registration.

2.3 Suppliers will be required to meet the following criteria for Information Governance in healthcare:

Meet the principles of the Data Protection Act: <https://www.gov.uk/data-protection>

Demonstrate compliance with the national data opt-out policy when using NHS data: <https://digital.nhs.uk/services/national-data-opt-out/supporting-patients-information-and-resources>

Comply with NHS Information Governance Standards: <https://digital.nhs.uk/data-and-information/looking-after-information/data-security-and-information-governance>

Apply to the Health Research Authority if personal identifiable data is being collected and processed without consent: <https://www.hra.nhs.uk/approvals-amendments/what-approvals-do-i-need/confidentiality-advisory-group/>

2.4 Safety and performance in each local deployment:

Suppliers will also be required to meet the following criteria for NHS implementations;

Clinical Risk Management Standard DCB0129: <https://digital.nhs.uk/data-and-information/information-standards/information-standards-and-data-collections-including-extractions/publications-and-notifications/standards-and-collections/dcb0129-clinical-risk-management-its-application-in-the-manufacture-of-health-it-systems>

Clinical Risk Management: ITs Application in the Deployment and Use of Health IT Systems DCB0160: <https://digital.nhs.uk/data-and-information/information->

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[standards/information-standards-and-data-collections-including-extractions/publications-and-notifications/standards-and-collections/dcb0160-clinical-risk-management-its-application-in-the-deployment-and-use-of-health-it-systems](#)

NHS England mandated Safety Standards (SCCI0129):

<https://digital.nhs.uk/services/solution-assurance/the-clinical-safety-team/clinical-risk-management-standards>

ISO 14971 Medical Devices - Application of risk management to medical devices:

<https://www.bsigroup.com/en-GB/medical-devices/our-services/iso-14971/>

Suppliers should also meet any other standards or requirements relating to risk management as required by the local site which the AI technology or solution is being deployed.

Annex 1 Supplier Staff Roles for Professional Services

1. Introduction

This Annex provides information on the Roles for Supplier Staff providing Services under the various Service categories. It sets out the expected level and responsibilities associated with the Roles required to deliver the Services specified and includes guidance in the linkage to the Skills for the Information Age ([SFIA](#)) framework that is commonly used across the UK Central Government. The broad definitions of the SFIA levels are as follows.

SFIA level	Competency level	Civil servant grade equivalent
7	Set strategy and inspire	Senior Civil Servant
6	Initiate and influence	Grade 6/ Grade 7
5	Ensure and advise	Grade 7/ SEO
4	Enable	SEO/HEO
3	Apply	HEO
2	Assist	EO
1	Follow	AO

Multidisciplinary teams:

In line with the [guidelines for AI procurement](#), published by the Office for AI, Suppliers offering services under this DPS should:

- Bring people into their team who have the knowledge and experience to consider whether AI is a viable and appropriate solution.
- Seek to establish a multidisciplinary team with a diverse combination of roles and skills to support the procurement and implementation of their AI system.
- A team with a diverse skill set will help you to conduct data and impact assessments and ensure that your business case and procurement process reflects their key findings.

Some specialist roles that may be required for an AI project team:

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- **Data Architect** - A data architect sets the vision for the organisation's use of data, through data design, to meet business needs.
- **Data Scientist** - A data scientist identifies complex business problems while leveraging data value. In this role, as part of a multidisciplinary team, an individual will work with data architects, data engineers, analysts and others.
- **Data Engineer** - A data engineer develops and constructs data products and services and integrates them into systems and business processes.
- **Technical Architect** - A technical architect provides technical leadership and architectural design.
- **Delivery Manager** - A delivery manager is accountable for the delivery of products and services.
- **Security Architect** - A security architect designs and builds secure solutions.
- **Commercial Manager** - A commercial manager is responsible for running the procurement project, ensuring the procurement is compliant and delivering good commercial outcomes.

These roles are mapped to Government Digital Service Digital [Data and Technology \(DDat\)](#) roles.

Abbreviated SFIA Levels v7

Level	Autonomy	Influence	Complexity	Knowledge	Business skills
1- Follow	Works under supervision. Uses little discretion. 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.	Has a basic generic knowledge appropriate to the area of work. Applies newly acquired knowledge to develop new skills.	Has sufficient communication skills for effective dialogue with others. Demonstrates an organised approach to work.
2 - Assist	Works under routine direction. Uses limited discretion in resolving issues or enquiries. Works without frequent reference to others.	Interacts with and may influence immediate colleagues. May have some external contact with customers, suppliers and partners. May have more influence in their own domain. Aware of the need to collaborate with the team and represent users/customer needs.	Performs a range of work activities in varied environments. May contribute to routine issue resolution.	Demonstrates application of essential generic knowledge typically found in industry bodies of knowledge. Has gained a basic domain knowledge. Absorbs new information when it is presented	Has sufficient communication skills for effective dialogue with customers, suppliers and partners. Is able to work in a team, plan, schedule and monitor own work within short time horizons. Understands and uses appropriate methods, tools and applications.
3 - Apply	Works under general direction. Uses discretion in identifying and responding to complex issues and assignments. Receives specific direction, accepts guidance and has work reviewed at agreed milestones. Determines when issues should be escalated to a higher level.	Interacts with and influences colleagues. Has working level contact with customers, suppliers and partners. May supervise others or make decisions which impact the work assigned to individuals or phases of projects. Understands and collaborates on the analysis of user/customer needs and represents this in their work.	Performs a range of work, sometimes complex and non-routine, in a variety of environments. Applies methodical approach to issue definition and resolution.	Has a team's own technical, professional and specialist knowledge necessary to perform effectively in the organisation typically gained from recognised bodies of knowledge and organisational information. Demonstrates effective application of knowledge.	Demonstrates effective communication skills. Plans, schedules and monitors own work (and that of others where applicable) competently within limited deadlines and according to relevant legislation, standards and procedures. Contributes fully to the work of teams. Appreciates how own Role relates to other Roles and to the business of the employer
4 - Enable	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.	Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Builds appropriate	Performs an extensive range and variety of complex technical and/or professional work activities. Undertakes work which requires the	Is fully familiar with recognised industry bodies of knowledge both generic and specific. Actively seeks out new knowledge for own personal	Demonstrates leadership. Communicates effectively, both formally and informally. Facilitates collaboration between stakeholders who have diverse objectives. Analyses, designs, plans, executes and evaluates

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		and effective business relationships. Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget. Has significant influence over the allocation and management of resources appropriate to given assignments. Leads on user/customer collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage.	application of fundamental principles in a wide and often unpredictable range of contexts. Understands the relationship between own specialism and wider customer/organisational requirements.	development and the mentoring or coaching of others. Develops a wider breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply.	work to time, cost and quality targets. Analyses requirements and advises on scope and options for continuous operational improvement. Takes all requirements into account when making proposals.
5 - Ensure, Advise	Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant Role in the assignment of tasks and/or responsibility.	Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Builds appropriate and effective business relationships. Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget. Has significant influence over the allocation and management of resources appropriate to given assignments. Leads on user/customer collaboration throughout all stages of work. Ensures users' needs are met consistently through each work stage.	Performs an extensive range and variety of complex technical and/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 wider customer/organisational requirements.	Is fully familiar with recognised industry bodies of knowledge both generic and specific. Actively seeks out new knowledge for own personal development and the mentoring or coaching of others. Develop wider breadth of knowledge across the industry or business. Applies knowledge to help to define the standards which others will apply.	Demonstrates leadership. Communicates effectively, both formally and informally. Facilitates collaboration between stakeholders who have diverse objectives. Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Analyses requirements and advises on scope and options for continuous operational improvement. Takes all requirements into account when making proposals.
6 - Initiate, Influence	Has defined authority and accountability for actions and decisions within a significant area of work, including technical,	Influences policy and strategy formation. Initiates influential relationships with	Has a broad business understanding and deep understanding of	Promotes the application of generic and specific bodies of knowledge in	Demonstrates clear leadership. Communicates effectively at all levels to both technical and non-

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	financial and quality aspects. Establishes organisational objectives and assigns responsibilities.	internal and external customers, suppliers and partners at senior management level, including industry leaders. Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.	own specialism(s). Performs highly complex work activities covering technical, financial and quality aspects. Contributes to the implementation of policy and strategy. Creatively applies a wide range of technical and/or management principles. Leads on the formulation and implementation of strategy. Applies the highest level of leadership skills. Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.	one's own organisation. Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients. Has established a broad and deep business knowledge including the activities and practices of own organisation and a broad knowledge of those of suppliers, partners, competitors and clients. Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within their own area of influence.	technical audiences. Understands the implications of new technologies. Understands and communicates industry developments, and the Role and impact of technology in the employing organisation. Absorbs complex information. Takes the initiative to keep both your own and colleagues' skills up to date.
7 - Set Strategy, Inspire, Mobilise	At the highest organisational level, has authority over all aspects of a significant area of work, including policy formation and application. Is fully accountable for actions taken and decisions made, both by self and others to whom responsibilities have been assigned.	Makes decisions critical to organisational success. Inspires the organisation, and influences developments within the industry at the highest levels. Advances the knowledge and/or exploitation of technology within one or more organisations. Develops long-term strategic relationships with customers, partners, industry leaders and government.	Leads on the formulation and implementation of strategy. Applies the highest level of leadership skills. Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.	Has established a broad and deep business knowledge including the activities and practices of its own organisation and a broad knowledge of those of suppliers, partners, competitors and clients. Fosters a culture to encourage the strategic application of generic and specific bodies of knowledge within their own area of influence.	Has a full range of strategic management and leadership skills. Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. Understands, explains and presents complex ideas to audiences at all levels in a persuasive and convincing manner. Assesses the impact of legislation and actively promotes compliance and inclusivity. Ensures that the organisation develops and mobilises the full range of required skills and capabilities.