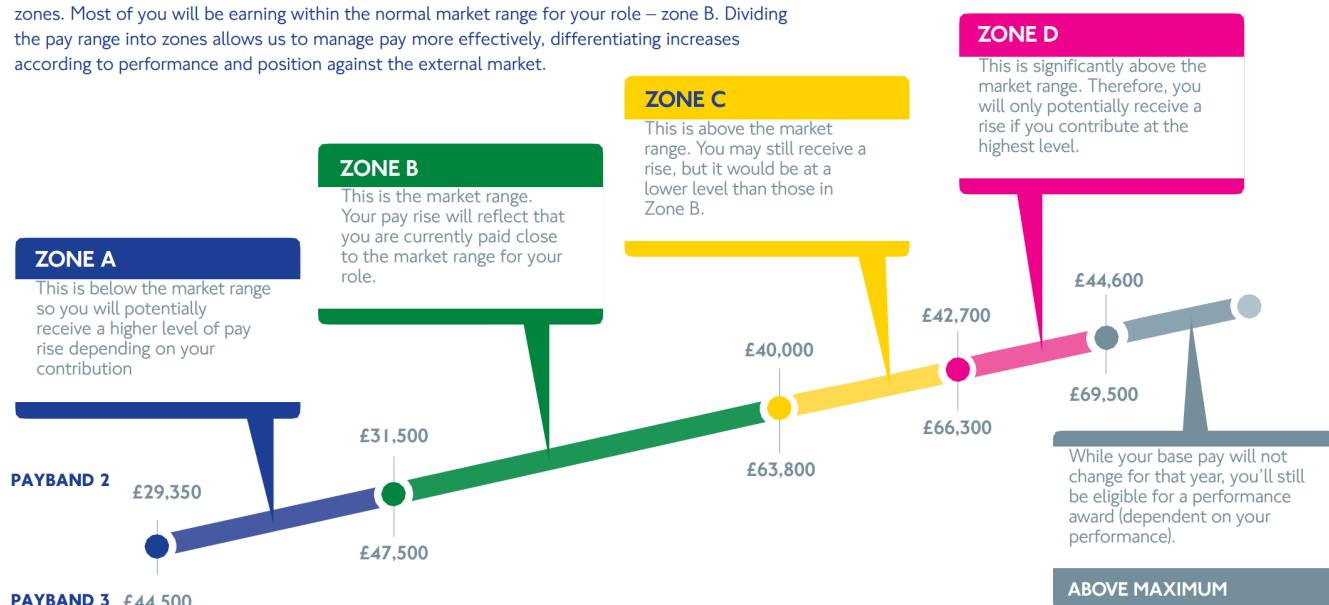For each band, there is a pay range, as you can see on this chart. The range is divided into four zones. Most of you will be earning within the normal market range for your role – zone B. Dividing the pay range into zones allows us to manage pay more effectively, differentiating increases according to performance and position against the external market.

ZONE D
This is significantly above the market range. Therefore, you will only potentially receive a rise if you contribute at the highest level.

ZONE C
This is above the market range. You may still receive a rise, but it would be at a lower level than those in Zone B.

ZONE B
This is the market range. Your pay rise will reflect that you are currently paid close to the market range for your role.

ZONE A
This is below the market range so you will potentially receive a higher level of pay rise depending on your contribution

£44,600

£42,700

£40,000

£69,500

£66,300

£31,500

£63,800

PAYBAND 2   £29,350

While your base pay will not change for that year, you'll still be eligible for a performance award (dependent on your performance).

£47,500

ABOVE MAXIMUM

PAYBAND 3   £44,500

13. AWR calculations for the Authority's Functional Bodies

The following table outlines details for annual or regular AWR uplifts

The Authority requires the Service Provider to ensure that all holiday pay and bank holidays that The Authority is paying the Service Provider for is passed onto the Temporary Worker in full. Where holiday pay is not paid out, The Service Provider shall proactively identify such sums on a quarterly basis and ensure that the Authority receives such payments as Service Credits.

AWR holiday pay shall include statutory Bank Holidays (usually 8 Bank Holidays in England and Wales or as applicable in Scotland and Northern Ireland).

Where the Temporary Worker earns more than their permanent equivalent, then AWR does not apply and each Functional Body shall pay the minimum WTD holiday pay rate for PAYE and Umbrella workers only (Ltd company workers do not receive any holiday pay or Bank Holiday pay).

Functional Body	Area		AWR	Pensions	Align to Perm Salary	Days per Year	Formula to calc Hourly Rate	Holidays	Hrs worked	Annual Pay Increase
LFB			Week 1		Y	260	Salary/260/7hrs	26 + 8 days bank hols	35	
Metropolitan Police Service			Week 1 **			260		28 + 8 days bank hols (first Year)	36	Y - normally 1st Aug
			Week 13 **					28 + 8 days bank holiday at AWR Rate Day 1. 33 + 8 days bank holiday after 60 months		
GLA										
Old Oak & Park Royal Development Corporation	Refer to GLA practices									
London Legacy			Week 1		Y	260		32 + 8 bank hols	37	
TfL	London Underground		Week 1	1.65%	Y	260		37 + 8 bank hols	35	1 April TBC

Surface	IT	Week 1	Y	260		38 + 8 bank hols	40	1 April
	Admin		Y	260		38 + 8 bank hols	35	1 April
Customer Delivery		Week 13	Y	260		28 for 13 weeks & then 38 day + 8 bank hols	35	1 April
Dial a ride		Week 13	Y	260		28 + 8 bank hols	35	1 April

14. Higher Earners – Mayoral and Remuneration Committee Approval – Transport for London

£100k limit – Remuneration Committee approval

For new recruitment all roles at a daily pay rate of £454.54 (PAYE & Limited Company) equivalent to £100k per year must have remuneration approval from TfL's Remuneration Committee (RemCom). The Service Provider shall record, on The Solution confirmation of receipt of approval for reporting by The Authority.

£454.54 means the daily pay rate including holiday pay (number of days as agreed by each Functional Body at Implementation) which is then based on 220 working days in the year (industry standard) allowing for 30 days holiday, 8 days Bank Holidays and 2 days sick leave/other, an example of how this is applied is shown below

£165k limit – Mayor's approval

For new recruitment all roles at a daily pay rate of £750 (PAYE & Limited Company) equivalent to £165k per year must have remuneration approval from TfL's Remuneration Committee (RemCom). The Service Provider shall record, on The Solution confirmation of receipt of Mayoral approval for reporting by The Authority.

£454.54 means the daily pay rate including holiday pay (number of days as agreed by each Functional Body at Implementation) which is then based on 220 working days in the year (industry standard) allowing for 30 days holiday, 8 days Bank Holidays and 2 days sick leave/other. A guide will be available at Implementation.

Service Provider - Mayoral £100k cap calculator - Non Permanent Labour workers. TfL Commercial in Confidence

Owner; Sam Thompson, Clive Mills, NPL managers npl@tfl.gov.uk 83399.   TfL Commercial in confidence

PAYE

Base @ 28 days Hols	Base @ 37 days Hols	Base @ 38 days Hols
405.59	389.86	388.10

Service Provider		Margin%	Premium Rate (inc Hols)	Charge (28 days)	Charge (37 days) LU	Charge (38 days) TfL
Sourced Lot 1		0.00%	454.54			
Named, Direct Lot 2		0.00%	454.54			
Sourced Lot 2		0.00%	454.54			
Named, Direct, Lot 2		0.00%	454.54			

Instructions

1. Select pay type, PAYE (green) Umbrella (Orange) or Ltd. Personal Service Cmopany (PSC) (Red)

2. Choose 37 days holiday if an LU Worker and 38 days if a TfL worker. If no days are shown, the rates are the same for both so not shown

3. Choose Sourced if worker sourced via agency Choose Gifted if worker provided by TfL and given to agency

4. Choose the markup % which depends on the % for each Lot or service

Charge means the total charge rate payable by TfL to the agency
Charge rate may include ENIC, Pension, Apprenticeship Levy, Holiday pay

Umbrella

Base @ 28 days Hols	Base @ 37 days Hols	Base @ 38 days
522.46	522.46	522.46

Service Provider		Margin%	pay rate (presumed worker paid)	Premium Rate (inc Hols)	Charge
Sourced Lot 1			454.54		
Named, Direct Lot 2			454.54		
Sourced Lot 2			454.54		
Named, Direct, Lot 2			454.54		

Limited

Service Provider		Margin%	Premium Rate	Charge
Sourced Lot 1			454.54	
Named, Direct Lot 2			454.54	
Sourced Lot 2			454.54	
Named, Direct, Lot 2			454.54	

15. Pay timetable

Temporary Workers of all pay mechanisms including PAYE, Umbrella and Limited Company PSC shall be paid weekly.

The efficacy of the payment via single invoice and invoice data file cannot be understated and payment to temporary workers and to the Service Provider by The Authority must run to time. In order for the process to work effectively across the Functional Bodies, the Service Provider shall comply, strictly, with the following pay timetable and any variation to it for any reason shall be agreed in writing with the Contract Manager before variation. Small variations for Christmas, Easter and other substantial reasons will be permitted as long as temporary workers are paid weekly without delay:

Working Day (week runs Sunday to Saturday)	Activities and actions
Week 1 Day 1 (Monday)	Workers submit timesheet data for the previous week. Email notification is sent by the Service Provider to all Temporary Workers and Managers who have failed to authorise timesheets. Managers authorise the timesheet data has been submitted by Temporary Workers for the previous week.

	The Service Provider receives and handles queries via a helpline and email inbox to ensure payments are made on time and correctly.
	The Service Provider carries out compliance and quality checks as outlined below
Day 2 (Tuesday)	The Service Provider and Authority commence a check of the invoice by reviewing the Invoice Data File prior to payment.
Day 3 (Wednesday)	The Service Provider continues with their check of the invoice by reviewing the Invoice Data File prior to payment.
Day 4 (Thursday)	Invoices are sent by the Service Provider to the Functional Bodies and received same day. Invoice and Invoice Data File are received.
	One per Functional Body to show the total and additionally, if required one per Functional Body's subsidiary company, via a secure portal.
	The invoice shall include all data stated in the Invoice Data Files and Reporting Requirement.
	The Invoice Data File and Reporting will back up the Invoice per Functional Body. The file will be provided to the Functional Body and for any subsidiary company as required.
Day 5 (Friday) Week in arrears	The Service Provider pays the Temporary Worker for hours approved for the preceding week.
	The Service Provider will have capacity for a second payroll run.
	Subsequent late payments are made as required by the Contract Manager.

Week 2 Day 2 (Monday)	The Authority and Functional Bodies retain the right to audit and check the invoice by reviewing the specified Invoice Data
Day 3 (Tuesday)	The Authority and its Functional Bodies retain the right to audit and check the invoice by reviewing the Invoice Data File prior to payment
	Any amendments will be relayed to the Service Provider including credits on the following week's invoice. Amendments will be made on The Solution by the Service Provider and reflected on the following week's invoice on unless there is a 'serious dispute' within the required timelines
	All parties shall aim to avoid a 'serious dispute'

	If there is a 'serious dispute' The Authority and/or its Functional Bodies reserve the right to withhold payment immediately.
	The Service Provider will adjust the amount in dispute from the next agreed payment method. In such cases the next data file provided by The Service Provider shall not be amended until such time as Bodies pays the amount due.
	Upon agreement, the disputed invoice shall be cancelled, a credit note issued and a new and correct invoice issued.
Day 4 (Wednesday)	No action
Day 5 (Thursday)	Each Functional Body will pay the Service Provider to their nominated account
Day 6 (Friday)	No action

16. Transport for London –timesheeting arrangements for TfL Contact Centre Operations (CCO)

Transport for London operates Contact Centre Operations, approximately 160 Temporary Workers in its call and contact centre and has a dedicated resource team to follow up and check hours worked against resourcing and submitted by Temporary Workers. The Service Provider is required to workflow timesheets via the Solution to the Contact Centre Operations team and enable functionality to edit or amend working hours as required before they are submitted to the Service Provider in line with published deadlines.

17. References

Department for Business Innovation and Skills:

Government: https://www.gov.uk/agency-workers-your-rights/overview

Regulations: http://www.legislation.gov.uk/uksi/2010/93/contents/made

APPENDIX 3

Role Categories

Core Groups and Categories

Group 1				Group 2			
Category	Professional, Administrative and IT Services	Indicative (maximum) timeline to distribute to the secondary supply chain is unable to provide suitable CVs directly or via lead supplier	Indicative Time To Fill (Order placed to Offer Acceptance) *Note this is also dependant on Hiring Manager CV and interview feedback times*	Category	Construction & Engineering	Indicative (maximum) timeline to distribute to the secondary supply chain if unable to fill directly or via lead supplier	Indicative Time To Fill (Order placed to Offer Acceptance) *Note this is also dependant on Hiring Manager CV and interview feedback times*
CAT 01	Accountancy & Finance	3 working days	14 days	CAT 05	Civil Engineering	3 working days	21 days
CAT 02	Admin and Secretarial	2 working days	7 days	CAT 06	Project Engineering	3 working days	21 days
CAT 03	Property & Surveying , Building, Facilities	3 working days	14 days	CAT 07	Engineer Rolling Stock	3 working days	21 days
CAT 04	Commercial / Procurement / Quantity Surveyor	3 working days	21 days	CAT 08	Permanet Way	3 working days	21 days
CAT 10	Health & Safety / Environment	3 working days	21 days	CAT 09	Road & Rail Traffic control systems	3 working days	21 days
CAT 11	Human Resources & Training	3 working days	14 days	CAT 21	Power	3 working days	21 days
CAT 12	IT & Technology	3 working days	14 days	CAT 22	Building Services (Engineering)	3 working days	21 days
CAT 13	Legal	3 working days	14 days	CAT 23	Business & Digital Engineering	3 working days	21 days
CAT 14	Marketing and Communications	3 working days	14 days	CAT 24	Highways & Traffic	3 working days	21 days
CAT 15	Medical	3 working days	21 days	CAT 25	Enabling Services	3 working days	21 days
CAT 16	Project Management - non engineering	3 working days	14 days	CAT 26	Telecoms	3 working days	21 days
CAT 17	Planning - non engineering	3 working days	14 days	CAT 27	Systems Performance & Integration	3 working days	21 days
CAT 18	Risk	3 working days	14 days	CAT 28	Systems Safety	3 working days	21 days
CAT 19	Ex officers and Police Specialist	3 working days	21 days				
CAT 20	LFB Specialist	3 working days	21 days				
CAT 29	Policy & Research	3 working days	21 days				

G+A1:AG12Group	Count of Job Titles
GLA	289
LFB	103
LL	41
MPS	113
OPDC	9
TFL	784
MOPAC	85
Grand Total	1424

Categories Per Group
GLA
LFB
LL
MOPAC
MPS
OPDC
TFL
Grand Total

Job Titles and Categories per Group
GLA
LFB
LL
MOPAC
MPS
OPDC
TFL
Grand Total

Count of Job Titles / Row Labels	Cat 01 Accountancy	Cat 01 Accountancy	Cat 02 Admin & Secretarial	Cat 03 Property & Surveying, Building, Facilities	Cat 04 Commercial/Proc/QS	Cat 05 Civil Engineering	Cat 06 Project Engineering	Cat 07 Engineer Rolling Stock	Cat 08 Permanent Way	Cat 09 Road & Rail Traffic control systems	Cat 10 Health & Safety
GLA	15		18	23							
LFB	3		14		13						5
MPS	8		20		4						
TFL	57		74	20	51	20	10	32	1	5	3
(blank)											
LL	5		4	1	3						2
OPDC					5						
MOPAC		9	7		2						
Grand Total	88	9	137	44	78	20	10	32	1	5	10

Cat 11 Human Resources & Training	Cat 12 IT & Technology	Cat 13 Legal	Cat 14 Marketing and Communications	Cat 15 Medical	Cat 16 Project Management - non engineering	Cat 17 Planning - non engineering	Cat 18 Risk	Cat 18 Risk	Cat 19 Ex officers and Police Specialist	Cat 21 Power	Cat 22 Building Services (Engineering)	Cat 23 Business & Digital Engineering	Cat 24 Highways & Traffic	Cat 25 Enabling Services	Cat 25 Enabling Services	Cat 26 Telecoms	Cat 27 Systems Performance & Integration Engineer	Cat 28 Systems Safety	Cat 29 Policy & Research	(blank)	Grand Total
16	51	4	36		68	24		3											31		289
6	17	3	8	2	14	3		15													103
8	42	1	2	2	17	1	2		6												113
65	233	1	36	14	78	17		9		8	9	17	11	4	1	1	3	4			784
3	12		3		2	6															41
	1					3															9
5			3		6		6		47												85
103	356	9	88	18	185	54	8	27	53	8	9	17	11	4	1	1	3	4	31		1424

Job Titles	Catagory	Group
Accountant	Cat 01 Accountancy	GLA
Accounts Manager FRS D	Cat 01 Accountancy	LFB
Admin Support	Cat 01 Accountancy	TFL
Assistant Business Partner	Cat 01 Accountancy	TFL
Assistant Finance Business Partner	Cat 01 Accountancy	TFL
Balance Sheet & Consolidation Accountant	Cat 01 Accountancy	TFL
Business Accountant	Cat 01 Accountancy	TFL
Capital Accountant	Cat 01 Accountancy	TFL
Capital Accountant Band M Zone 1	Cat 01 Accountancy	MPS
Cash & AR Team Leader (Property)	Cat 01 Accountancy	TFL
Cash & Credit Assistant (Property)	Cat 01 Accountancy	TFL
Civil Engineer	Cat 01 Accountancy	TFL
Commercial Accountant	Cat 01 Accountancy	TFL
Commercial Finance Analyst	Cat 01 Accountancy	TFL
Contracts & Finance Officer	Cat 01 Accountancy	TFL
Corporation Tax Advsior	Cat 01 Accountancy	GLA
Cost Manager	Cat 01 Accountancy	TFL
Credit Controller	Cat 01 Accountancy	TFL
Deputy Finance Business Partner Band U	Cat 01 Accountancy	MPS
ERP Integration - Finance Reporting Lead	Cat 01 Accountancy	TFL
Finance Administrator	Cat 01 Accountancy	TFL
Finance Analyst	Cat 01 Accountancy	TFL
Finance Analyst	Cat 01 Accountancy	LL
Finance Analyst Band M	Cat 01 Accountancy	MPS
Finance and Procurement Lead	Cat 01 Accountancy	TFL
Finance Apprentice	Cat 01 Accountancy	LL
Finance Assistant	Cat 01 Accountancy	GLA
Finance Assistant	Cat 01 Accountancy	TFL
Finance Business Partner	Cat 01 Accountancy	TFL
Finance Consultant Band B Zone 1	Cat 01 Accountancy	MPS
Finance Manager	Cat 01 Accountancy	TFL
Finance Manager - Zone 1	Cat 01 Accountancy	MPS
Finance Manager	Cat 01 Accountancy	GLA
Finance Manager FRS D	Cat 01 Accountancy	LFB
Finance Officer	Cat 01 Accountancy	TFL
Finance Officer FRS D	Cat 01 Accountancy	LFB
Finance Support Manager	Cat 01 Accountancy	TFL
Finance Systems Accountant	Cat 01 Accountancy	TFL
Finance Systems Change Manager	Cat 01 Accountancy	TFL
Finance Systems Developer	Cat 01 Accountancy	TFL
Financial Accountant Band U Zone 1	Cat 01 Accountancy	MPS
Financial and Revenue Accounting Analyst	Cat 01 Accountancy	TFL
Financial Modeller	Cat 01 Accountancy	TFL
Financial Operations Assistant	Cat 01 Accountancy	TFL

Job Titles	Catagory	Group
Financial Reporting & Revenue Accountant	Cat 01 Accountancy	TFL
Financial Reporting Accountant	Cat 01 Accountancy	TFL
Financial Reporting Manager	Cat 01 Accountancy	TFL
Financial Viability Modeller	Cat 01 Accountancy	LL
Head Business Partner for Communications and Engagement	Cat 01 Accountancy	TFL
Head of AP SSL	Cat 01 Accountancy	TFL
Head of Cash and Accounts Receivable	Cat 01 Accountancy	TFL
Head of Controls & Risk	Cat 01 Accountancy	TFL
Head of Finance	Cat 01 Accountancy	LL
Head of Finance (Renewals Enhancements)	Cat 01 Accountancy	TFL
ICT Manager	Cat 01 Accountancy	TFL
Investment Analyst	Cat 01 Accountancy	TFL
Management Accountant	Cat 01 Accountancy	TFL
Office Support Manager	Cat 01 Accountancy	TFL
People Management Advisor Specialist	Cat 01 Accountancy	TFL
Planning and reporting Analyst	Cat 01 Accountancy	TFL
Portfolio and Data Finance Analyst - PB3	Cat 01 Accountancy	TFL
Principal Group Financial Accountant	Cat 01 Accountancy	TFL
Principal Group Systems Accountant	Cat 01 Accountancy	TFL
Principal Group Technical Accountant	Cat 01 Accountancy	TFL
Project Accountant	Cat 01 Accountancy	TFL
Property Data & Credit Assistant	Cat 01 Accountancy	TFL
R&U Finance Administrator	Cat 01 Accountancy	TFL
Reporting Accountant Band D	Cat 01 Accountancy	MPS
Senior Accountant Technical Accounting Band U Z1	Cat 01 Accountancy	MPS
Senior Business Accounting Manager	Cat 01 Accountancy	TFL
Senior Finance Business Partner	Cat 01 Accountancy	TFL
Senior Finance Business Partner	Cat 01 Accountancy	LL
Senior Finance Manager	Cat 01 Accountancy	TFL
Senior Finance Programmes Manager	Cat 01 Accountancy	TFL
Senior Financial Reporting Accountant	Cat 01 Accountancy	TFL
Senior Property accountant	Cat 01 Accountancy	TFL
Senior Finance Officer	Cat 01 Accountancy	GLA
Economist	Cat 01 Accountancy	GLA
Senior Economist	Cat 01 Accountancy	GLA
Finance Officer	Cat 01 Accountancy	GLA
Transition Role	Cat 01 Accountancy	TFL
Group Treasury Officer	Cat 01 Accountancy	GLA
Finance Manager Financial Advice	Cat 01 Accountancy	GLA
Senior Group Treasury Officer	Cat 01 Accountancy	GLA
Treasury Operations Manager	Cat 01 Accountancy	GLA
Group Treasury Officer	Cat 01 Accountancy	GLA
Senior Financial Analyst	Cat 01 Accountancy	GLA
VAT Advisor	Cat 01 Accountancy	GLA

Job Titles	Catagory	Group
Admin Team Lead	Cat 02 Admin & Secretarial	TFL
Administration Officer	Cat 02 Admin & Secretarial	GLA
Administration Officer FRS C	Cat 02 Admin & Secretarial	LFB
Administrative Assistant	Cat 02 Admin & Secretarial	LFB
Administrative Assistant Area Support	Cat 02 Admin & Secretarial	LFB
Administrative Assistant Assessment Centre	Cat 02 Admin & Secretarial	LFB
Administrative Assistant Band F Zone 1	Cat 02 Admin & Secretarial	MPS
Administrative Assistant Personnel Services	Cat 02 Admin & Secretarial	LFB
Administrative Support	Cat 02 Admin & Secretarial	LFB
Administrative Support & Res Officer	Cat 02 Admin & Secretarial	LFB
Administrator	Cat 02 Admin & Secretarial	TFL
Administrator Band E Zone 1	Cat 02 Admin & Secretarial	MPS
Administrator Band E Zone 2	Cat 02 Admin & Secretarial	MPS
Analyst Band D Zone 1	Cat 02 Admin & Secretarial	MPS
Asset Operations Technician	Cat 02 Admin & Secretarial	TFL
Asst Resource Mgr - Business Partner	Cat 02 Admin & Secretarial	TFL
Audio Typist - Zone 1	Cat 02 Admin & Secretarial	MPS
Baby on Board	Cat 02 Admin & Secretarial	TFL
Business Case Manager	Cat 02 Admin & Secretarial	TFL
Business Case Officer	Cat 02 Admin & Secretarial	TFL
Business Change Support Administrator	Cat 02 Admin & Secretarial	TFL
Business Officer	Cat 02 Admin & Secretarial	TFL
Business Operations Officer	Cat 02 Admin & Secretarial	TFL
Business Operations Support	Cat 02 Admin & Secretarial	TFL
Business Strategy Officer	Cat 02 Admin & Secretarial	TFL
Business Support Admin	Cat 02 Admin & Secretarial	TFL
Business Support Assistant	Cat 02 Admin & Secretarial	TFL
Business Support Manager	Cat 02 Admin & Secretarial	TFL
Car Pound Operative	Cat 02 Admin & Secretarial	MPS
Change Support Administrator	Cat 02 Admin & Secretarial	TFL
Character Vetting (Day & Training)	Cat 02 Admin & Secretarial	MPS
Client Representative	Cat 02 Admin & Secretarial	LL
Collision Assessor Band N	Cat 02 Admin & Secretarial	MPS
Compliance Administator	Cat 02 Admin & Secretarial	TFL
Consultation Administrator	Cat 02 Admin & Secretarial	TFL
Consultation Co-ordinator	Cat 02 Admin & Secretarial	TFL
Contact Centre Team Manager	Cat 02 Admin & Secretarial	TFL
Contract Administration	Cat 02 Admin & Secretarial	TFL
Corporate Administration Manager Grade 6	Cat 02 Admin & Secretarial	MPS
Corporate Reporting Co-ordinator	Cat 02 Admin & Secretarial	TFL
Corporate Reporting Specialist	Cat 02 Admin & Secretarial	TFL
Customer Information assistant	Cat 02 Admin & Secretarial	TFL
Customer Service Advisor	Cat 02 Admin & Secretarial	TFL
Customer Services Assistant FRS B	Cat 02 Admin & Secretarial	LFB

Job Titles	Catagory	Group
Customer Services Officer FRS C	Cat 02 Admin & Secretarial	LFB
Customer Services Training Supervisor	Cat 02 Admin & Secretarial	TFL
Data Input Administrator	Cat 02 Admin & Secretarial	TFL
Database Administrator	Cat 02 Admin & Secretarial	TFL
Demand & Planning Analyst	Cat 02 Admin & Secretarial	TFL
Directorate Assistant Grade 8	Cat 02 Admin & Secretarial	MPS
Document Controller	Cat 02 Admin & Secretarial	TFL
Document Retention Administrator	Cat 02 Admin & Secretarial	TFL
Document/Interface Coordinator	Cat 02 Admin & Secretarial	TFL
Driver & Operator Policy Manager	Cat 02 Admin & Secretarial	TFL
Executive PA to Chief Finance Officer	Cat 02 Admin & Secretarial	TFL
General Stores Support Driver FRS B	Cat 02 Admin & Secretarial	LFB
Kennel Hand	Cat 02 Admin & Secretarial	MPS
Knowledge & Engagement Officer	Cat 02 Admin & Secretarial	TFL
Knowledge Management Support	Cat 02 Admin & Secretarial	TFL
Knowledge of London Examiner	Cat 02 Admin & Secretarial	TFL
Left Luggage Attendant - VCS	Cat 02 Admin & Secretarial	TFL
Level 1 Admin Manager Zone 1	Cat 02 Admin & Secretarial	MPS
Level 2 Admin Manager Zone 1	Cat 02 Admin & Secretarial	MPS
Licensing Administraion Officer	Cat 02 Admin & Secretarial	TFL
Licensing Team - Compliance Administrator	Cat 02 Admin & Secretarial	TFL
Licensing Team Leader	Cat 02 Admin & Secretarial	TFL
LPO Assistant	Cat 02 Admin & Secretarial	TFL
Mail Room Operative	Cat 02 Admin & Secretarial	TFL
Medical Secretary	Cat 02 Admin & Secretarial	TFL
OH Administrator	Cat 02 Admin & Secretarial	TFL
Operational Administration Support Manager	Cat 02 Admin & Secretarial	TFL
Operational Development Administrator	Cat 02 Admin & Secretarial	TFL
Organisational Change Administrator	Cat 02 Admin & Secretarial	TFL
PA	Cat 02 Admin & Secretarial	TFL
PA	Cat 02 Admin & Secretarial	LL
Part Advisor	Cat 02 Admin & Secretarial	MPS
Passenger Services Administrator	Cat 02 Admin & Secretarial	TFL
Pensions Administrator	Cat 02 Admin & Secretarial	TFL
Project Administrater	Cat 02 Admin & Secretarial	GLA
Personal Assistant FRS C	Cat 02 Admin & Secretarial	LFB
Petty Cash Assistant FRS B	Cat 02 Admin & Secretarial	LFB
Procurement Administrator	Cat 02 Admin & Secretarial	TFL
Procurement Manager	Cat 02 Admin & Secretarial	TFL
Procurement Operations Administrator	Cat 02 Admin & Secretarial	TFL
Programme Support Manager	Cat 02 Admin & Secretarial	TFL
Project Support	Cat 02 Admin & Secretarial	TFL
Project Support Officer	Cat 02 Admin & Secretarial	TFL
Property Surveyor	Cat 02 Admin & Secretarial	TFL

Job Titles	Catagory	Group
Receptionist	Cat 02 Admin & Secretarial	LL
Regional Support Assistant	Cat 02 Admin & Secretarial	TFL
Senior Personal Assistant	Cat 02 Admin & Secretarial	GLA
Reservationist - MCC	Cat 02 Admin & Secretarial	TFL
Senior Executive Assistant Z1	Cat 02 Admin & Secretarial	MPS
Senior Property Operations Manager	Cat 02 Admin & Secretarial	TFL
Senior Traffic Orders Officer	Cat 02 Admin & Secretarial	TFL
Service Change and Publicity Adm	Cat 02 Admin & Secretarial	TFL
Solicitor	Cat 02 Admin & Secretarial	MPS
Station Assistant - VCS	Cat 02 Admin & Secretarial	TFL
Subject Matter Expert	Cat 02 Admin & Secretarial	TFL
Support Information Admin Grade 7	Cat 02 Admin & Secretarial	MPS
Systems Administrator	Cat 02 Admin & Secretarial	LFB
Administrator	Cat 02 Admin & Secretarial	GLA
Business Support Officer	Cat 02 Admin & Secretarial	GLA
Secretary	Cat 02 Admin & Secretarial	GLA
Board Secretary	Cat 02 Admin & Secretarial	GLA
Business Coordinator	Cat 02 Admin & Secretarial	GLA
Personal Assistant	Cat 02 Admin & Secretarial	GLA
Team Administrator	Cat 02 Admin & Secretarial	GLA
Senior Board Officer	Cat 02 Admin & Secretarial	GLA
Committee Officer	Cat 02 Admin & Secretarial	GLA
Committee Assistant	Cat 02 Admin & Secretarial	GLA
Senior Committee Officer	Cat 02 Admin & Secretarial	GLA
Secretariat Manager	Cat 02 Admin & Secretarial	GLA
Executive Support Officer	Cat 02 Admin & Secretarial	GLA
Senior Executive Support Officer	Cat 02 Admin & Secretarial	GLA
Team Member Reception, Helpdesk and Switchboard	Cat 02 Admin & Secretarial	GLA
Team Administrator	Cat 02 Admin & Secretarial	TFL
Team Administrator	Cat 02 Admin & Secretarial	LL
Topographical Skills Administrator	Cat 02 Admin & Secretarial	TFL
Topographical Skills Assessor	Cat 02 Admin & Secretarial	TFL
Travel Information Senior Advisor	Cat 02 Admin & Secretarial	TFL
Unit Admin Grade 8	Cat 02 Admin & Secretarial	MPS
Visitor Advisor	Cat 02 Admin & Secretarial	TFL
Warehouse Assistant (Non Shift)	Cat 02 Admin & Secretarial	MPS
Warehouse Operative /Driver FRS B	Cat 02 Admin & Secretarial	LFB
Warehouse Operative Band F	Cat 02 Admin & Secretarial	MPS
Works Assessment Manager	Cat 02 Admin & Secretarial	TFL
Works Compliance Officer	Cat 02 Admin & Secretarial	TFL
AMIS Coordinator	Cat 02 Admin & Secretarial	TFL
Compliance Officer	Cat 02 Admin & Secretarial	TFL
Arb and Landscape Maintenance Manager	Cat 03 Property & Surveying , Building, Facilities	TFL

Job Titles	Catagory	Group
Asset Manager	Cat 03 Property & Surveying , Building, Facilities	TFL
Assistant Land Surveyor	Cat 03 Property & Surveying , Building, Facilities	TFL
Senior Manager Public Land	Cat 03 Property & Surveying , Building, Facilities	GLA
Project Manager Public Land	Cat 03 Property & Surveying , Building, Facilities	GLA
Strategic Estates Advisors	Cat 03 Property & Surveying , Building, Facilities	GLA
Estate and Place Manager	Cat 03 Property & Surveying , Building, Facilities	GLA
Facilities Assistant	Cat 03 Property & Surveying , Building, Facilities	GLA
Facilities Officer Events and Operations	Cat 03 Property & Surveying , Building, Facilities	GLA
Facilities Manager Venue & Event Services	Cat 03 Property & Surveying , Building, Facilities	GLA
Facilities Officer - Amenities	Cat 03 Property & Surveying , Building, Facilities	GLA
Facilities Coordinator	Cat 03 Property & Surveying , Building, Facilities	GLA
Facilities Manager - Hard Services	Cat 03 Property & Surveying , Building, Facilities	GLA
Assistant Facilities Officer	Cat 03 Property & Surveying , Building, Facilities	GLA
Facilities Assistant	Cat 03 Property & Surveying , Building, Facilities	GLA
Programme Officer Building Safety	Cat 03 Property & Surveying , Building, Facilities	GLA
Senior Programme Officer Building Safety	Cat 03 Property & Surveying , Building, Facilities	GLA
Contracting and Compliance Manager Building Safety	Cat 03 Property & Surveying , Building, Facilities	GLA
Lettings and Events Officer	Cat 03 Property & Surveying , Building, Facilities	GLA
Security and Operations Officer (Late)	Cat 03 Property & Surveying , Building, Facilities	GLA
Security and Operations Controller (Nights)	Cat 03 Property & Surveying , Building, Facilities	GLA
Security and Operations Controller (Days)	Cat 03 Property & Surveying , Building, Facilities	GLA
Assistant Security and Operations Manager	Cat 03 Property & Surveying , Building, Facilities	GLA
Facilities Officer Projects	Cat 03 Property & Surveying , Building, Facilities	GLA
Assistant Security and Operations Manager	Cat 03 Property & Surveying , Building, Facilities	GLA
Security and Operations Manager	Cat 03 Property & Surveying , Building, Facilities	GLA
Senior Human Resources Adviser	Cat 11 Human Resources & Training	GLA
Human Resources Business Partner	Cat 11 Human Resources & Training	GLA
Human Resources Officer	Cat 11 Human Resources & Training	GLA
HR Adviser	Cat 11 Human Resources & Training	GLA
Human Resources Adviser	Cat 11 Human Resources & Training	GLA
Learning and Development Officer	Cat 11 Human Resources & Training	GLA
Equalities Diversity and Inclusion Adviser	Cat 11 Human Resources & Training	GLA
Workforce Equality Diversity and Inclusion Manager	Cat 11 Human Resources & Training	GLA
Learning and Organisational Development Manager	Cat 11 Human Resources & Training	GLA
Resourcing Advisor	Cat 11 Human Resources & Training	GLA
Resourcing Assistant	Cat 11 Human Resources & Training	GLA
Human Resources Information Systems Manager	Cat 03 Property & Surveying , Building, Facilities	TFL
HR and OD Business Manager	Cat 11 Human Resources & Training	GLA

Job Titles	Catagory	Group
Volunteer Manager	Cat 03 Property & Surveying , Building, Facilities	LL
Volunteer Recruitment and Training Coordinator	Cat 03 Property & Surveying , Building, Facilities	TFL
Estates Officer	Cat 03 Property & Surveying , Building, Facilities	TFL
Facilities Service Centre Advisor	Cat 03 Property & Surveying , Building, Facilities	TFL
Facilities Service Centre Supprt Manager	Cat 03 Property & Surveying , Building, Facilities	TFL
Land Surveyor	Cat 03 Property & Surveying , Building, Facilities	TFL
Maintenance and Performance Improv Mgr	Cat 03 Property & Surveying , Building, Facilities	TFL
Plant Enquiries Officer	Cat 03 Property & Surveying , Building, Facilities	TFL
Premises Maintenance Assistant	Cat 03 Property & Surveying , Building, Facilities	TFL
Premises Maintenance Technician	Cat 03 Property & Surveying , Building, Facilities	TFL
Principal Property Surveyor	Cat 03 Property & Surveying , Building, Facilities	TFL
Principal Sponsor Coordinator (Comms)	Cat 03 Property & Surveying , Building, Facilities	TFL
Senior Facility Manager	Cat 03 Property & Surveying , Building, Facilities	TFL
Senior Operational Property Surveyor	Cat 03 Property & Surveying , Building, Facilities	TFL
Senior Premises Maintenance Assistant	Cat 03 Property & Surveying , Building, Facilities	TFL
Accountant	Cat 04 Commercial/Proc/QS	OPDC
Senior Property Surveyor	Cat 03 Property & Surveying , Building, Facilities	TFL
Assistant Accountant	Cat 04 Commercial/Proc/QS	OPDC
Senior Surveyor	Cat 03 Property & Surveying , Building, Facilities	TFL
Agreements Team Leader	Cat 04 Commercial/Proc/QS	TFL
Assistant Commercial Manager	Cat 04 Commercial/Proc/QS	TFL
Assistant Contract Manager	Cat 04 Commercial/Proc/QS	TFL
Case Management Executive	Cat 04 Commercial/Proc/QS	TFL
Commercial Analyst	Cat 04 Commercial/Proc/QS	TFL
Commercial and Contract Manager	Cat 04 Commercial/Proc/QS	TFL
Commercial Business Analyst Lead	Cat 04 Commercial/Proc/QS	TFL
Commercial Director	Cat 04 Commercial/Proc/QS	OPDC
Commercial Contract Officer	Cat 04 Commercial/Proc/QS	TFL
Commercial Design Advisor	Cat 04 Commercial/Proc/QS	TFL
Commercial Manager	Cat 04 Commercial/Proc/QS	TFL
Commercial Officer	Cat 04 Commercial/Proc/QS	TFL
Commercial Revenue Accountant	Cat 04 Commercial/Proc/QS	TFL
Commercial Specialist	Cat 04 Commercial/Proc/QS	TFL
Commercial Support Administrator	Cat 04 Commercial/Proc/QS	TFL
Commercial Support Manager	Cat 04 Commercial/Proc/QS	TFL
Commercial Support Officer	Cat 04 Commercial/Proc/QS	TFL
Contract Manager	Cat 04 Commercial/Proc/QS	LFB
Contract Manager Band C Zone 1	Cat 04 Commercial/Proc/QS	MPS
Communication Business Partner	Cat 04 Commercial/Proc/QS	TFL
Contracts Administration Manager FRS E	Cat 04 Commercial/Proc/QS	LFB

Job Titles	Catagory	Group
Content Editor & Quality Assurance Support	Cat 04 Commercial/Proc/QS	TFL
Contracts Manager	Cat 04 Commercial/Proc/QS	MPS
Contracts Officer	Cat 04 Commercial/Proc/QS	LFB
Corporate and Commercial Support Officer	Cat 04 Commercial/Proc/QS	LL
Corporate Procurement Manager FRS F	Cat 04 Commercial/Proc/QS	LFB
Contracts Admin Support Manager - PLB	Cat 04 Commercial/Proc/QS	TFL
Equalities Mon & Audit Manager FRS E	Cat 04 Commercial/Proc/QS	LFB
Contracts Customer Information Manager	Cat 04 Commercial/Proc/QS	TFL
Efficiencies / Commercial Analyst	Cat 04 Commercial/Proc/QS	TFL
Equality & Inclusion Manager	Cat 04 Commercial/Proc/QS	TFL
Fleet Compliance Officer	Cat 04 Commercial/Proc/QS	LFB
Estimating Manager	Cat 04 Commercial/Proc/QS	TFL
Executive Officer	Cat 04 Commercial/Proc/QS	TFL
Franchise Compliance Assistant	Cat 04 Commercial/Proc/QS	TFL
Governance Officer	Cat 04 Commercial/Proc/QS	LFB
GRA and Policy Consultant	Cat 04 Commercial/Proc/QS	LFB
Head of Procurement	Cat 04 Commercial/Proc/QS	LL
HR Adviser	Cat 04 Commercial/Proc/QS	OPDC
HR Officer	Cat 04 Commercial/Proc/QS	OPDC
Governance Assistant	Cat 04 Commercial/Proc/QS	TFL
Governance Coordination Manager	Cat 04 Commercial/Proc/QS	TFL
Industry Agreements & Contracts Manager	Cat 04 Commercial/Proc/QS	TFL
Industry Agreements Analyst	Cat 04 Commercial/Proc/QS	TFL
Industry Agreements Manager	Cat 04 Commercial/Proc/QS	TFL
Management Consultant	Cat 04 Commercial/Proc/QS	MPS
JNP ERP Commercial Data Analyst	Cat 04 Commercial/Proc/QS	TFL
JNP ERP Commercial Data Lead	Cat 04 Commercial/Proc/QS	TFL
NOG Team Manager HAZMAT CONS	Cat 04 Commercial/Proc/QS	LFB
Network Development Delivery Officer - Training and Capability expert	Cat 04 Commercial/Proc/QS	TFL
Operational Policy and Procedure Co-Ordinator	Cat 04 Commercial/Proc/QS	LFB
Policy Lead Band B	Cat 04 Commercial/Proc/QS	MPS
Network Integrity Manager	Cat 04 Commercial/Proc/QS	TFL
NPL Contract Support Manager	Cat 04 Commercial/Proc/QS	TFL
Procurement Lead	Cat 04 Commercial/Proc/QS	LL
Procurement Manager	Cat 04 Commercial/Proc/QS	LFB
Process Improvement Lead	Cat 04 Commercial/Proc/QS	TFL
Procurement Agent	Cat 04 Commercial/Proc/QS	TFL
Programme Controls Assistant	Cat 04 Commercial/Proc/QS	TFL
Programme Cost Manager	Cat 04 Commercial/Proc/QS	TFL
Purchasing Officer (P2P)	Cat 04 Commercial/Proc/QS	TFL
Quality Compliance Manager	Cat 04 Commercial/Proc/QS	TFL
Quality Engineer	Cat 04 Commercial/Proc/QS	TFL
Quality Manager	Cat 04 Commercial/Proc/QS	TFL

Job Titles	Catagory	Group
Quality Standards Mgr (App)	Cat 04 Commercial/Proc/QS	TFL
Quantity Surveyor	Cat 04 Commercial/Proc/QS	TFL
R & I Implementation Manager	Cat 04 Commercial/Proc/QS	TFL
Senior Commercial Analyst	Cat 04 Commercial/Proc/QS	TFL
Senior Commercial Lead	Cat 04 Commercial/Proc/QS	TFL
Senior Procurement Officer	Cat 04 Commercial/Proc/QS	LFB
Senior Commercial Manager	Cat 04 Commercial/Proc/QS	TFL
Space Rationalisation Manager FRS F	Cat 04 Commercial/Proc/QS	LFB
Senior Procurement Mgr-Commercial CoE	Cat 04 Commercial/Proc/QS	TFL
Senior Supplier and Assurance Performance Manager	Cat 04 Commercial/Proc/QS	TFL
Asset Engineer (Civil)	Cat 05 Civil Engineering	TFL
Assistant Bridges and Structures Engineer	Cat 05 Civil Engineering	TFL
Civil/Premisis Engineer	Cat 05 Civil Engineering	TFL
Construction Inspector	Cat 05 Civil Engineering	TFL
Construction Site Manager	Cat 05 Civil Engineering	TFL
Construction Support Manager	Cat 05 Civil Engineering	TFL
Design Engineer	Cat 05 Civil Engineering	TFL
Eng (B2) Earth Structures & Geotechnical	Cat 05 Civil Engineering	TFL
Eng (B3) Civil Engineering	Cat 05 Civil Engineering	TFL
Planning Manager	Cat 05 Civil Engineering	TFL
Premises Eng /Civil Engineer	Cat 05 Civil Engineering	TFL
Principal Transport Modeller	Cat 05 Civil Engineering	TFL
Project Manager	Cat 05 Civil Engineering	TFL
Senior Construction Manager	Cat 05 Civil Engineering	TFL
Technician Eng Civil Engineering	Cat 05 Civil Engineering	TFL
Technician Eng Tunnels	Cat 05 Civil Engineering	TFL
VISSUM Modeller	Cat 05 Civil Engineering	TFL
Eng (B3) Built Environment	Cat 05 Civil Engineering	TFL
Construction Manager	Cat 05 Civil Engineering	TFL
Works Coordination Officer	Cat 05 Civil Engineering	TFL
Assistant Engineer	Cat 06 Project Engineering	TFL
Assistant Project Engineer	Cat 06 Project Engineering	TFL
Discipline Engineer	Cat 06 Project Engineering	TFL
Principal Engineer	Cat 06 Project Engineering	TFL
Programme Planning Manager	Cat 06 Project Engineering	TFL
Project Engineer	Cat 06 Project Engineering	TFL
Quality and Performance Support Manager	Cat 06 Project Engineering	TFL
Senior Engineer	Cat 06 Project Engineering	TFL
Senior Project Engineer	Cat 06 Project Engineering	TFL
Senior Project Planner	Cat 06 Project Engineering	TFL
Engineering Inspector	Cat 07 Engineer Rolling Stock	TFL
Materials Management Data Clerk	Cat 07 Engineer Rolling Stock	TFL
Production Engineer	Cat 07 Engineer Rolling Stock	TFL
Production Manager	Cat 07 Engineer Rolling Stock	TFL

Job Titles	Catagory	Group
Technical Author	Cat 07 Engineer Rolling Stock	TFL
Operations Support Manager - RS	Cat 07 Engineer Rolling Stock	TFL
Advanced Train Maintainer	Cat 07 Engineer Rolling Stock	TFL
Calibration Driver	Cat 07 Engineer Rolling Stock	TFL
Carpenter & Joiner	Cat 07 Engineer Rolling Stock	TFL
Delivery Manager	Cat 07 Engineer Rolling Stock	TFL
Delivery Support	Cat 07 Engineer Rolling Stock	TFL
Delivery Technician	Cat 07 Engineer Rolling Stock	TFL
Depot Infrastructure Manager	Cat 07 Engineer Rolling Stock	TFL
Depot Services & Logistics Assitant	Cat 07 Engineer Rolling Stock	TFL
Despatch Operative	Cat 07 Engineer Rolling Stock	TFL
Doors Maintenance Optimisation Engineer	Cat 07 Engineer Rolling Stock	TFL
Electrical Mechanical Fitter	Cat 07 Engineer Rolling Stock	TFL
Electromechanical Engineer	Cat 07 Engineer Rolling Stock	TFL
Electronic Craftsman	Cat 07 Engineer Rolling Stock	TFL
Engineer	Cat 07 Engineer Rolling Stock	TFL
Fitter 1	Cat 07 Engineer Rolling Stock	TFL
Fleet Technician	Cat 07 Engineer Rolling Stock	TFL
Inspector	Cat 07 Engineer Rolling Stock	TFL
Mechanical Fitter	Cat 07 Engineer Rolling Stock	TFL
Refurbishment Train Maintainers	Cat 07 Engineer Rolling Stock	TFL
Storeman	Cat 07 Engineer Rolling Stock	TFL
Stores Operative	Cat 07 Engineer Rolling Stock	TFL
Stores Production Assistant	Cat 07 Engineer Rolling Stock	TFL
Team Leader	Cat 07 Engineer Rolling Stock	TFL
Technical Support Manager (RS)	Cat 07 Engineer Rolling Stock	TFL
Train Maintainer	Cat 07 Engineer Rolling Stock	TFL
Welder	Cat 07 Engineer Rolling Stock	TFL
Points & Crossing Machinist	Cat 08 Permanent Way	TFL
Eng (B3) Rail Signalling	Cat 09 Road & Rail Traffic control systems	TFL
Principal Signalling Engineer	Cat 09 Road & Rail Traffic control systems	TFL
Senior Eng Rail Signalling	Cat 09 Road & Rail Traffic control systems	TFL
Signalling Project Engineer	Cat 09 Road & Rail Traffic control systems	TFL
Test and Commissioning Engineer	Cat 09 Road & Rail Traffic control systems	TFL
Environment Manager	Cat 10 Health & Safety	TFL
HSE Assistant advisor	Cat 10 Health & Safety	TFL
HSE Manager	Cat 10 Health & Safety	TFL
Apprenticeship Upskilling Project Advisor	Cat 11 Human Resources & Training	TFL
ASITE Development/Trainer	Cat 11 Human Resources & Training	TFL
Assistance Business Manager	Cat 11 Human Resources & Training	TFL
Assistant Business Manager	Cat 11 Human Resources & Training	TFL
Assistant HR Business Partner	Cat 11 Human Resources & Training	TFL
Assistant HR Change Manager	Cat 11 Human Resources & Training	TFL
Assistant HR Consultant	Cat 11 Human Resources & Training	TFL

Job Titles	Catagory	Group
Assistant Scheme Assessor/Coordinator	Cat 11 Human Resources & Training	TFL
Benefits Analyst Roadmap Analyst	Cat 11 Human Resources & Training	TFL
Business Partner	Cat 11 Human Resources & Training	TFL
Contractor, Training and Competency Ass	Cat 11 Human Resources & Training	TFL
Development Schemes Recruitment Co-ordinator	Cat 11 Human Resources & Training	TFL
Employee Comms Business Partner	Cat 11 Human Resources & Training	TFL
Employee Communications and Engagement Business Partner	Cat 11 Human Resources & Training	TFL
Employee Communications and Engagement Officer	Cat 11 Human Resources & Training	TFL
Employee Relations Advisor	Cat 11 Human Resources & Training	TFL
Employee Relations Office Manager	Cat 11 Human Resources & Training	TFL
Head of Training Development	Cat 11 Human Resources & Training	TFL
High volume on boarding coordinator	Cat 11 Human Resources & Training	TFL
HR Business Analyst Lead	Cat 11 Human Resources & Training	TFL
HR Change Administrator	Cat 11 Human Resources & Training	TFL
HR Change Analyst	Cat 11 Human Resources & Training	TFL
HR JNP ERP Data Lead	Cat 11 Human Resources & Training	TFL
HR Manager	Cat 11 Human Resources & Training	TFL
HR Reporting Analyst	Cat 11 Human Resources & Training	TFL
HR Services Administrator	Cat 11 Human Resources & Training	TFL
HR Services Call Advisor	Cat 11 Human Resources & Training	TFL
HR Services Senior Advisor	Cat 11 Human Resources & Training	TFL
Human Resources Business Partner	Cat 11 Human Resources & Training	TFL
IM Business Partner	Cat 11 Human Resources & Training	TFL
Learning & Development Specialist	Cat 11 Human Resources & Training	TFL
Learning and Development Librarian	Cat 11 Human Resources & Training	TFL
Onboarding Coordinator	Cat 11 Human Resources & Training	TFL
Oracle/Axiom Interface Manager	Cat 11 Human Resources & Training	TFL
Org Change & Redeployment Advisor	Cat 11 Human Resources & Training	TFL
Organisational Change Consultant	Cat 11 Human Resources & Training	TFL
Payroll Coordinator	Cat 11 Human Resources & Training	TFL
Payroll Integration Lead	Cat 11 Human Resources & Training	TFL
Payroll Specialist	Cat 11 Human Resources & Training	TFL
Payroll Support Manager	Cat 11 Human Resources & Training	TFL
Payroll Systems Administrator	Cat 11 Human Resources & Training	TFL
Pensions Service Delivery Agent	Cat 11 Human Resources & Training	TFL
Pensions Service Delivery Team Leader	Cat 11 Human Resources & Training	TFL
People Change and Org Design Lead	Cat 11 Human Resources & Training	TFL
People Change Lead	Cat 11 Human Resources & Training	TFL
People Performance Analyst	Cat 11 Human Resources & Training	TFL
PMA Specialist	Cat 11 Human Resources & Training	TFL
Recruitment Administrator	Cat 11 Human Resources & Training	TFL
Recruitment Coordinator	Cat 11 Human Resources & Training	TFL
Recruitment Delivery Manager	Cat 11 Human Resources & Training	TFL

Job Titles	Catagory	Group
Recruitment Manager	Cat 11 Human Resources & Training	TFL
Recruitment Project Manager	Cat 11 Human Resources & Training	TFL
Recruitment Reporting and Technical Manager	Cat 11 Human Resources & Training	TFL
Recruitment Team Leader (Permanent)	Cat 11 Human Resources & Training	TFL
Redeployment Administrator	Cat 11 Human Resources & Training	TFL
Assistant Environment Advisor FRS C	Cat 10 Health & Safety	LFB
Communities and Business Officer	Cat 10 Health & Safety	LL
Redeployment Consultant	Cat 11 Human Resources & Training	TFL
Fitness Advisor FRS D	Cat 10 Health & Safety	LFB
ROI Case Officer	Cat 11 Human Resources & Training	TFL
Senior Borough Programme Officer	Cat 11 Human Resources & Training	TFL
NOG Team Manager (Subsurface, height and structures)	Cat 10 Health & Safety	LFB
NOG Work Package Contributor (Subsurface, height and structures)	Cat 10 Health & Safety	LFB
NW FRS Inspecting Officer FRS D	Cat 10 Health & Safety	LFB
Security Manager	Cat 10 Health & Safety	LL
Senior Business Partner	Cat 11 Human Resources & Training	TFL
Trainer and Competency Assessor	Cat 11 Human Resources & Training	TFL
Training and Development Manager	Cat 11 Human Resources & Training	TFL
Training Coordinator	Cat 11 Human Resources & Training	TFL
Training Design and Assurance Manager	Cat 11 Human Resources & Training	TFL
Training Lead	Cat 11 Human Resources & Training	TFL
Training Logistics Co-ordinator	Cat 11 Human Resources & Training	TFL
Administrator/Data Entry	Cat 12 IT & Technology	TFL
Application Engineer	Cat 12 IT & Technology	TFL
Architect	Cat 12 IT & Technology	TFL
Business Support Officer	Cat 11 Human Resources & Training	GLA
Consultant – LFB Training Centre Croydon	Cat 11 Human Resources & Training	LFB
ASD Analyst	Cat 12 IT & Technology	TFL
Asset Management Information Systems (AMIS) Senior Project Manager	Cat 12 IT & Technology	TFL
Director of HR	Cat 11 Human Resources & Training	LL
Assistant Asset Development Engineer	Cat 12 IT & Technology	TFL
Assistant Information Manager	Cat 12 IT & Technology	TFL
Automation Tester	Cat 12 IT & Technology	TFL
Back End Developer	Cat 12 IT & Technology	TFL
Employee Relations Assistant FRS C	Cat 11 Human Resources & Training	LFB
BI Tester	Cat 12 IT & Technology	TFL
Fairness At Work Advisor	Cat 11 Human Resources & Training	MPS
Business & Process Improvement Analyst	Cat 12 IT & Technology	TFL
Business Analyst	Cat 12 IT & Technology	TFL
HR Admin	Cat 11 Human Resources & Training	LL
HR Advisor FRS E	Cat 11 Human Resources & Training	LFB
HR Assistant	Cat 11 Human Resources & Training	GLA
Business Change Manager	Cat 12 IT & Technology	TFL

Job Titles	Catagory	Group
Business Change Programme Controls Analyst	Cat 12 IT & Technology	TFL
Business Change Specialist	Cat 12 IT & Technology	TFL
Business Change Support Manager	Cat 12 IT & Technology	TFL
HR Major Change Band B	Cat 11 Human Resources & Training	MPS
Business Design & PMO	Cat 12 IT & Technology	TFL
HR Manager - Band D Zone 1	Cat 11 Human Resources & Training	MPS
HR Officer	Cat 11 Human Resources & Training	LL
Business Improvement Lead	Cat 12 IT & Technology	TFL
Business Intelligence Business Analyst	Cat 12 IT & Technology	TFL
Business Objects Domain Lead	Cat 12 IT & Technology	TFL
Business Operation Resource Cordinator	Cat 12 IT & Technology	TFL
HR support	Cat 11 Human Resources & Training	GLA
Business System Analyst	Cat 12 IT & Technology	TFL
Business Technology Manager	Cat 12 IT & Technology	TFL
Calibration Production Assistant	Cat 12 IT & Technology	TFL
Capability Analyst	Cat 12 IT & Technology	TFL
Capability Development Specialist	Cat 12 IT & Technology	TFL
Cashier	Cat 12 IT & Technology	TFL
Category Manager	Cat 12 IT & Technology	TFL
Category Officer	Cat 12 IT & Technology	TFL
CE Business Intelligence Architect	Cat 12 IT & Technology	TFL
CE Business Operations Support	Cat 12 IT & Technology	TFL
CE Service Desk Analyst	Cat 12 IT & Technology	TFL
CE Service Desk Assistant	Cat 12 IT & Technology	TFL
Centurion Administrator	Cat 12 IT & Technology	TFL
Change Analyst	Cat 12 IT & Technology	TFL
Concessions and InDesigner	Cat 12 IT & Technology	TFL
Condition Monitoring Engineer	Cat 12 IT & Technology	TFL
Configuration Auditor	Cat 12 IT & Technology	TFL
Content Management System Architect	Cat 12 IT & Technology	TFL
Continual Service Improvement Specialist	Cat 12 IT & Technology	TFL
Data & Analytics Junior Tester	Cat 12 IT & Technology	TFL
Data & Analytics Senior Tester	Cat 12 IT & Technology	TFL
Data & Performance Manager	Cat 12 IT & Technology	TFL
Data Analyst	Cat 12 IT & Technology	TFL
Data and Analytics Tester	Cat 12 IT & Technology	TFL
Data and Records Officer	Cat 12 IT & Technology	TFL
Data Assurance Manager	Cat 12 IT & Technology	TFL
Data Control Resource	Cat 12 IT & Technology	TFL
Data Controller	Cat 12 IT & Technology	TFL
Resourcing Assistant	Cat 11 Human Resources & Training	GLA
Data Entry Clerk	Cat 12 IT & Technology	TFL
Data Input	Cat 12 IT & Technology	TFL
Data Manager	Cat 12 IT & Technology	TFL

Job Titles	Catagory	Group
Specialist recruitment and outreach advisor	Cat 11 Human Resources & Training	LFB
Database Officer	Cat 12 IT & Technology	TFL
Training & Release Officer FRS C	Cat 11 Human Resources & Training	LFB
Design Engineering Manager	Cat 12 IT & Technology	TFL
Developer	Cat 12 IT & Technology	TFL
Development Engineer - TSG	Cat 12 IT & Technology	TFL
Development Stream Lead	Cat 12 IT & Technology	TFL
Development Technical Lead	Cat 12 IT & Technology	TFL
Training Programming Officer	Cat 11 Human Resources & Training	LFB
Senior Linux Systems Engineer	Cat 12 IT & Technology	GLA
DevOps Software Engineer	Cat 12 IT & Technology	TFL
AMS Engineer (Generic)	Cat 12 IT & Technology	MPS
Digital Commercial Lead	Cat 12 IT & Technology	TFL
Application Support Engineer Band N	Cat 12 IT & Technology	MPS
Digital Engineer	Cat 12 IT & Technology	TFL
Digital Insight Analyst	Cat 12 IT & Technology	TFL
Document Control Manager	Cat 12 IT & Technology	TFL
Electrical Discipline Design Engineer	Cat 12 IT & Technology	TFL
Assistant Curator	Cat 12 IT & Technology	LL
End to End Integration Test Manager	Cat 12 IT & Technology	TFL
Events Support Manager - GPA	Cat 12 IT & Technology	TFL
Experience Design Lead	Cat 12 IT & Technology	TFL
Experience Designer	Cat 12 IT & Technology	TFL
Forensic Analyst	Cat 12 IT & Technology	TFL
Business & Technical Analyst	Cat 12 IT & Technology	MPS
Front End Developer	Cat 12 IT & Technology	TFL
Business Analyst	Cat 12 IT & Technology	MPS
Business Auditor	Cat 12 IT & Technology	MPS
Geotechnical Engineer	Cat 12 IT & Technology	TFL
GIS Production Support Analyst	Cat 12 IT & Technology	TFL
GIS Specialist	Cat 12 IT & Technology	TFL
Graphic Designer	Cat 12 IT & Technology	TFL
Group Integrated Planning Analyst	Cat 12 IT & Technology	TFL
Group Integrated Planning Manager	Cat 12 IT & Technology	TFL
IM Administrator	Cat 12 IT & Technology	TFL
IM Application Service Delivery Analyst	Cat 12 IT & Technology	TFL
IM ASD Analyst	Cat 12 IT & Technology	TFL
Business Support Manager Band B Z1	Cat 12 IT & Technology	MPS
IM Assurance & Acceptance Specialist	Cat 12 IT & Technology	TFL
IM Audit Specialist - Internal Audit	Cat 12 IT & Technology	TFL
IM Business Analyst	Cat 12 IT & Technology	TFL
IM Business Change Manager	Cat 12 IT & Technology	TFL
IM Business Change Specialist	Cat 12 IT & Technology	TFL
IM Business Systems Analyst	Cat 12 IT & Technology	TFL

Job Titles	Catagory	Group
Category Consultant/Assistant	Cat 12 IT & Technology	MPS
IM Chief Technical Officer	Cat 12 IT & Technology	TFL
Category Manager Band B Zone 1	Cat 12 IT & Technology	MPS
IM Cost and Planning Team Lead	Cat 12 IT & Technology	TFL
IM Enterprise Architect	Cat 12 IT & Technology	TFL
IM GIS Production Support Analyst	Cat 12 IT & Technology	TFL
IM Infrastructure Engineer	Cat 12 IT & Technology	TFL
IM Infrastructure Team Lead	Cat 12 IT & Technology	TFL
IM Integration Service Owner	Cat 12 IT & Technology	TFL
IM Mobile Service Management Accountant	Cat 12 IT & Technology	TFL
IM Programme Director Networks	Cat 12 IT & Technology	TFL
IM Programme Manager	Cat 12 IT & Technology	TFL
IM Project Manager	Cat 12 IT & Technology	TFL
IM Resilience & Business Continuity Manager	Cat 12 IT & Technology	TFL
IM SAP Basis Analyst	Cat 12 IT & Technology	TFL
Corporate Wi-Fi Implementation Manager	Cat 12 IT & Technology	MPS
IM SAP Functional Analyst	Cat 12 IT & Technology	TFL
IM SAP Functional Support	Cat 12 IT & Technology	TFL
IM SAP Project Manager	Cat 12 IT & Technology	TFL
IM SAP Solution Architect	Cat 12 IT & Technology	TFL
Data Analytics Manager FRS E	Cat 12 IT & Technology	LFB
IM Security Analyst	Cat 12 IT & Technology	TFL
IM Senior Analyst Programmer	Cat 12 IT & Technology	TFL
IM Senior Application Service Delivery Analyst	Cat 12 IT & Technology	TFL
IM Senior Application Support Analyst	Cat 12 IT & Technology	TFL
IM Senior ASD Analyst	Cat 12 IT & Technology	TFL
IM Senior Business Analyst	Cat 12 IT & Technology	TFL
IM Senior Cost & Planning Analyst	Cat 12 IT & Technology	TFL
IM Senior Infrastructure Engineer	Cat 12 IT & Technology	TFL
IM Senior Resource Analyst	Cat 12 IT & Technology	TFL
IM Senior Security Analyst	Cat 12 IT & Technology	TFL
IM Senior Service Transition Analyst	Cat 12 IT & Technology	TFL
Developers	Cat 12 IT & Technology	MPS
Development Admin	Cat 12 IT & Technology	LL
IM Senior Solutions Architect	Cat 12 IT & Technology	TFL
Development Manager	Cat 12 IT & Technology	LL
IM Senior Solutions Developer	Cat 12 IT & Technology	TFL
IM Service Manager	Cat 12 IT & Technology	TFL
DevOps Release Engineer Band M	Cat 12 IT & Technology	MPS
IM Service Transition Analyst	Cat 12 IT & Technology	TFL
IM Service Transition Manager	Cat 12 IT & Technology	TFL
Digital Content Designer	Cat 12 IT & Technology	LFB
IM Solution Architect	Cat 12 IT & Technology	TFL
IM Solutions Development Manager	Cat 12 IT & Technology	TFL

Job Titles	Catagory	Group
Digital Officer FRS C	Cat 12 IT & Technology	LFB
Digital Print Operator FRS B	Cat 12 IT & Technology	LFB
Director ICT Business Management	Cat 12 IT & Technology	MPS
IM Systems Data and Communications Manager	Cat 12 IT & Technology	TFL
Document Management Assistant FRS B	Cat 12 IT & Technology	LFB
ECM Business Analyst - Band M	Cat 12 IT & Technology	MPS
eDiscovery Quality Assurance Project Specialist	Cat 12 IT & Technology	MPS
IM Technical Solutions Analyst	Cat 12 IT & Technology	TFL
IM Test Analyst	Cat 12 IT & Technology	TFL
IM Trainer	Cat 12 IT & Technology	TFL
IMC2 Commercial Manager # Infrastructure Maintenance	Cat 12 IT & Technology	TFL
In Designer & Technical Illustrator	Cat 12 IT & Technology	TFL
Information & Reporting Officer	Cat 12 IT & Technology	TFL
Infrastructure Analyst	Cat 12 IT & Technology	TFL
Infrastructure Manager	Cat 12 IT & Technology	TFL
Infrastructure Technical Engagement Lead	Cat 12 IT & Technology	TFL
Infrastruture Engineer	Cat 12 IT & Technology	TFL
Integration: default position	Cat 12 IT & Technology	TFL
Graphic Designer P Band	Cat 12 IT & Technology	MPS
Interaction Designer	Cat 12 IT & Technology	TFL
JNP ERP Data Lead	Cat 12 IT & Technology	TFL
Head of Category	Cat 12 IT & Technology	MPS
Head of Development	Cat 12 IT & Technology	LL
ICT Infrastructure Analyst	Cat 12 IT & Technology	LFB
ICT Network Support	Cat 12 IT & Technology	LFB
ICT Security Engineer FRS E	Cat 12 IT & Technology	LFB
ICT Service Analyst FRS D	Cat 12 IT & Technology	LFB
ICT SharePoint Support	Cat 12 IT & Technology	LFB
JNP ERP HR Data Analyst	Cat 12 IT & Technology	TFL
Junior User Experience Consultant	Cat 12 IT & Technology	TFL
Lead Analyst & Web Analyst	Cat 12 IT & Technology	TFL
Management System Senior Manager	Cat 12 IT & Technology	TFL
Migration Engineer	Cat 12 IT & Technology	TFL
Mobile Device Support Specialist	Cat 12 IT & Technology	TFL
Network / Commissioning Engineer	Cat 12 IT & Technology	TFL
Online Scrum Master	Cat 12 IT & Technology	TFL
Operations Centre Analyst	Cat 12 IT & Technology	TFL
Organisational Design Specialist	Cat 12 IT & Technology	TFL
Oyster Control Centre Network Testers	Cat 12 IT & Technology	TFL
PMO Analyst	Cat 12 IT & Technology	TFL
Power Specialist Engineer	Cat 12 IT & Technology	TFL
Principal Operational Systems Developer	Cat 12 IT & Technology	TFL
Product Manager (Digital) (Pontoon)	Cat 12 IT & Technology	TFL
Product Owner	Cat 12 IT & Technology	TFL

Job Titles	Catagory	Group
Programme Director Networks	Cat 12 IT & Technology	TFL
Programme Manager	Cat 12 IT & Technology	TFL
Property Data Analyst	Cat 12 IT & Technology	TFL
Real Time Passenger Information Officer	Cat 12 IT & Technology	TFL
Relationship Manager	Cat 12 IT & Technology	TFL
Reporting Analyst	Cat 12 IT & Technology	TFL
Reporting Manager	Cat 12 IT & Technology	TFL
Reprographics Support	Cat 12 IT & Technology	TFL
Requirements & Acceptance Specialist	Cat 12 IT & Technology	TFL
SAP Functional Analyst	Cat 12 IT & Technology	TFL
SAP Functional Consultant	Cat 12 IT & Technology	TFL
SAP Functional Lead	Cat 12 IT & Technology	TFL
SAP Test Manager	Cat 12 IT & Technology	TFL
Scrum Master	Cat 12 IT & Technology	TFL
Scrum Product Owner	Cat 12 IT & Technology	TFL
Secondment Project Mgr (PTNS)	Cat 12 IT & Technology	TFL
Senior Analyst Programmer	Cat 12 IT & Technology	TFL
Senior Application Engineer	Cat 12 IT & Technology	TFL
Senior ASD Analyst	Cat 12 IT & Technology	TFL
Senior Business Analyst	Cat 12 IT & Technology	TFL
Senior Business Systems Analyst - Mobile	Cat 12 IT & Technology	TFL
Senior Citrix Engineer	Cat 12 IT & Technology	TFL
Senior Credit Controller	Cat 12 IT & Technology	TFL
Senior Cyber Security Analyst	Cat 12 IT & Technology	TFL
Senior Cyber Security Architect	Cat 12 IT & Technology	TFL
Senior Data Analyst	Cat 12 IT & Technology	TFL
Senior Data Modeller	Cat 12 IT & Technology	TFL
Senior Data Visualisation Developer	Cat 12 IT & Technology	TFL
Senior Developer	Cat 12 IT & Technology	TFL
Senior Engineer - Digital Engineering	Cat 12 IT & Technology	TFL
Senior Graphic Designer/Graphic Design Studio Manager	Cat 12 IT & Technology	TFL
Senior Infra Engineer (Unified Comms)	Cat 12 IT & Technology	TFL
Senior Infrastructure Architect	Cat 12 IT & Technology	TFL
Implementation Mgr - Band N	Cat 12 IT & Technology	MPS
Senior Infrastructure Engineer	Cat 12 IT & Technology	TFL
Incident Analyst FRS C	Cat 12 IT & Technology	LFB
Senior Network & Telecomms Architect	Cat 12 IT & Technology	TFL
Information Access Manager FRS D	Cat 12 IT & Technology	LFB
Information Manager	Cat 12 IT & Technology	LL
Senior Product Manager	Cat 12 IT & Technology	TFL
Senior Product Owner	Cat 12 IT & Technology	TFL
Senior Scrum Master	Cat 12 IT & Technology	TFL
Senior Service Analyst	Cat 12 IT & Technology	TFL
Senior Service Transition Analyst	Cat 12 IT & Technology	TFL

Job Titles	Catagory	Group
Senior Software Developer	Cat 12 IT & Technology	TFL
IT Service & Transition Delivery Manager	Cat 12 IT & Technology	LL
Senior Solution Architect	Cat 12 IT & Technology	TFL
Senior System Engineer	Cat 12 IT & Technology	TFL
Senior Systems Developer	Cat 12 IT & Technology	TFL
Senior Test Analyst	Cat 12 IT & Technology	TFL
Lead Developer	Cat 12 IT & Technology	MPS
Service Analyst	Cat 12 IT & Technology	TFL
Service Change Analyst	Cat 12 IT & Technology	TFL
Service Change and Release Analyst	Cat 12 IT & Technology	TFL
Service Delivery Coordinator	Cat 12 IT & Technology	TFL
Office 365 Deployment engineer	Cat 12 IT & Technology	GLA
Service Delivery Integration Manager	Cat 12 IT & Technology	TFL
Service Delivery Manager	Cat 12 IT & Technology	TFL
Service Design Architect	Cat 12 IT & Technology	TFL
OSS Systems Specialist Band M	Cat 12 IT & Technology	MPS
Service Design Manager	Cat 12 IT & Technology	TFL
Partnership Development Manager	Cat 12 IT & Technology	LL
PEG Technician FRS B	Cat 12 IT & Technology	LFB
Service Desk Analyst	Cat 12 IT & Technology	TFL
Service Desk Assistant	Cat 12 IT & Technology	TFL
PPDT Development Assistant x2	Cat 12 IT & Technology	LL
Service Manager	Cat 12 IT & Technology	TFL
Service Tooling and Monitoring Manager	Cat 12 IT & Technology	TFL
Service Transition and Design Lead	Cat 12 IT & Technology	TFL
Sn Network & Telecomms Architect Tm Lead	Cat 12 IT & Technology	TFL
Snr Business Systems Analyst - Xrail	Cat 12 IT & Technology	TFL
Project Support Officer	Cat 12 IT & Technology	OPDC
Snr Infrastructure Engineer (Sequencer)	Cat 12 IT & Technology	TFL
Software Deployment Engineer	Cat 12 IT & Technology	TFL
Solutions Architect	Cat 12 IT & Technology	TFL
Structures Asset Engineer	Cat 12 IT & Technology	TFL
System Asset Engineer	Cat 12 IT & Technology	TFL
Systems Analyst	Cat 12 IT & Technology	TFL
Systems Development Engineer	Cat 12 IT & Technology	TFL
Tech & Data IM Trainer	Cat 12 IT & Technology	TFL
Technical Administrator	Cat 12 IT & Technology	TFL
Technical Approvals Manager	Cat 12 IT & Technology	TFL
Technical Architect	Cat 12 IT & Technology	TFL
Technical Delivery Analyst	Cat 12 IT & Technology	TFL
Technical Delivery Lead	Cat 12 IT & Technology	TFL
Technical Delivery Manager	Cat 12 IT & Technology	TFL
Secure Network Design & Implementation - Band L	Cat 12 IT & Technology	MPS
Secure Solutions Architect - Band L	Cat 12 IT & Technology	MPS

Job Titles	Catagory	Group
Technical Project Manager	Cat 12 IT & Technology	TFL
Technical Specialist	Cat 12 IT & Technology	TFL
Technical Test Lead	Cat 12 IT & Technology	TFL
Test Analyst	Cat 12 IT & Technology	TFL
Senior Business Analyst	Cat 12 IT & Technology	MPS
Topographical Administrator	Cat 12 IT & Technology	TFL
UAT Test Co-ordinator	Cat 12 IT & Technology	TFL
Urban Designer	Cat 12 IT & Technology	TFL
Web Developer	Cat 12 IT & Technology	TFL
Work Instructions Technical Author	Cat 12 IT & Technology	TFL
Legal Secretary	Cat 13 Legal	TFL
Assembly Engagement Manager	Cat 14 Marketing and Communications	TFL
Assistant Change Project Manager	Cat 14 Marketing and Communications	TFL
Senior Design Manager	Cat 12 IT & Technology	LL
Asst Director: Business & Performance	Cat 14 Marketing and Communications	TFL
Senior Development Manager	Cat 12 IT & Technology	LL
Business Performance Manager	Cat 14 Marketing and Communications	TFL
Business Support Officer	Cat 14 Marketing and Communications	TFL
Communication Executive	Cat 14 Marketing and Communications	TFL
Communication Specialist	Cat 14 Marketing and Communications	TFL
Communications & Engagement Manager	Cat 14 Marketing and Communications	TFL
Senior Manager - Accessibility & Inclusive Design	Cat 12 IT & Technology	LL
Communications & Engagement Officer	Cat 14 Marketing and Communications	TFL
Communications Manager	Cat 14 Marketing and Communications	TFL
Communications Officer	Cat 14 Marketing and Communications	TFL
Completions Manager	Cat 14 Marketing and Communications	TFL
Consultation Analyst	Cat 14 Marketing and Communications	TFL
Consultation and Engagement Manager	Cat 14 Marketing and Communications	TFL
Consultation Officer	Cat 14 Marketing and Communications	TFL
Consultation Specialist	Cat 14 Marketing and Communications	TFL
Cust Marketing & Behaviour Change Lead	Cat 14 Marketing and Communications	TFL
Cust. Marketing & Behaviour Change Exec	Cat 14 Marketing and Communications	TFL
Cust. Marketing & Behaviour Change Mngr	Cat 14 Marketing and Communications	TFL
Senior Test Manager	Cat 12 IT & Technology	MPS
Digital Communications Manager	Cat 14 Marketing and Communications	TFL
Events Executive	Cat 14 Marketing and Communications	TFL
Insight Manager	Cat 14 Marketing and Communications	TFL
Marketing & Communications Assistant Manager	Cat 14 Marketing and Communications	TFL
Marketing & Communications Manager	Cat 14 Marketing and Communications	TFL
Marketing Business Management Analyst	Cat 14 Marketing and Communications	TFL
Marketing Business Manager	Cat 14 Marketing and Communications	TFL
Parliamentary Relations Officer	Cat 14 Marketing and Communications	TFL
Partnership Manager - International	Cat 14 Marketing and Communications	TFL
Partnerships Executive	Cat 14 Marketing and Communications	TFL

Job Titles	Catagory	Group
Performance Research Implementation Mgr	Cat 14 Marketing and Communications	TFL
Service Support Officer Band N	Cat 12 IT & Technology	MPS
Performance Support Manager	Cat 14 Marketing and Communications	TFL
Print & Distribution Executive	Cat 14 Marketing and Communications	TFL
Project Communications Specialist	Cat 14 Marketing and Communications	TFL
Public Affairs Officer	Cat 14 Marketing and Communications	TFL
Visual Services Content Producer	Cat 14 Marketing and Communications	TFL
Visual Services Executive	Cat 14 Marketing and Communications	TFL
Software Developer	Cat 12 IT & Technology	MPS
Software Developer - Band N Zone 1	Cat 12 IT & Technology	MPS
Solution Architect	Cat 12 IT & Technology	MPS
Consultant Occupational Physician	Cat 15 Medical	TFL
SQL - Reporting Analyst	Cat 12 IT & Technology	GLA
Strategy & Dev Assistant FRS B	Cat 12 IT & Technology	LFB
Counsellor - Trauma Practitioner	Cat 15 Medical	TFL
Subject Matter Expert	Cat 12 IT & Technology	MPS
Support Officer	Cat 12 IT & Technology	GLA
SWFP Analyst Band C	Cat 12 IT & Technology	MPS
Counsellor-Assessment,Grpwrk & Case Mgmt	Cat 15 Medical	TFL
Flu Nurse	Cat 15 Medical	TFL
HSE Occupational Hygienist	Cat 15 Medical	TFL
HSE Support/Inspector	Cat 15 Medical	TFL
Tech Author Policies and Ops Support FRS D	Cat 12 IT & Technology	LFB
Techical/Environment Officer FRS C	Cat 12 IT & Technology	LFB
Occupational Health Nurse	Cat 15 Medical	TFL
Technical Analyst - Band M	Cat 12 IT & Technology	MPS
Technical Analyst (Support) FRS E	Cat 12 IT & Technology	LFB
Occupational Health Physician	Cat 15 Medical	TFL
Occupational Hygienist	Cat 15 Medical	TFL
Technical Architects	Cat 12 IT & Technology	MPS
Technical Consultant	Cat 12 IT & Technology	MPS
OH Advisor	Cat 15 Medical	TFL
OH Staff Doctor	Cat 15 Medical	TFL
Technical Delivery Manager	Cat 12 IT & Technology	MPS
Principal Contractor Health and Safety Manager	Cat 15 Medical	TFL
Technical Development and Support Engineer	Cat 12 IT & Technology	MPS
Technical Implementation Manager - Band M	Cat 12 IT & Technology	MPS
REGISTERED GENERAL NURSES	Cat 15 Medical	TFL
Staff Grade Occupational Physician	Cat 15 Medical	TFL
Technical Specialist - Band L	Cat 12 IT & Technology	MPS
Technical Support Engineer Band N Z1	Cat 12 IT & Technology	MPS
Access Planning Manager	Cat 16 Project Management - non engineering	TFL
Assistant Project Manager	Cat 16 Project Management - non engineering	TFL

Job Titles	Catagory	Group
Test Analysts	Cat 12 IT & Technology	MPS
Test Manager	Cat 12 IT & Technology	MPS
Test Specialist	Cat 12 IT & Technology	MPS
Associate Project Manager	Cat 16 Project Management - non engineering	TFL
Transition Manager	Cat 12 IT & Technology	MPS
Transition Manager	Cat 12 IT & Technology	LL
Behavior Change Project Officer	Cat 16 Project Management - non engineering	TFL
Behaviour Change Project Manager	Cat 16 Project Management - non engineering	TFL
BI Business Analyst	Cat 16 Project Management - non engineering	TFL
Web Support Officer	Cat 12 IT & Technology	MPS
Business Change / Project Manager	Cat 16 Project Management - non engineering	TFL
Disclosure Officer	Cat 13 Legal	LFB
Disclosure Paralegal	Cat 13 Legal	LFB
Law Clerk	Cat 13 Legal	MPS
Lawyer	Cat 13 Legal	LFB
Business Engagement Project Officer	Cat 16 Project Management - non engineering	TFL
CCP Project Manager	Cat 16 Project Management - non engineering	TFL
Change Delivery Manager	Cat 16 Project Management - non engineering	TFL
Assistant Event Manager	Cat 14 Marketing and Communications	LL
Change Project Manager	Cat 16 Project Management - non engineering	TFL
Brand & Marketing Officer	Cat 14 Marketing and Communications	LL
Chief Finance Officer Project Based	Cat 16 Project Management - non engineering	TFL
CRM campaign manager	Cat 16 Project Management - non engineering	TFL
CRM Campaigns Lead	Cat 16 Project Management - non engineering	TFL
CRM Manager	Cat 16 Project Management - non engineering	TFL
CRM Project Manager	Cat 16 Project Management - non engineering	TFL
CRM System Manager	Cat 16 Project Management - non engineering	TFL
Senior Research and Statistical Analyst Census	Cat 12 IT & Technology	GLA
Census Support Analyst	Cat 12 IT & Technology	GLA
Research and Statistical Analyst Census	Cat 12 IT & Technology	GLA
Audience Growth Officer	Cat 12 IT & Technology	GLA
Digital Engagement and Product Manager	Cat 12 IT & Technology	GLA
Opinion Research and Statistics Manager	Cat 12 IT & Technology	GLA
Research Assistant	Cat 12 IT & Technology	GLA
Senior Research and Consultation Officer	Cat 12 IT & Technology	GLA
Online Community Engagement Officer	Cat 12 IT & Technology	GLA
Research Manager	Cat 12 IT & Technology	GLA
Research and Consultation Officer	Cat 12 IT & Technology	GLA
Analyst Demography and School Rolls	Cat 12 IT & Technology	GLA
Senior Research and Statistical Analyst	Cat 12 IT & Technology	GLA

Job Titles	Catagory	Group
Data Scientist (New Data Sources)	Cat 12 IT & Technology	GLA
Data Visualisation Developer	Cat 12 IT & Technology	GLA
Senior Research and Statistical Analyst Demography	Cat 12 IT & Technology	GLA
Senior Research and Statistical Analyst	Cat 12 IT & Technology	GLA
London Datastore Support Officer	Cat 12 IT & Technology	GLA
Research and Statistical Analyst Demography	Cat 12 IT & Technology	GLA
Demography and Policy Analysis Manager	Cat 12 IT & Technology	GLA
Demography Manager	Cat 12 IT & Technology	GLA
Senior Analyst Predictive Modelling	Cat 12 IT & Technology	GLA
Back End Developer Data Web Services	Cat 12 IT & Technology	GLA
Data Scientist (London Office of Data Analytics)	Cat 12 IT & Technology	GLA
GIS and Infrastructure Manager	Cat 12 IT & Technology	GLA
Back End Developer no SQL	Cat 12 IT & Technology	GLA
Assistant GIS Officer	Cat 12 IT & Technology	GLA
Senior Data Analyst	Cat 12 IT & Technology	GLA
Frontend JavaScript Developer	Cat 12 IT & Technology	GLA
Senior GIS Analyst	Cat 12 IT & Technology	GLA
Senior Service Engineer	Cat 12 IT & Technology	GLA
Delivery Manager	Cat 12 IT & Technology	GLA
Business Support Officer	Cat 12 IT & Technology	GLA
GLA OPS Officer	Cat 12 IT & Technology	GLA
OPS Corporate Product Owner	Cat 12 IT & Technology	GLA
Development Operations Engineer	Cat 12 IT & Technology	GLA
Senior Service Engineer	Cat 12 IT & Technology	GLA
Cloud Services and Operations Manager	Cat 12 IT & Technology	GLA
Systems Engineer	Cat 12 IT & Technology	GLA
Development Operations Engineer	Cat 12 IT & Technology	GLA
Telecommunication Engineer	Cat 12 IT & Technology	GLA
IT Asset Manager	Cat 12 IT & Technology	GLA
Configuration Manager	Cat 12 IT & Technology	GLA
Customer Services Manager	Cat 12 IT & Technology	GLA
Testing Officer	Cat 12 IT & Technology	GLA
Development Manager	Cat 12 IT & Technology	GLA
Deployment Engineer	Cat 12 IT & Technology	GLA
Information Governance Manager	Cat 13 Legal	GLA
Information Governance Officer	Cat 13 Legal	GLA
Governance and Performance Manager	Cat 13 Legal	GLA
Senior Governance Manager	Cat 13 Legal	GLA
Video Producer/Photographer	Cat 14 Marketing and Communications	GLA
Designer	Cat 14 Marketing and Communications	GLA
Copywriter	Cat 14 Marketing and Communications	GLA
Creative Artworker	Cat 14 Marketing and Communications	GLA
Designer	Cat 14 Marketing and Communications	GLA
Partnerships and Projects Manager	Cat 14 Marketing and Communications	GLA

Job Titles	Catagory	Group
Senior Manager Events and Commercial Partnerships	Cat 14 Marketing and Communications	GLA
Content Designer	Cat 14 Marketing and Communications	GLA
Product Manager, Digital	Cat 14 Marketing and Communications	GLA
Digital Perfomance Analyst, Digital	Cat 14 Marketing and Communications	GLA
Associate Product Manager	Cat 14 Marketing and Communications	GLA
Senior Business Analyst, Digital	Cat 14 Marketing and Communications	GLA
Senior Events Officer	Cat 14 Marketing and Communications	GLA
Marketing Executive	Cat 14 Marketing and Communications	GLA
Digital Content Editor, Marketing	Cat 14 Marketing and Communications	GLA
Digital Communications Specialist	Cat 14 Marketing and Communications	GLA
Senior Marketing Manager	Cat 14 Marketing and Communications	GLA
Marketing Executive	Cat 14 Marketing and Communications	GLA
Senior Digital Communications Officer	Cat 14 Marketing and Communications	GLA
Senior Marketing Officer	Cat 14 Marketing and Communications	GLA
Digital Communications Officer	Cat 14 Marketing and Communications	GLA
Marketing Executive	Cat 14 Marketing and Communications	GLA
Senior Digital Communications Manager	Cat 14 Marketing and Communications	GLA
Public Liaison Officer	Cat 14 Marketing and Communications	GLA
CRM Officer	Cat 14 Marketing and Communications	GLA
Public Liaison Team Manager	Cat 14 Marketing and Communications	GLA
Public and Education Co-ordinator	Cat 14 Marketing and Communications	GLA
Public Liaison Team Manager	Cat 14 Marketing and Communications	GLA
Press Officer	Cat 14 Marketing and Communications	GLA
Senior Press Officer	Cat 14 Marketing and Communications	GLA
Communications & Events Project Manager	Cat 14 Marketing and Communications	GLA
Community Organiser – Great Place Scheme	Cat 14 Marketing and Communications	GLA
Events Officer	Cat 14 Marketing and Communications	GLA
Senior Communications Officer	Cat 14 Marketing and Communications	GLA
Senior Digital Communications Officer	Cat 14 Marketing and Communications	GLA
Senior Events Officer	Cat 14 Marketing and Communications	GLA
Community Engagement Officer Events	Cat 16 Project Management - non engineering	GLA
Senior Coordinator Serious Youth Violence	Cat 16 Project Management - non engineering	GLA
Community Engagement Officer	Cat 16 Project Management - non engineering	GLA
Senior Coordinator Serious Youth Violence	Cat 16 Project Management - non engineering	GLA
Senior Community Engagement Coordinator	Cat 16 Project Management - non engineering	GLA
Community Engagement Officer Events	Cat 16 Project Management - non engineering	GLA
Civil Society Outreach Officer	Cat 16 Project Management - non engineering	GLA
Project Support Officer	Cat 16 Project Management - non engineering	GLA
Policy and Projects Officer Equality and Fairness	Cat 16 Project Management - non engineering	GLA
Principal Policy Officer	Cat 16 Project Management - non engineering	GLA
Principal Policy Officer Food	Cat 16 Project Management - non engineering	GLA

Job Titles	Catagory	Group
Manager, Equality and Fairness	Cat 16 Project Management - non engineering	GLA
Policy and Projects Officer Workforce Integration Network Coordinator	Cat 16 Project Management - non engineering	GLA
Social Integration Manager	Cat 16 Project Management - non engineering	GLA
Senior Policy and Projects Officer Migration and Refugees	Cat 16 Project Management - non engineering	GLA
Resettlement of Syrian Refugees Senior Project Officer	Cat 16 Project Management - non engineering	GLA
Senior Policy and Project Officer Migration and Social Integration	Cat 16 Project Management - non engineering	GLA
Senior Project Officer ESOL Coordination	Cat 16 Project Management - non engineering	GLA
Policy and Projects Officer Workforce Integration Network Coordinator	Cat 16 Project Management - non engineering	GLA
Insecure Status Coordinator	Cat 16 Project Management - non engineering	GLA
Communications and Engagement Manager	Cat 16 Project Management - non engineering	GLA
Third Sector Project Officer	Cat 16 Project Management - non engineering	GLA
Senior Manager, Giving	Cat 16 Project Management - non engineering	GLA
Project Officer Young People Social Action and Wellbeing	Cat 16 Project Management - non engineering	GLA
Senior Project Officer Employability Programmes	Cat 16 Project Management - non engineering	GLA
Principal Project Development Officer	Cat 16 Project Management - non engineering	GLA
Policy and Projects Officer London Boroughs	Cat 16 Project Management - non engineering	GLA
Senior Policy Officer Visual Arts and Public Realm	Cat 16 Project Management - non engineering	GLA
Senior Manager Cultural Infrastructure and Public Realm	Cat 16 Project Management - non engineering	GLA
Boroughs Engagement Officer London Borough of Culture Round Two	Cat 16 Project Management - non engineering	GLA
Policy and Projects Officer Culture at Risk	Cat 16 Project Management - non engineering	GLA
Senior Policy Officer Diversity in the Creative Workforce	Cat 16 Project Management - non engineering	GLA
Policy and Projects Officer Cultural Strategy	Cat 16 Project Management - non engineering	GLA
Principal Policy Officer Creative Industires Heritage and Skills	Cat 16 Project Management - non engineering	GLA
London Borough of Culture Coordinator	Cat 16 Project Management - non engineering	GLA
Senior Programme Manager Creative Enterprise Zones	Cat 16 Project Management - non engineering	GLA
Culture Seeds Coordinator	Cat 16 Project Management - non engineering	GLA
Principal Policy Officer Energy Efficiency	Cat 16 Project Management - non engineering	GLA
Air Quality Manager Transport Emissions	Cat 16 Project Management - non engineering	GLA
Energy Efficiency Team Manager	Cat 16 Project Management - non engineering	GLA
Project Manager for Home Response	Cat 16 Project Management - non engineering	GLA
Programme and Business Manager	Cat 16 Project Management - non engineering	GLA
Senior Policy Coordinator	Cat 16 Project Management - non engineering	GLA
Project Manager London Sustainable Drainage Action Plan	Cat 16 Project Management - non engineering	GLA
Senior Policy and Programme Officer (Zero Carbon)	Cat 16 Project Management - non engineering	GLA
Senior Manager Programme Delivery and Sustainable Energy	Cat 16 Project Management - non engineering	GLA
Zero Carbon Team Manager	Cat 16 Project Management - non engineering	GLA

Job Titles	Catagory	Group
Partnership Manager London Climate Change Partnership	Cat 16 Project Management - non engineering	GLA
Principal Policy and Programme Officer	Cat 16 Project Management - non engineering	GLA
National Park City Engagement and Events Officer	Cat 16 Project Management - non engineering	GLA
Programme Manager	Cat 16 Project Management - non engineering	GLA
Programme Officer	Cat 16 Project Management - non engineering	GLA
Technical Support Co-ordinator	Cat 16 Project Management - non engineering	GLA
Technical Support Officer	Cat 16 Project Management - non engineering	GLA
Environment Manager	Cat 16 Project Management - non engineering	GLA
Major Sports Events Officer	Cat 16 Project Management - non engineering	GLA
Major Sports Events Manager	Cat 16 Project Management - non engineering	GLA
Senior Project Officer Community Led Housing	Cat 16 Project Management - non engineering	GLA
Project Officer Specialist Housing	Cat 16 Project Management - non engineering	GLA
Senior Project Officer Mobility	Cat 16 Project Management - non engineering	GLA
Programme Officer Building Safety	Cat 16 Project Management - non engineering	GLA
Senior Programme Officer Building Safety	Cat 16 Project Management - non engineering	GLA
Business Requirements Manager	Cat 16 Project Management - non engineering	GLA
Housing Investment Manager - Transactions	Cat 16 Project Management - non engineering	GLA
Private Rented Sector Manager	Cat 16 Project Management - non engineering	GLA
Senior Programme Manager Building Safety	Cat 16 Project Management - non engineering	GLA
Analyst/Programmer	Cat 16 Project Management - non engineering	GLA
Mobility Manager	Cat 16 Project Management - non engineering	GLA
Spatial Intelligence Manager	Cat 17 Planning - non engineering	GLA
Project Delivery Manager London Development Database	Cat 17 Planning - non engineering	GLA
Project Officer London Development Database Automation	Cat 17 Planning - non engineering	GLA
Data Support Officer	Cat 17 Planning - non engineering	GLA
Team Leader Development Management	Cat 17 Planning - non engineering	GLA
Development Viability Adviser/Valuer	Cat 17 Planning - non engineering	GLA
Strategic Planning Manager (Development Viability)	Cat 17 Planning - non engineering	GLA
Principal Planning Viability	Cat 17 Planning - non engineering	GLA
Senior Planning Viability	Cat 17 Planning - non engineering	GLA
Senior Strategic Planner	Cat 17 Planning - non engineering	GLA
Strategic Planner	Cat 17 Planning - non engineering	GLA
Principal Strategic Planner	Cat 17 Planning - non engineering	GLA
Principal Coordination Planner	Cat 17 Planning - non engineering	GLA
Senior Urban Designer	Cat 17 Planning - non engineering	GLA
Growth Strategies Manager	Cat 17 Planning - non engineering	GLA
Urban Designer	Cat 17 Planning - non engineering	GLA
Head of Infrastructure	Cat 17 Planning - non engineering	GLA
Area Manager - North East	Cat 17 Planning - non engineering	GLA

Job Titles	Catagory	Group
Senior Area Manager North East	Cat 17 Planning - non engineering	GLA
Head of Area - North East	Cat 17 Planning - non engineering	GLA
Customer Experience Executive	Cat 16 Project Management - non engineering	TFL
Customer Experience Training Implementation Manager	Cat 16 Project Management - non engineering	TFL
Communications Officer Band D	Cat 14 Marketing and Communications	MPS
Communications Officer FRS C	Cat 14 Marketing and Communications	LFB
Customer Information Project Manager	Cat 16 Project Management - non engineering	TFL
Customer Information Trafficker	Cat 16 Project Management - non engineering	TFL
Customer Services Special Projects	Cat 16 Project Management - non engineering	TFL
Cutover Manager	Cat 16 Project Management - non engineering	TFL
Cycling Workplaces Project Officer	Cat 16 Project Management - non engineering	TFL
Education & Training Project Manager	Cat 16 Project Management - non engineering	TFL
Education & Training Project Officer	Cat 16 Project Management - non engineering	TFL
Emirates Air Line Operations Co-ordinator	Cat 16 Project Management - non engineering	TFL
Deputy Events Team Manager FRS D	Cat 14 Marketing and Communications	LFB
Eng (B3) Fire	Cat 16 Project Management - non engineering	TFL
European Projects Manager	Cat 16 Project Management - non engineering	TFL
Events Manager	Cat 14 Marketing and Communications	LL
Events Manager FRS C	Cat 14 Marketing and Communications	LFB
Fleet Trainer	Cat 16 Project Management - non engineering	TFL
Internal Communications Manager FRS F	Cat 14 Marketing and Communications	LFB
Freight & Fleet Project Manager	Cat 16 Project Management - non engineering	TFL
Freight & Fleet Project Officer	Cat 16 Project Management - non engineering	TFL
Governance Officer	Cat 16 Project Management - non engineering	TFL
IM Associate Project Manager	Cat 16 Project Management - non engineering	TFL
Merchandising Manager Band C	Cat 14 Marketing and Communications	MPS
NOG Events Manager	Cat 14 Marketing and Communications	LFB
NOG Marketing Advisor CONS	Cat 14 Marketing and Communications	LFB
Implementation Specialist	Cat 16 Project Management - non engineering	TFL
Implmentation Project Manager/Technical Author	Cat 16 Project Management - non engineering	TFL
IPCIP Planner /Administrator	Cat 16 Project Management - non engineering	TFL
JNP ERP Administrative Support	Cat 16 Project Management - non engineering	TFL
Performance Manager	Cat 16 Project Management - non engineering	TFL
Planning Assistant	Cat 16 Project Management - non engineering	TFL
Planning Co-ordinator	Cat 16 Project Management - non engineering	TFL
Planning Resource	Cat 16 Project Management - non engineering	TFL
Senior Communications Officer FRS E	Cat 14 Marketing and Communications	LFB
PMO Lead	Cat 16 Project Management - non engineering	TFL

Job Titles	Catagory	Group
PMO Manager	Cat 16 Project Management - non engineering	TFL
Youth Engagement Assistant FRS B	Cat 14 Marketing and Communications	LFB
Behavioral Scientist	Cat 15 Medical	MPS
PMO Support	Cat 16 Project Management - non engineering	TFL
Portfolio Office Service Manager	Cat 16 Project Management - non engineering	TFL
Predictive and Preventative Business Improvement NPL	Cat 16 Project Management - non engineering	TFL
Custody Nurse Practitioners	Cat 15 Medical	MPS
Principal Portf & Benefit Realis Officer	Cat 16 Project Management - non engineering	TFL
H&S Advisor FRS E	Cat 15 Medical	LFB
Health and Absence Management Team Leader	Cat 15 Medical	LFB
Principal Portfolio & Benefits Realisation Officer	Cat 16 Project Management - non engineering	TFL
Programme and Performance Officer	Cat 16 Project Management - non engineering	TFL
Programme Assurance Manager	Cat 16 Project Management - non engineering	TFL
Programme Controls Manager	Cat 16 Project Management - non engineering	TFL
Programme Gateways Manager	Cat 16 Project Management - non engineering	TFL
PROGRAMME MANAGEMENT OFFICE ADMINISTRATOR	Cat 16 Project Management - non engineering	TFL
Programme Officer	Cat 16 Project Management - non engineering	TFL
Project Administrator	Cat 16 Project Management - non engineering	TFL
Project and Communications support	Cat 16 Project Management - non engineering	TFL
Project Assurance Co-ordinator	Cat 16 Project Management - non engineering	TFL
Project Controls Analyst	Cat 16 Project Management - non engineering	TFL
Project Controls Manager	Cat 16 Project Management - non engineering	TFL
Project Co-ordinator	Cat 16 Project Management - non engineering	TFL
Project Curator	Cat 16 Project Management - non engineering	TFL
Project Delivery Improvement Analyst	Cat 16 Project Management - non engineering	TFL
Project Interface Manager	Cat 16 Project Management - non engineering	TFL
Brexit Planning Co-ordinator	Cat 16 Project Management - non engineering	LFB
Project Liason Engineer	Cat 16 Project Management - non engineering	TFL
Business Change Manager	Cat 16 Project Management - non engineering	MPS
Business Change Support Officer FRS D	Cat 16 Project Management - non engineering	LFB
Project Planner	Cat 16 Project Management - non engineering	TFL
Business Intelligence Analyst	Cat 16 Project Management - non engineering	LFB
Business Management Support Officer	Cat 16 Project Management - non engineering	LFB
Business Project Manager Band L Zone 1	Cat 16 Project Management - non engineering	MPS
Business Rel Queries Assistant FRS B	Cat 16 Project Management - non engineering	LFB
Project Risk Manager	Cat 16 Project Management - non engineering	TFL
Project Support Engineer	Cat 16 Project Management - non engineering	TFL

Job Titles	Catagory	Group
Change Manager	Cat 16 Project Management - non engineering	LFB
Project-Cost Engineer	Cat 16 Project Management - non engineering	TFL
Projects Controls Manager	Cat 16 Project Management - non engineering	TFL
Sen Skills Dev't BP Apprentice Unit	Cat 16 Project Management - non engineering	TFL
Senior Cost & Planning Analyst	Cat 16 Project Management - non engineering	TFL
Senior Network Projects & Events Officer	Cat 16 Project Management - non engineering	TFL
Senior Network Projects Officer	Cat 16 Project Management - non engineering	TFL
Senior Project Support Officer	Cat 16 Project Management - non engineering	TFL
Site Manager	Cat 16 Project Management - non engineering	TFL
Sponsor Coordinator - Business Analyst	Cat 16 Project Management - non engineering	TFL
Utilities and Logistics Lead	Cat 16 Project Management - non engineering	TFL
Borough Cycling Programme Officer	Cat 17 Planning - non engineering	TFL
Devolution Manager	Cat 17 Planning - non engineering	TFL
Ellipse Planner	Cat 17 Planning - non engineering	TFL
Group Strategic Planning Manager	Cat 17 Planning - non engineering	TFL
Growth Area Planning Officer	Cat 17 Planning - non engineering	TFL
Legible London Delivery Officer	Cat 17 Planning - non engineering	TFL
Planner	Cat 17 Planning - non engineering	TFL
Principal Analyst	Cat 17 Planning - non engineering	TFL
Estates Transformation Strategy Project	Cat 16 Project Management - non engineering	MPS
Principal Planner	Cat 17 Planning - non engineering	TFL
Principal Strategy Planner	Cat 17 Planning - non engineering	TFL
Programme Planner	Cat 17 Planning - non engineering	TFL
Property Consultant	Cat 17 Planning - non engineering	TFL
Future Options Project Manager FRS G	Cat 16 Project Management - non engineering	LFB
Property Credit Controller	Cat 17 Planning - non engineering	TFL
Head of Programme CONS	Cat 16 Project Management - non engineering	LFB
Head of PMO - Band A	Cat 16 Project Management - non engineering	MPS
Regional Borough Prog Officer	Cat 17 Planning - non engineering	TFL
Regional Planner	Cat 17 Planning - non engineering	TFL
Scheduling and Planning support	Cat 17 Planning - non engineering	TFL
Senior Planner	Cat 17 Planning - non engineering	TFL
Group Risk Manager	Cat 18 Risk	TFL
L&D Project Officer FRS D	Cat 16 Project Management - non engineering	LFB
NOG Programme Co-ordinator FRS F	Cat 16 Project Management - non engineering	LFB
Privacy Support	Cat 18 Risk	TFL
Risk & Opportunities Manager	Cat 18 Risk	TFL
Risk and issue manager	Cat 18 Risk	TFL
Risk Assistant	Cat 18 Risk	TFL
Road Risk Compliance Officer	Cat 18 Risk	TFL

Job Titles	Catagory	Group
Senior Controls and Risk Manager	Cat 18 Risk	TFL
Senior Visualisation Specialist	Cat 18 Risk	TFL
Technical Support	Cat 18 Risk	TFL
Client Engineer	Cat 21 Power	TFL
Client Inspector	Cat 21 Power	TFL
Powers & Consents Advisor	Cat 21 Power	TFL
Process and Change Manager Band A Zone 1	Cat 16 Project Management - non engineering	MPS
Power Agreements Manager	Cat 21 Power	TFL
Principal Network Impact Assessment Engineer	Cat 21 Power	TFL
Eng (B3) Control & Protection	Cat 21 Power	TFL
Programme Delivery Officer Band M Z1	Cat 16 Project Management - non engineering	MPS
Eng (B3) LV Power	Cat 21 Power	TFL
Eng (B3) Network Management	Cat 21 Power	TFL
Programme Management Support Officer (Generic)	Cat 16 Project Management - non engineering	MPS
Programme Manager	Cat 16 Project Management - non engineering	MPS
Programme Manager FRS G	Cat 16 Project Management - non engineering	LFB
Discipline Premises Engineer	Cat 22 Building Services (Engineering)	TFL
Programme Planner & PMO Band C	Cat 16 Project Management - non engineering	MPS
Programme Resource Manager	Cat 16 Project Management - non engineering	MPS
Programme Support Officer	Cat 16 Project Management - non engineering	LFB
Programme Support Officers Band N Zone 1	Cat 16 Project Management - non engineering	MPS
Mechanical Engineer	Cat 22 Building Services (Engineering)	TFL
Mechanical/Electrica Engineer	Cat 22 Building Services (Engineering)	TFL
Project and Programme Management (Generic)	Cat 16 Project Management - non engineering	MPS
Eng (B2) E&M	Cat 22 Building Services (Engineering)	TFL
Project Consultant	Cat 16 Project Management - non engineering	MPS
Eng (B3) E&M	Cat 22 Building Services (Engineering)	TFL
Eng (B3) L&E	Cat 22 Building Services (Engineering)	TFL
L&E Inspection Engineer	Cat 22 Building Services (Engineering)	TFL
Senior Fire Engineer	Cat 22 Building Services (Engineering)	TFL
Technician Eng E&M	Cat 22 Building Services (Engineering)	TFL
Eng (B2) Digital Engineering	Cat 23 Business & Digital Engineering	TFL
Eng (B3) Digital Engineering	Cat 23 Business & Digital Engineering	TFL
Project Manager	Cat 16 Project Management - non engineering	LFB
Project Manager	Cat 16 Project Management - non engineering	MPS
Project Manager DOI	Cat 16 Project Management - non engineering	MPS
Project Officer FRS C	Cat 16 Project Management - non engineering	LFB
Asset Development Portfolio Manager	Cat 23 Business & Digital Engineering	TFL
Asset Management Solution Developer	Cat 23 Business & Digital Engineering	TFL
Project Support Co-ordinator	Cat 16 Project Management - non engineering	MPS

Job Titles	Catagory	Group
Asset Operations Officer	Cat 23 Business & Digital Engineering	TFL
Project Support x 4	Cat 16 Project Management - non engineering	LL
Asset Operations Response Officer	Cat 23 Business & Digital Engineering	TFL
BIM Interface Manager	Cat 23 Business & Digital Engineering	TFL
CAD Administrator	Cat 23 Business & Digital Engineering	TFL
CAD Draughtsperson	Cat 23 Business & Digital Engineering	TFL
CAD Engineer	Cat 23 Business & Digital Engineering	TFL
CAD Manager	Cat 23 Business & Digital Engineering	TFL
Senior Project Advisor	Cat 16 Project Management - non engineering	LL
Senior Project Manager	Cat 16 Project Management - non engineering	MPS
CAD Model Coordinator	Cat 23 Business & Digital Engineering	TFL
CAD Officer	Cat 23 Business & Digital Engineering	TFL
CAD Technician	Cat 23 Business & Digital Engineering	TFL
GIS/CAD Officer	Cat 23 Business & Digital Engineering	TFL
Bishopgate Planner	Cat 17 Planning - non engineering	GLA
Lead CAD Technician	Cat 23 Business & Digital Engineering	TFL
Culture Strategy Coordinator	Cat 17 Planning - non engineering	GLA
Requirements and V&V Engineer - Assurance	Cat 23 Business & Digital Engineering	TFL
Eng (B2) Highways & Traffic	Cat 24 Highways & Traffic	TFL
Emergency Planning Development Officer FRS D	Cat 17 Planning - non engineering	LFB
Fault Control Operator - TCE	Cat 24 Highways & Traffic	TFL
LSTOC Principal Traffic Coordinator	Cat 24 Highways & Traffic	TFL
Independent Member of the Planning Decisions Committee	Cat 17 Planning - non engineering	LL
Principal Road Safety Auditor	Cat 24 Highways & Traffic	TFL
Op Policy & Procedure Co-ord FRS C	Cat 17 Planning - non engineering	LFB
Operational Resilience Support Officer	Cat 17 Planning - non engineering	LFB
Road Events Activation Manager	Cat 24 Highways & Traffic	TFL
Planning Data & Performance Officer	Cat 17 Planning - non engineering	GLA
Planning Technical Executive	Cat 17 Planning - non engineering	LL
Planning Technician	Cat 17 Planning - non engineering	GLA
Portfolio Planning Lead Band B Z1	Cat 17 Planning - non engineering	MPS
PPDT Planning Development Assistant x2	Cat 17 Planning - non engineering	LL
Roadworks Enforcement Inspector	Cat 24 Highways & Traffic	TFL
Roadworks Officer	Cat 24 Highways & Traffic	TFL
Senior Traffic Control Engineer	Cat 24 Highways & Traffic	TFL
Senior Traffic Control Modellers	Cat 24 Highways & Traffic	TFL
Project Support Officer - Great Place Scheme	Cat 17 Planning - non engineering	OPDC
Project Support Officer (Park Royal)	Cat 17 Planning - non engineering	OPDC
Senior Transport Modeller	Cat 24 Highways & Traffic	TFL
Technician Eng Highways & Traffic	Cat 24 Highways & Traffic	TFL
Public Affairs Officer	Cat 17 Planning - non engineering	LL
Field Engineer	Cat 25 Enabling Services	TFL
Technician Eng Infrastructure Protection	Cat 25 Enabling Services	TFL

Job Titles	Catagory	Group
Eng (B2) Infrastructure Protection	Cat 25 Enabling Services	TFL
Senior Eng Land Survey	Cat 25 Enabling Services	TFL
Senior Planning Manager	Cat 17 Planning - non engineering	LL
SitCen Operations Manager London Situational Awareness Team	Cat 18 Risk	GLA
City Operations Project Support Officer	Cat 18 Risk	GLA
SitCen Duty Officer London Situational Awareness Team	Cat 18 Risk	GLA
Research and Support Officers	Cat 29 Policy & Research	GLA
Senior Researcher	Cat 29 Policy & Research	GLA
Senior Policy Adviser	Cat 29 Policy & Research	GLA
Research Analyst	Cat 29 Policy & Research	GLA
Policy Adviser	Cat 29 Policy & Research	GLA
Research and Operations Manager	Cat 29 Policy & Research	GLA
Research and Information Officer	Cat 29 Policy & Research	GLA
Senior Advisor to the Deputy Mayor, Environment and Energy	Cat 29 Policy & Research	GLA
Senior Policy Officer Urban Reslience	Cat 29 Policy & Research	GLA
Senior EU Policy Officer	Cat 29 Policy & Research	GLA
Head of Digital Communications & Data Innovation	Cat 29 Policy & Research	GLA
Senior Advisor to the Mayor (Stakeholder Relations)	Cat 29 Policy & Research	GLA
Principal International Relations Officer	Cat 29 Policy & Research	GLA
Mayoral Research and Stakeholder Relations Officer	Cat 29 Policy & Research	GLA
Economist	Cat 29 Policy & Research	GLA
Supervisory Economist Evaluation	Cat 29 Policy & Research	GLA
Senior Economist Skills and Employment	Cat 29 Policy & Research	GLA
Economist Evaluation	Cat 29 Policy & Research	GLA
Senior Policy and Project Officer Rough Sleeping and Migration	Cat 29 Policy & Research	GLA
Senior Programme Officer Building Safety	Cat 29 Policy & Research	GLA
Housing Transactions Manager	Cat 29 Policy & Research	GLA
Senior Policy Officer Housing	Cat 29 Policy & Research	GLA
Rough Sleeping Manager	Cat 29 Policy & Research	GLA
Housing Policy Officer	Cat 29 Policy & Research	GLA
Head of Housing Delivery and Compliance	Cat 29 Policy & Research	GLA
Housing Policy Manager	Cat 29 Policy & Research	GLA
Housing Portfolio Manager	Cat 29 Policy & Research	GLA
Communications and Promotions Officer	Cat 29 Policy & Research	GLA
Senior Policy and Projects Officer Private Rented Sector	Cat 29 Policy & Research	GLA
Housing Policy Manager	Cat 29 Policy & Research	GLA
Strategic Estates Advisors LEDU	Cat 29 Policy & Research	GLA
Senior Transport Officer	Cat 17 Planning - non engineering	OPDC
Summer School Outreach Intern	Cat 17 Planning - non engineering	LL
Accident Investigator	Cat 18 Risk	LFB
EUR Review Officer	Cat 18 Risk	LFB
Executive Policy, Research and Support Officer	Cat 18 Risk	LFB
Fire Cadet Trainer FRS D	Cat 18 Risk	LFB

Job Titles	Catagory	Group
Fire Safety Expert Witness	Cat 18 Risk	LFB
Fire safety Regulation Assessor/Coach	Cat 18 Risk	LFB
FS Team Leader	Cat 18 Risk	LFB
Eng (B3) Hazardous Matls & Prof Services	Cat 25 Enabling Services	TFL
Hydrant Officer FRS B	Cat 18 Risk	LFB
Incident Support Analyst FRS C	Cat 18 Risk	LFB
NE FRS Inspecting Officer FRS D	Cat 18 Risk	LFB
NOG Team Manager Fires in Waste Sites CONS	Cat 18 Risk	LFB
Eng (B3) Telecoms	Cat 26 Telecoms	TFL
Radio Systems Support Engineer	Cat 18 Risk	LFB
Human Factors Engineer	Cat 27 Systems Performance & Integration Engineer	TFL
RAMS Engineer	Cat 27 Systems Performance & Integration Engineer	TFL
Risk Assessment Manager	Cat 18 Risk	LFB
Senior Eng Systems Perf & Integration	Cat 27 Systems Performance & Integration Engineer	TFL
RMC Blue Team Supervisor FRS C	Cat 18 Risk	LFB
Assurance Coordinator	Cat 28 Systems Safety	TFL
Assurance Officer	Cat 28 Systems Safety	TFL
Senior Fire Safety Policy and Communications Officer	Cat 18 Risk	LFB
Safeguarding Engineer	Cat 28 Systems Safety	TFL
Safety Assurance Manager	Cat 28 Systems Safety	TFL
Risk Assessor Band U	Cat 18 Risk	MPS
Risk Lead	Cat 18 Risk	MPS
Apollo SME	Cat 19 Ex officers and Police Specialist	MPS
Civilian Investigator Band D	Cat 19 Ex officers and Police Specialist	MPS
Crime Academy Trainer	Cat 11 Human Resources & Training	MPS
Enquiry & Review Officer Band D	Cat 19 Ex officers and Police Specialist	MPS
Head of Counter Terrorism Change Band S	Cat 19 Ex officers and Police Specialist	MPS
Holmes Indexer Band E Zone 1	Cat 11 Human Resources & Training	MPS
Holmes MIR Reader Band D	Cat 11 Human Resources & Training	MPS
HOLMES Reader Receiver Band D	Cat 11 Human Resources & Training	MPS
Indexer NDEU Band E Zone 1	Cat 11 Human Resources & Training	MPS
Intelligence Assessor Band E Z1 (shift)	Cat 19 Ex officers and Police Specialist	MPS
Operational Security Officer	Cat 19 Ex officers and Police Specialist	MPS
Admin Support	Cat 01 Accountancy	MOPAC
Finance Business Partner	Cat 01 Accountancy	MOPAC
Cheif Financial Officer	Cat 01 Accountancy	MOPAC
Strategic Finance Resource Management Assistant	Cat 01 Accountancy	MOPAC
Strategic Finance Resource Management Officer	Cat 01 Accountancy	MOPAC
Head of Strategic Finance Resource Management	Cat 01 Accountancy	MOPAC
Strategic Accountant	Cat 01 Accountancy	MOPAC
Finance Policy Officer	Cat 01 Accountancy	MOPAC
Head of Financial Planning	Cat 01 Accountancy	MOPAC
Directorate Assistant	Cat 02 Admin & Secretarial	MOPAC

Job Titles	Catagory	Group
Administrator	Cat 02 Admin & Secretarial	MOPAC
Diary Manager	Cat 02 Admin & Secretarial	MOPAC
Executive Asssistant	Cat 02 Admin & Secretarial	MOPAC
Executive Business Support Officer	Cat 02 Admin & Secretarial	MOPAC
Head of Contracts Management	Cat 04 Commercial/Proc/QS	MOPAC
Contracts and Performance Officer	Cat 04 Commercial/Proc/QS	MOPAC
Head of HR	Cat 11 Human Resources & Training	MOPAC
HR Advisor	Cat 11 Human Resources & Training	MOPAC
HR Assistant	Cat 11 Human Resources & Training	MOPAC
HR Recruitment Assistant	Cat 11 Human Resources & Training	MOPAC
HR Business Partner	Cat 11 Human Resources & Training	MOPAC
Head of External Relations	Cat 14 Marketing and Communications	MOPAC
Digital Manager	Cat 14 Marketing and Communications	MOPAC
Marketing and Strategy Delivery Lead	Cat 14 Marketing and Communications	MOPAC
Project Support Officer	Cat 16 Project Management - non engineering	MOPAC
Project Manager	Cat 16 Project Management - non engineering	MOPAC
Chief Executive Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Active Citizenship Policy Lead	Cat 19 Ex officers and Police Specialist	MOPAC
Apprentice	Cat 19 Ex officers and Police Specialist	MOPAC
Assistant Director - Violence Reduction Unit	Cat 19 Ex officers and Police Specialist	MOPAC
Briefings Manager	Cat 19 Ex officers and Police Specialist	MOPAC
Business Performance Lead	Cat 19 Ex officers and Police Specialist	MOPAC
Child House Programme Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Collaboration Lead	Cat 19 Ex officers and Police Specialist	MOPAC
Community Engagement Lead	Cat 19 Ex officers and Police Specialist	MOPAC
Community Engagement Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Complaints Programme Manager	Cat 19 Ex officers and Police Specialist	MOPAC
Corporate Administration Manager	Cat 02 Admin & Secretarial	MOPAC
Corporate Administration officer	Cat 02 Admin & Secretarial	MOPAC
Corporate Development Manager	Cat 19 Ex officers and Police Specialist	MOPAC
Corporate Development Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Violence Reduction Unit Public Health Consultant	Cat 19 Ex officers and Police Specialist	MOPAC
Community Engagement Lead	Cat 19 Ex officers and Police Specialist	MOPAC
Police Complaints Caseworker	Cat 19 Ex officers and Police Specialist	MOPAC
Police Complaints Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Counter Fraud Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Digital Communications and Engagement Manager	Cat 19 Ex officers and Police Specialist	MOPAC
Delivery Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Deputy Mayor of Policing and Crime	Cat 19 Ex officers and Police Specialist	MOPAC
Director of Audit, Risk and Assurance	Cat 18 Risk	MOPAC
Director of Criminal Justice and Commissioning	Cat 19 Ex officers and Police Specialist	MOPAC
Director of Strategy	Cat 19 Ex officers and Police Specialist	MOPAC
Director of VRU	Cat 19 Ex officers and Police Specialist	MOPAC

Job Titles	Catagory	Group
Evidence and Insight Manager	Cat 19 Ex officers and Police Specialist	MOPAC
Group Audit Lead	Cat 18 Risk	MOPAC
Head of Audit and Assurance	Cat 18 Risk	MOPAC
Head of Commissioning and Services	Cat 19 Ex officers and Police Specialist	MOPAC
Head of Engagement	Cat 19 Ex officers and Police Specialist	MOPAC
Head of Evidence and Insight	Cat 19 Ex officers and Police Specialist	MOPAC
Head of Governance and Risk	Cat 18 Risk	MOPAC
Head of Operational Oversight	Cat 19 Ex officers and Police Specialist	MOPAC
Head of Private Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Information and Governance Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Information Governance Manager	Cat 19 Ex officers and Police Specialist	MOPAC
Policy Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Policy Officer for the Victims	Cat 19 Ex officers and Police Specialist	MOPAC
Principal Research Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Professional Standards Assistant	Cat 19 Ex officers and Police Specialist	MOPAC
Professional Standards Manager	Cat 19 Ex officers and Police Specialist	MOPAC
Programme Manager	Cat 16 Project Management - non engineering	MOPAC
Programme Officer	Cat 16 Project Management - non engineering	MOPAC
Programme Support Coordinator	Cat 16 Project Management - non engineering	MOPAC
Projects and Events Officer	Cat 16 Project Management - non engineering	MOPAC
Research Analyst	Cat 19 Ex officers and Police Specialist	MOPAC
Research Analyst Assistant	Cat 19 Ex officers and Police Specialist	MOPAC
Research and Analysis Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Risk and Assurance Auditor	Cat 18 Risk	MOPAC
Secretary to Countering Violence Extremism	Cat 19 Ex officers and Police Specialist	MOPAC
Senior Analyst	Cat 19 Ex officers and Police Specialist	MOPAC
Senior Policy and Commissioning Manager	Cat 19 Ex officers and Police Specialist	MOPAC
Senior Risk and Assurance Auditor	Cat 18 Risk	MOPAC
Stakeholder and Community Engagement Officer	Cat 19 Ex officers and Police Specialist	MOPAC
Strategic Advisor	Cat 19 Ex officers and Police Specialist	MOPAC
Victim's Commissioner	Cat 19 Ex officers and Police Specialist	MOPAC
Workforce Development Manager	Cat 19 Ex officers and Police Specialist	MOPAC

APPENDIX 4

The Authority - FCSA guidelines

THE FREELANCER & CONTRACTOR SERVICES ASSOCIATION

BEST PRACTICE CODE OF COMPLIANCE

The Freelancer & Contractor Services Association
Best Practice Code of Compliance

Introduction

The Freelancer & Contractor Services Association (FCSA) operates a best practice code of compliance ("the Code") designed to ensure that its Accredited Members are providing compliant advice and/or employment supported by the highest level of professional and ethical standards. New applicants for Accredited membership are required to comply with the following Best Practice Code of Compliance questionnaire ('the FCSA Code of Compliance') and to provide the necessary supporting evidence as well as providing certain additional general information. The declaration and information provided will be subject to testing in certain cases by our assessors as part of our review process, as outlined below. Appointed assessors will undertake their review and present their findings to the FCSA board. The FCSA will consider this, together with other publically available data, before deciding on the merits of any application.

For more information on the different operating models covered by this code and the types of services offered by FCSA Accredited Members, please refer to the FCSA website.

Appointed Assessors

FCSA has a selection of appointed assessors who are authorised to review compliance with the FCSA Code of Compliance. The assessors are partnerships between firms with proven ability to provide the necessary financial and legal expertise to review the code. Appointed assessors are:

- BDO and Brabners
- Ernst & Young
- Saffery Champness and Brabners

You can select your preferred assessor partnership from the above list. The cost of the review is the same whichever assessor you select.

Important information

The Code of Compliancet review ("the Review") is a sample review of certain transactions of an Accredited Member's or prospective member's business within a defined period, based upon the signed declaration of the Code and the information/documentation and explanations (together, "the Information") supplied by the business in question. In conducting the review, FCSA's assessors will rely on the information supplied by the business in question and will not conduct any independent verification as regards the accuracy or completeness of this. Accordingly, the FCSA and its assessors accept no responsibility whatsoever for any error or inaccuracy contained in the information, or for any loss or damage suffered by any person who relies on such information. For the avoidance of doubt, the FCSA (and it's assessors) review does not constitute any form of independent audit of the business in question and should not be held out to be, or be taken, as such. The review cannot, in itself, guarantee current, past or future compliance with relevant legislation, regulations and appropriate industry practices and neither should it be taken to mean that HMRC or any other professional or regulatory body will not enquire into any matter that is subject to the requirements of the FCSA Code of Compliance. Any prospective or current member is at all times responsible for ensuring its compliance with relevant legislation, regulations and related industry practices and the FCSA (and it's assessors) accept no responsibility to them or any third parties whatsoever in this regard.

The Code of Compliance

Our Code of Compliance sets out the minimum standard required of members who operate and offer employment and self-employed solutions to workers and provide advice to limited companies.

You will be asked to sign a declaration at the end of the Code to confirm that you act and adhere to the Code. If there are any areas within the Code that you are unable to comply with, please provide the appropriate information in detail to explain why you are unable to comply. Information/documentation received from you will be used to ascertain whether you are adhering to the Code.

For new applicants, this information should be supplied as part of your application. Existing members should provide this information before each renewal date in accordance with the review timetable. If changes occur which may mean that they no longer operate in accordance with the code, this should be raised with the FCSA as soon as they become aware of any concerns and, in any event, before any renewal application.

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References to "you" and "your" relate to all businesses which provide employment, self-employed and/or advice covered by this code.

FCSA will notify HMRC once your application is successful. Applicants will be asked to agree to this information being shared with HMRC, should the application be successful.

There are 4 sections to the Code:

- Section 1 – Relevant to all applicants
- Section 2 – Relevant only to Umbrella Employers
- Section 3 – Relevant only to Limited Company Advisors
- Section 4 – Relevant only to contracting businesses operating in the CIS/ Self-employed sector.

Any member/applicant will be expected to comply with all areas of the Code in which their business operates irrespective of the number of workers operating under that model.

You must send supporting documents as part of your application and samples as required by FCSA assessors from the list at the end of this Code. Documents must be provided **at least 2 weeks** prior to the site visit. All information provided during the application/renewal will be presumed to have a 3 month "shelf life" such that, if an application is delayed or suspended, it will be necessary to provide new sample data and a renewed application pack if a period of 3 months has expired. This will carry an additional cost to the member/proposed member's application.

Your application will be reviewed on our behalf by our assessors, who will check whether the declaration has been signed and that the supporting information is provided, and will request any additional data, etc. Once all data has been received, assessors will then review the information and undertake an onsite assessment to review your processes and check whether, based on a sample of documents to be made available upon request, that your actual business practices appear to be accordance with our Code.

Once this external review process has been completed, the completed signed declaration, supporting data, etc., is provided to the FCSA. The FCSA will also perform a review of the responses after which the FCSA CEO will make the recommendation on membership to the FCSA Board. If the Board considers that you appear to meet the requirements of the FCSA Code, we will submit a copy of the FCSA Code and the supporting documentation to HMRC.

If you do not appear to have met the requirements of the FCSA Code, the FCSA will advise you of this as soon as possible and you will be invited to discuss with the FCSA any changes required in order for the application to proceed. No information will be passed to HMRC until the FCSA is satisfied that you

appear to meet the requirements of the FCSA Code. If you need any professional advice regarding compliance with the FCSA Code, you may consult an appropriate advisor. You are not required to share any such separate advice with the FCSA, although the FCSA will need to be satisfied that you are operating in accordance with the FCSA Code before the application can proceed. If as a result of subsequent action, advice, etc., you consider that you should meet the requirements of the FCSA Code (for example, if you have made changes to your systems or provided additional staff training), you can request that we re-test any relevant areas before your application proceeds. You will be responsible for meeting any additional FCSA costs incurred, e.g., in the event of a follow up on-site assessment and/or review of documentation.

This review process will be completed annually for all FCSA Accredited Members with changes being made to working practices between reviews as the Code is updated.

All existing Accredited members will be required to abide by the annual review process which is adopted by the board. Failure to adhere to this process will result in the matter being referred to the CEO with the expectation being that your membership will be rescinded and your details removed from the FCSA website.

You consent to the above process as part of the membership application process.

Declaration

By signing the declaration below you confirm that your business accepts and agrees that it operates to the Code as set out below, that your processes, policies and documentation are consistent and reflect the code and represent a true and full view of the business you operate. There is space to add additional information in support of your declaration against each section.

Before completing this declaration, you should consult either appropriately qualified colleagues or external advisors particularly if you do not hold the suitable professional qualifications.

You also agree to this information being shared with HMRC upon this application and/or review being successful.

Please note: Incomplete or incorrect applications could result in application/renewal being delayed. For existing members, who are then not assessed as operating in accordance with the Code on or before their renewal date, this will mean automatic suspension from the FCSA. Please therefore check that the details contained in this document are both accurate and complete before signing and that all supporting documentation is included with this document.

Signed:

Name:

Date:

Capacity in which signed (Board level required):

Professional qualifications:

General Background for all applicants

A	General	
A1.	a. None of your directors has ever been disqualified from acting as a director; b. No-one involved in the management of the company is currently disqualified from acting as a director.	
A2.	Your latest accounts have been filed at Companies House within 9 months of the year end.	
A3.	Your accounts have been prepared on a "going concern" basis and that at the time of application this statement is still true.	
A4.	Your most recent accounts have an unqualified audit opinion (if a statutory audit is required and/or undertaken anyway) and that there are no matters of emphasis / references to any areas for consideration. This is required at the trading company level and at all group company levels.	
A5	All group companies operating activities covered by this code are based in the UK and the significant majority of your services are undertaken in the UK.	
A6	All your employees (including umbrella employees) who are working in the UK are paid in the UK under current PAYE/NIC legislation.	
A7.	The total capital and reserves figure on the balance sheet of your latest statutory accounts for either your trading company or ultimate parent company has a positive net worth of at least 2.5% of your margin (Umbrella Employers or self-employed models) and/or fee income (Limited Advisors and self-employed models) for the year.	

A8.	If your company pays incentives/gifts to recruitment personnel:	
	a. that these are all covered by an HMRC Taxed Awards Scheme for both PAYE and NIC's (if applicable, provide supporting evidence);	
	b. that no incentives/gifts are paid in cash;	
	c. that the directors (or similar) of the receiving business are aware of the incentives being provided and provide supporting evidence of this.	
A9.	If you offer a self-employed solution, you also offer an umbrella model solution to the worker as an alternative at the take on stage (subject to status).	

B	IDENTITY AND RIGHT TO WORK IN THE UK CHECKS	
B1.	You have a policy setting out that the worker cannot become an employee, self-employed worker or limited company customer before you verify/authorise their identity	

C	COMPLAINTS/GRIEVANCE	
C1.	A copy of your grievance and/or complaints procedure (whichever is applicable) is included within or referred to in your introduction and/or engagement letter to the worker.	

D	HMRC	
D1.	The Umbrella employer/Self Employed Contractor/Limited company advisor and its directors have no outstanding tax filings or tax payments including Income Tax, Corporation Tax, National Insurance Contributions, Construction Industry Scheme or VAT.	

E	Ethics	
E1.	At all times, you will operate in accordance with the FCSA code of ethics (as amended from time to time).	
E2.	The umbrella employment, self-employed model and/or limited company advisory service is/are not promoted principally on the basis of it being a tax saving solution.	
E3.	The umbrella employment, self-employed model and/or limited company advisory service does not promote the after-tax margin (umbrella employers and self-employed) and/or fees (limited)	
E4.	The Company margin is fully disclosed to potential employees and/or self-employed workers before they are engaged on an assignment and/or fees for limited company advisory services are fully disclosed to potential customers before the customer takes up the services.	
E5.	You do not use any offshore tax structures, including but not limited to the use of offshore companies, offshore trusts or payments in foreign currency. If you become aware of any clients operating offshore tax planning structures, you consider your position as their advisor and resign when appropriate (limited company only).	
E6.	You do not utilise foreign currency loan structures.	

UMBRELLA SOLUTION ONLY

A	Take on Procedures	
A1.	You supply potential new employees with an introduction letter which contains the following: a. An explanation as to the basis on which your business operates, i.e. as an employer providing its employees with work). b. That the worker is an employee of the umbrella employer and is aware of their statutory rights; c. That the worker will be subject to a proof of identity check; d. The worker will be required to enter into employment related agreements such as an overarching employment contract (see section B question 43); e. The basis upon which the employee can claim expenses is explained; f. Where the worker is not subject to, (or to the right of) supervision, direction or control and salary and expenses are re-negotiated for each assignment, a clear explanation of this process and a statement that once the contract is agreed, salary and expenses cannot be amended before or during the course of an assignment. Please state in your application where the above are included within the introduction letter.	

A2.	Any financial illustration provided to a potential employee:	
	a. Clearly states that it is only an estimate;	
	b. Includes expenses in the calculation that are representative of the usual level of expenses claimed and reflect the individual's actual circumstances;	
	c. Lists the assumptions used;	
	d. Clearly shows your company margin.	
	e. Where the worker is not subject to, (or to the right of) supervision, direction or control and salary and expenses are re-negotiated for each assignment a statement that once agreed that salary and expenses cannot be amended before or during the course of the assignment	
	A financial illustration is optional but must be provided when requested by a prospective employee and must comply with the requirements above. Provide a copy.	
A3.	Your marketing literature, web pages, scripts and training material all support the employment model and make no references to the employee being a client, to them being able to earn "free weeks" or reduced charges to them. Where you offer different models, which require a different margin, these are properly explained to potential employees and do not make reference of different levels of service or charges for products unless those charges are deducted from net pay and VAT accounted for as required.	
	If you a operate a model for workers who are not subject to, (or to the right of) supervision, direction or control whereby salary and expenses are re-negotiated for each assignment, any literature, web-pages etc. should not state or imply that the agreement can be re-negotiated or changed before or during an assignment once the contractual terms have been accepted.	

| A4. | The employee's employment contract includes with regard to mutuality of obligation between the employee and the employer:

a. A guarantee of at least 336 hours work in any 12-month period commencing on the employee's start date of continuous employment and each anniversary thereof.
b. An obligation that the employer will assist the employee to secure future assignments during periods when the employee has no assignment
c. An obligation that the employee cannot unreasonably decline work offered to them
d. A requirement that the employee cannot during the term of the employment contract be involved or engaged in any other business or activity unless the employer has given permission for such work
e. Employment termination procedures/notice periods.

Please state where in the contract (referencing to appropriate clauses). | |

| A5 | If you reimburse expenses to employees on the basis that they are not subject to, (or to the right of) supervision, direction or control (whether fixed expenses or variable expenses – e.g. mileage), you have processes in place to review and document this which include:

   a. An initial sifting process based on umbrella rate of pay and job role in line with later FCSA best practice (see self-employed code in relation to job roles and rates of pay)
   b. Documented evidence of a request to obtain information from the agency or end client to support whether SDC (or the right thereof) exists or does not exist.
   c. Use of document to lead and evidence the findings of discussions with the agency, end client or worker surrounding SDC specifically covering the following areas:
      • Can the worker decide how the work is done?
      • Can the worker be told what to do (as to the manner)?
      • Can the worker be moved depending on priorities?
      • Can the worker decide when the work is done?
to be undertaken each time you are advised that a new assignment is in place
   d. A documented conclusion as to whether there is SDC (or the right thereof) and evidence of sign off/review
   e. You carry out a review at least once every 6-month period for all workers who have been actively working for you for 6 months continually on the same assignment and that this review complies with all points listed in section c above
   f. complete the assessments of SDC. | |

	g. There should be evidence of an internal audit process where sample checks are performed regularly by persons not responsible for the initial SDC decisions. All internal audits should be documented for subsequent external audit review. h. There should be no financial incentives based on SDC "pass rates" for umbrella staff that complete the assessments of SDC.	
A6.	If you reimburse any expenses to employees you have processes to ensure that the correct contractual terms appropriate to the employee's circumstances are issued and that they are referred to the relevant sections of the expenses policy having regard to: a. Whether they are subject to supervision direction or control, (or the right thereof) – see A 5 above (i.e. relief for home to site commuting is denied); and; b. Expenses also fall outside of the "relevant salary sacrifice" rules (i.e. pay cannot change if expenses change). c. You establish a process to ensure the fixed expense is not "overstated" leading to "unearned profits" for the umbrella provider. d. There is clear documented communication that any unclaimed expenses relating to expenses incurred wholly, necessarily and exclusively in the performance of business duties where the expense is above and beyond the fixed element is still claimable via their tax return. e. There should be evidence of clear communication to the worker that if they do not claim the fixed expenses in any week then the related money falls into the profits of the umbrella company and not into their gross pay.	

| A7. | a. The employer seeks to ascertain the employees work status when the employee is not on assignment e.g.

   • taking annual leave,
   • unavailable to work through sickness, maternity or paternity,
   • available for and seeking work;

b. The employer confirms in writing the employees last day of employment in accordance with contractual notice periods or any agreed waiver of the same if a shorter notice is agreed.

c. The employer has an appropriate process for the payment of holiday pay for periods during and between assignments. | |

A8.	That the employee's employment contract includes appropriate clauses covering:	
	a. Minimum statutory salary payments;	
	b. Holiday pay (during and between assignments);	
	c. Grievance/discipline procedures.	
	d. Bonus or similar mechanism (where applicable)	
	e. No end date.	

	If you a operate a model for workers who are not subject to, (or to the right) of supervision, direction or control whereby salary and expenses are re-negotiated for each assignment you use an appropriate contract which includes clauses covering:
	
	  a. A fixed rate / salary plus a fixed expenses allowance which can be re-negotiated only on commencement of a new assignment;
	  b. Expenses can only be claimed for the assignment in accordance with the company's expenses policy and up to the limit specified in the assignment agreement.
	Please provide cross-referencing to appropriate clauses where the above are covered by the contract.	

A9.	Your employment documentation contains all information required in a Statement of Employment Particulars namely:	
	a. The employee's and employer's name;	
	b. A job title or brief job description;	
	c. The date the employee's employment began;	
	d. The rate of pay and when the employee will be paid;	
	e. The hours of work;	
	f. Holiday entitlement;	
	g. Where the employee will be working;	
	h. Sick pay arrangements;	
	i. Notice periods;	
	j. Information about disciplinary and grievance procedures;	
	k. Any collective agreements that affect the employment terms and conditions or if there are no collective agreements that affect the employment terms and conditions, a statement to that effect;	
	l. Pension and pension schemes.	
	Please cross-reference to the respective employment documentation.	
A10.	Your employees receive a statutory payslip.	
A11.	Your employees have the option to remain within or opt out of the EAA Regs. Upon opting out of the EAA Regs your employees have the option to opt in to the EAA regs	
A12.	The termination of an assignment does not automatically lead to the termination of employment.	

B	Payments	
B1.	You do not offer payments to or for the benefit of employees other than as employment income.	
B2.	All payments made to employees working in the UK are subject to PAYE/NIC as required e.g. under the Offshore Intermediary legislation.	
B3.	No transactions, funds or payments or any part thereof are made or held outside the UK.	
B4.	Your policy is that all payments to employees are made into UK based bank accounts.	
B5.	No dividends are paid to the employees.	
B6.	No payments (save for authorised expenses and HMRC approved salary sacrifice payments such as childcare vouchers) are made to employees free of tax and NI?	
B7.	The statutory minimum wage is always paid per hour to employees against signed timesheets irrespective of any other factors?	
B8.	You do not process all outstanding expenses if the minimum statutory wage would not be paid.	
B9.	Holiday pay is at or above the minimum statutory level of days.	
B10.	a. Your holiday pay mechanism is contained within the employee's employment contract. b. If you "roll up" holiday pay, that this is shown as a separate item on the payslip.	
B11	If an agency does not pay you for any reason when you have signed timesheets, your employees are entitled to at least NMW?	
B12.	You operate and pay all statutory payments (e.g. SSP and SMP) during and between assignments.	
B13	Any outstanding loans or advances which cannot be recovered from ex-employees are reported on form P11d as a benefit in kind and Class 1 NIC accounted for via payroll.	

C	DISCIPLINARY	
C1.	You are the employer in any disciplinary/grievance situations and are the employer in all Employment Tribunal matters. If applicable provide anonymised evidence of such instances in last 12 months.	

D	INSURANCE	
D1.	You hold the following insurances: a. Professional indemnity; and b. Employers liability; and c. Public liability covering both head office employees and employees on assignments. Provide supporting evidence, certificates and full policies where available.	

E	PENSIONS ACT 2012	
E1	If your staging date has occurred, that you have got a qualifying auto-enrolment pension scheme and that it was in place by your staging date Provide copies of correspondence with The Pensions Regulator determining your staging date and also evidence of such a qualifying scheme.	
E2	You provide prospective employees pay illustrations which include / exclude the financial implications of membership of the company's pension scheme?	
E3	If your auto-enrolment staging date has started, that you automatically enrol your employees into a workplace pension	
E4	You pay at least the minimum pension contribution as required by law.	

E5.	None of your processes or practices, including any financial illustration provided, would be considered as an inducement for employees to opt out of the pension scheme.	

F	AWR	
F1.	That where you are using the 'match permanent pay' model you request comparator data for all assignments which last or are expected to last more than 12 weeks.	
F2.	When requesting comparator data, you ask for the following: a. Comparator salary b. Standard working hours and days per week c. Bonuses and any other relevant payments d. Annual leave entitlement Provide a sample comparator request as supporting evidence of the above.	
F3.	When calculating the assignment rate for pay comparator purposes, you exclude the retained company margin (including Employers National Insurance)	
F4.	When comparing the assignment rate to the comparator rate, that you do so on a 'like for like' holiday basis i.e. both rates either include holiday pay or exclude holiday pay.	
F5.	Upon receipt of comparator data, that you advise the agency whether the contract rate for the assignment is acceptable or unacceptable.	
F6.	You do not 'flip' employees between the 'match permanent pay' model and the 'pay between assignments' model or vice versa during an assignment.	
F7	You treat 'professionals' who are employed by you as caught by the AWR regulations.	
F8	You ensure that all Regulation 10 (Swedish Derogation contracts) are signed by employees prior to the start of their first assignment).	

F9.	Where you are using the Regulation 10 'pay between assignments' (Swedish Derogation) employment you have a contract of employment, which includes the following terms: a. the minimum scale or rate of remuneration or the method of calculating remuneration is commensurate with the employees skills b. the location or locations where the employee may be required to work; c. the expected hours of work during any assignment; d. the maximum number of hours that the employee may be required to work during any assignment; e. the minimum hours of work that an employee may be required to work during any assignment and that a minimum number of hours of 1 hour will be offered; f. the nature of the work that the employee may be offered during any assignment is similar and/or relevant to the employees skills; and g. the employee has no entitlement to the rights conferred by Regulation 5. Please provide referencing to where the above are covered within the respective contract.	
F10.	Employees would be offered additional assignments, where available, that are not less than 50% of their normal weekly hours.	
F11.	All employees are paid a minimum of 4 weeks remuneration in respect of periods that they are not on assignment but are available for work (downtime pay) and that their employment will not cease until such payments have been made and not before the end of the 4-week period.	
F12.	You only pay downtime to employees who have a downtime period. Where downtime is "rolled up" or advanced, this is reclaimed from the employee if there is no downtime period.	

F13.	Downtime pay is calculated in accordance with The Agency Worker Regulations 2010 regulation 11(1) as 50% of highest earnings in the final 12 weeks of the previous assignment or the duration of the previous assignment (whichever is the shorter), subject to NMW.	

G	EXPENSES	
G1	Your systems flag the type of contract under which the employee is employed and the manner in which and type of expenses for which they can claim reimbursement; i.e. you distinguish between: a. Employees who are subject to, (or to the right of) SDC b. Employees who are not subject to, (or to the right of) SDC claiming AMAPs only (if appropriate) c. Employees who are not subject to, (or to the right of) SDC claiming expenses not limited to or not including AMAPs. and this feeds into the tax and NIC treatment of the expenses.	
G.	Employees can only be paid expenses once they have accepted/signed their employment agreements and expenses policy.	
G3.	For all expense claims a. All receipts are manually validated as a genuine receipt; b. You only accept original or scanned receipts, not credit card receipts.	

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G4.	a. You only allow expenses to be claimed for periods covered by actual assignments; b. You do not allow expenses to be claimed for future periods (even if covered by an assignment); c. You have a system to ensure expense claims cannot be duplicated e.g. by the submission of an original receipt and a scanned or credit card receipt for the same expense.	
G5	You advise employees that if they are found to be falsifying expense claims they will face disciplinary action.	
G6	The employee confirms that, they have already, or their expectation is to undertake more than 1 assignment for you.	
G7	You require each employee to confirm that their current assignment will not be their last on their expense claim.	
G8	For those employees who are subject to a cap on expenses per hour/week/assignment etc. you have a process which ensures that: a. expenses reimbursed are allocated to the correct assignment and do not exceed the cap. b. to the extent that expenses are not claimed for the assignment, the employee is not paid any amount in relation to the unclaimed allowance (either directly or indirectly).	

H	**TRAVEL AND SUBSISTENCE**	
H1.	With respect to travel and subsistence claims (where the employee is entitled to make a claim): a. Your systems ensure an employee does not claim for travel expenses on a day he/she did not work (i.e. Have a valid timesheet for); b. Your systems ensure an employee does not claim for a subsistence expense on a day they did not claim for a travel expense.	

H2.	When an employee claims for business mileage you: a. Reimburse only tax-free mileage if it is at or below current HMRC approved mileage rates; b. Verify the mileage claimed using a postcode checker or equivalent. c. Require employees to submit VAT receipts to you in support of the claim.	
H3.	You do not allow any home to temporary place of work travel and/or subsistence expenses to be claimed once you and/or an employee knows or has a reasonable expectation that they will be at the same workplace for more than 24 months.	
H4.	You ask each employee when they join you whether they have previously worked at the same site within the last 3 months	
H5.	In respect of subsistence are only claims, your expenses policy states that only pre-packaged food purchased on the day the claim relates to, after the qualifying journey has commenced, is claimable.	
H6	Subsistence claims reimbursed on the following basis: a. Scale rate payments in accordance with The Income Tax (Approved Expenses) Regulations ;2015; or b. Actual receipted expenditure	
H7.	In respect of original receipts for subsistence you require them to be: a. Kept by the employee for audit purposes; or b. Sent to you for verification	
H8.	You do not offer: a. A "staying with friends or family" overnight allowance b. Hotel scale rates	

J	OTHER EXPENSE CATEGORIES (where the employee is entitled to claim)	
J1.	You only allow expense claims for subscriptions that appear on the HMRC approved list.	
J2.	If you reimburse travel expenses to the UK for overseas employees, you only do so where there is a clear employment relationship established before the individual arrives in the UK.	
J3.	If you pay relocation expenses by reference to a salary sacrifice arrangement, your contract of employment allows for this to occur and does not compromise the "relevant salary sacrifice" rules for general expenses.	
J4.	That you have a policy relating to capital expenditure claims which sets out: a. That permission must be obtained in advance of the capex purchase; b. That any item must be for the purposes of the current assignment; c. That the item is not for private use and any personal benefits gained will be minimal; d. That the employee buys the item on behalf of the Umbrella company and that it will remain the property of the company; e. That the item is expected to be returned at the end of their employment; f. That at the end of employment, a fair market price might be agreed to transfer ownership from the company to the employee. Provide a copy of the policy.	
J5.	That employees understand and agree to the capital expenditure policy when submitting a claim.	
J6.	That all claims for capital expenditure are validated in line with HMRC guidelines.	
J7.	In the event that an asset is purchased from the Umbrella company by an employee you have the processes and controls in place to assess if this gives rise to a benefit in kind and where there is a benefit in kind it is treated appropriately.	

K	AUDIT	
K1.	You carry out retrospective manual audits to ensure an expense has been validly incurred by the employee and is appropriate to his/her personal circumstances. (This is in addition to the normal processing checks completed on all receipts.)	
K2.	The number of expense claims audited in a year equates to approximately 5% of the average number of employees during the year	

L	VAT	
L1.	Any chargeable transactions to employees are subject to VAT e.g. same day CHAPS payments	
L2.	You do not operate the VAT flat rate scheme.	
L3.	You include standard rate VAT on all invoices issued to UK agencies or other UK intermediaries or end clients regardless of any other factors.	

LIMITED COMPANY ADVISORS ONLY

A	TAKE ON PROCEDURES	
A1.	Before you sell a limited company service to a customer, you consider the suitability of this way of working for the customer by gathering relevant information on his/her individual circumstances.	
A2.	In considering the customer's suitability to a particular way of working you consider and discuss with the customer the following relevant factors: a. Whether the customer is new to freelancing or has been freelancing for some time; b. What freelancing future the customer anticipates; c. The impact of IR35 and the customer's likely employment status; d. The customer's attitude to the risks and responsibilities of owning and running their own business; e. The responsibilities of owning and being a director of a limited company; f. The other options available to the customer – PAYE working, umbrella employment, sole trader working; g. The financial implications of the different ways of working; h. The customers commercial situation (e.g. one client or many, level of income being generated, placements via recruitment agencies or direct, existing limited company owner). i. Where the individual is currently or was an umbrella employee, their reasons for moving to a limited company (i.e. there is a commercial rationale which is discussed individually rather than an automatic transfer process).	
A3.	You do not offer a solution which utilises payments other than employment income or dividends to extract personal payments to owners, directors or employees of the limited company	

A4.	Your Company fees are fully disclosed to customers prior to commencement of services.	
A5	The way in which your business operates (i.e. as an accountancy/limited company advisor) is adequately explained.	
A6.	You do not incentivise staff involved in the consultation process to advise one particular way of working more strongly than another.	
A7.	If your firm is regulated by a recognised Accountancy body, such as ICAEW, ACCA or CIMA, your services should be provided subject to the standard terms and conditions/engagement letter of the relevant regulatory body. If your firm is not regulated, your engagement letter should contain the following:- a. The customer's responsibilities as director of a limited company; b. Their responsibilities regarding operating IR35 where necessary c. The main guidelines regarding eligibility to claim expenses or direction as to where those guidelines can be found; d. Your role and responsibilities as an advisor and the need for the client to understand the implications of working via a PSC; e. Reference to your take on process to establish the identity of the customer.	
A8.	Any financial illustration: a. Clearly states that it is only an estimate b. Includes expenses in the calculation that are representative of the usual level of expenses claimed and reflect the individual's actual circumstances; c. Lists the assumptions used; d. Gives a clear explanation of the fee structure. A financial illustration is optional but must be provided when requested and must comply with the requirements above. Provide a copy.	

A9	If the client indicates that they will be working abroad at any time, you have a process for helping them ensure that they account for PAYE/NIC as appropriate as well as withholding taxes in the host country. This process may include providing advice to the customer directly or referring them to a suitably qualified specialist advisor.	
A10.	If you offer a Flat Rate VAT service, that a. You do not market your services as "Fee free" b. Your fees are set at a market rate. c. Your services are clearly marketed as Limited Company services (PSC) not as a single person Umbrella company. d. Your Limited Company customer receives the full benefit of any profits generated by the Flat Rate Scheme e. Points a to d are clear in your marketing information and letter of engagement.	

B	EXPENSES	
B1.	Customers are advised that travel and/or subsistence expenses are not tax deductible where the customer expects to or reaches more than 24 months working on the same site.	
B2	Customers are advised that if a contract falls within IR35, travel and/or subsistence expenses for travel from home to a temporary workplace are not tax deductible from day one.	
B23	You have a process to check expenses when producing year end accounts and tax compensation.	

B4	Your expenses review procedure involves either	
	a. The receipt of and review of original customer expenses receipts; or	
	b. Reasonableness check on expense levels with further information then requested for any claims falling beyond normal parameters.	
	If your service involves the customer companies using round sum expenses or expenses dispensations, please provide details.	
B5	You will not allow the submission of tax returns for customers with non-business expenses included as a deduction.	
B6.	If a customer insists on you preparing statutory accounts on an inappropriate basis or the submission of tax returns with non-business expenses included you would refuse to act for the customer.	

C	IR35	
C1.	You offer a full and detailed employment status review process for all limited company customers. This either follows a robust process set out in your own policy or you outsource this to a suitably qualified provider. If outsourced, please provide details of the provider and a link to their web URL and any supporting evidence where such arrangements are set out to the customer.	
C2.	Where the review is taken up by the customer, you review the contract under which the customer works to ascertain whether the assignment is within or outside IR35.	
C3.	Where the review is taken up by the customer, you consider the working practices of the customer to ascertain whether the assignment is within or outside IR35.	

C4.	Where the review is taken up by the customer, that as part of your review of the working practices of the customer, you specifically gather and consider evidence in relation to the following factors: a. Length of assignment/contract; b. Type of services being provided, particularly the levels of skill and knowledge, the level of fees charged; c. Any previous employment with the client; d. The level of financial risk involved in the provision of the services; e. The extent to which the customer is part and parcel of the client organisation; f. The level of supervision and control exercised over the customer; g. The mutuality of obligations, if any, between the customer and the client; h. The customer's right of substitution on the assignment; Please confirm you document the evidence gathered and discussions with the customer and provide supporting evidence.	
C5.	Where the review is taken up by the customer, you offer to check consistency between the contract and working practices.	
C6.	Where the review is taken up by the customer, you offer to review the customer's IR35 related circumstances on an assignment by assignment basis.	
C7.	Where the review is taken up by the customer, you offer an employment status review at least once each 12-month period for all customers whose assignment has not ended.	
C8.	For those customers who do not choose to go through the comprehensive IR35 review process, you obtain a direct and specific instruction from them prior to the submission of their statutory accounts and other annual returns on the employment status basis upon which the returns should be prepared.	

C9.	Where you have information that confirms a customer is captured by IR35 for a particular assignment, if a customer insists you prepare documentation on the basis that he/she is not captured by IR35 for that assignment, you would resign or refuse to act as advisor to that customer.	
C10	For those customers who have contracts that are captured by IR35 you have a process for discussing and checking the "deemed employment payment" at the end of the tax year, including the taxation of travel and subsistence expenses where appropriate.	

D	MSC BEST PRACTICE	
D1.	The fees paid by the customer to you are not directly linked to the level of income generated by the company.	
D2.	The fees paid by the customer are linked to you providing your services to the customer and not to the customer providing his/her services to third parties.	
D3.	On-going or recurring referral fees are not paid to agencies or other third parties on the basis of the periods during which the customer provides his/her services.	

D4.	You are not earning any income (other than fees for services provided) directly from the cash flow of the customer's limited company. Examples of this would be: • Retention of VAT refunds in lieu of fees (such as flat rate scheme income); • Retention of HMRC electronic filing incentives in lieu of fees; • Receiving interest in relation to cash balances of customer limited companies in lieu of fees. If you do earn revenue from customer cash balances/bank accounts/referred products or services: a. The basis of the revenue received is fully disclosed to your customer; b. The customer has free choice of relevant bank accounts and other products or services.	
D5.	You do not negotiate the limited company's contract for services with its end client/customer without specific instruction from the customer.	
D6.	You do not raise invoices without express instruction from the limited company customer.	
D7.	You are not an authorised signatory on the company bank account.	
D8.	You do not (or anyone acting as your agent) receive funds on behalf of the limited company or the individual and then pay these on to the limited company or the individual.	
D9.	You are not authorised to undertake any bank transactions on behalf of the limited company (excluding receipt of own fees).	
D10.	You do not determine the level, frequency or type of payments that are made to the individual from their limited company.	
D11.	You do not make any payments on behalf of the limited company (e.g. National Insurance Contributions, Income Tax, Corporation Tax payments, VAT payments).	
D12.	You do not hold client's funds on behalf of the limited company.	

D13.	You do not determine the remuneration structure of the limited company including the setting of dividend levels for the company.	
D14.	You do not have any ownership of the limited company, either wholly or partly, including any options to acquire such ownership stakes.	
D15.	You are not a director or company secretary of your customer's limited company.	
D16.	No one other than the registered shareholder controls your customer's limited company e.g. via trustees, power of attorney etc.	
D17.	You do not decide or approve what business expenses may be reimbursed from the limited company.	
D18.	You do not register the limited company for PAYE, VAT or Corporation Tax without specific instruction from the limited company. Provide supporting evidence.	
D19.	You do not submit PAYE, VAT and Corporation Tax returns or annual accounts for the limited company without these being reviewed and authorised/signed by the customer. In the case of RTI returns, the client can authorise you in advance to submit returns based on the agreed pay levels unless they advise you on changes to pay levels. In which case, you should confirm the pay/filing position at least quarterly and at the end of the tax year. Provide supporting evidence.	
D20.	You do not automatically register the limited company for the flat rate VAT scheme. Provide supporting evidence.	
D21.	You do not offer to your customers, directly or indirectly (including by way of referrals to a third party) either tax loss insurance or any form of guarantee in respect of future tax liabilities.	

D22.	You do not insist on the limited company having any of the following as part of the service:	
	a. An off-the-shelf company provided by you;	
	b. Company formation services provided by you;	
	c. A registered office service provided by you;	
	d. A company bank account provided by you;	
	e. A particular type of company bank account or a bank account from a particular bank;	
	f. A company secretarial service provided by you;	
	g. An invoicing service provided by you;	
	h. A credit control service provided by you;	
	i. Insurance as part of a standard package.	
D23.	You have a policy whereby:	
	a. The customer can bring along their pre-existing limited company;	
	b. The customer does not have to use any particular bank to receive your services;	
	c. You offer an IR35 review process for individual assignments;	

SELF EMPLOYED AND SELF-EMPLOYED CIS SOLUTION ONLY

A		
A1.	In your introduction letter, you state that the worker should consider paying an estimated amount towards their likely income tax and national insurance on a monthly basis, or at least be putting aside sufficient cash to meet their tax liabilities when they fall due ("the financial illustration").	
A2.	As part of the registration process you provide an indication of what the potential tax liability will be in writing if requested.	
A3.	Your financial illustration a. Clearly states that it is only an estimate; b. Clearly sets out the assumptions used in calculating the financial illustration and that these assumptions are reasonable and, wherever possible based on information provided by the worker; c. Clearly shows your company margin. A financial illustration is optional but must be provided when requested and must comply with the requirements above.	

A4.	That in considering the worker's suitability to a particular way of working you consider and discuss with them the following relevant factors:	
	a. Whether the customer is new to self-employment or has been self-employed for some time;	
	b. What self-employed future the customer anticipates;	
	c. The worker's previous employment status;	
	d. The worker's attitude to the risks and responsibilities of being self-employed and running their own business;	
	e. The responsibilities of being self-employed;	
	f. The other options available to the customer – PAYE working, umbrella company working (subject to restrictions on relief for travel and subsistence expenses), limited company ownership;	
	g. The financial implications of the different ways of working e.g. as a minimum this must include a comparison to PAYE/Umbrella;	
	h. The workers commercial situation (e.g. one client or many, level of income being generated, placements via recruitment agencies or direct, existing limited company owner)	
A5.	The worker was offered a choice between the employment and self-employed models at the take on stage (subject to status).	
A6.	The basis on which the business operates (i.e. as the contractor) is adequately explained to the worker at the take on stage;	

A7.	You review the employment status of all prospective self-employed workers prior to making a second payment to them after initial engagement;	
A8.	You use the FCSA approved checklist to determine a worker's status. In terms of your assessment of whether a worker is subject to (or to the right of) supervision, direction or control your checklist evidences the findings of discussions with any parties in the contractual chain and/or any other information provided by them, surrounding SDC specifically covering the following areas: • Can the worker decide how the work is done? • Can the worker be told what to do (as to the manner)? • Can the worker be moved depending on priorities? • Can the worker decide when the work is done?	
A9.	If a worker fails one question as set out in the checklist then that worker is deemed a 'fail' and will be an employee under your Umbrella solution.	

A10.	That as part of your review of the status of the worker, the worker understands and accepts (both contractually and in reality) that on all assignments they: a. Have an unfettered right of substitution. b. Have no mutuality of obligation; c. Are not controlled, directed or supervised as to how they perform their work by anyone in the contractual chain (or subject to the rights of any such person to control, direct or supervise them); d. They are able to take risk / are responsible for defects; e. That they have no statutory employment rights, e.g. holiday pay, AWR entitlement, Statutory Sick Pay; f. That they are self-employed and responsible for paying taxes to HMRC. g. That they are or will be registered with HMRC as self-employed and that evidence will be provided to document this within an acceptable time frame h. That their last piece of work was not as an employee of the end client carrying out similar work.	
A11	You review the worker's role by reference to the High-Risk Profile list (which is appended to this code) to ensure that, if the role is on this list, additional checks are carried out to verify employment status.	
A12	Any worker whose assignment rate is below £11/hour is automatically assumed to be high risk and therefore subject to additional checks to verify their employment status	

A13	You are sub-contracting with no more than 10% of your total self- employed work force (but never greater than 30 workers) at any one time who are on the High-Risk Profile list or subject to an assignment rate of below £11/hour. You also have a process to manage this.	
A14.	You contact the worker at least monthly (via email, text, letter) to check that workers still consider they are genuinely self-employed.	
A15	You check that the worker was not previously engaged as an employee in a similar role with the same end client within 3 months of the current assignment.	
A16.	You carry out an employment status review at least once every 6-month period for all self-employed workers who have been actively working for you for 6 months continually and that this employment status review complies with all points listed in section 10 above	
A17.	You have a formal process for communicating to agencies your policy regarding: • Checklists and SDC; • Assignment rate conditions; • Prohibited/high risk roles; and you make it clear to the agency that if workers fail the SDC tests the worker will only be offered a PAYE option and subject to restrictions on expenses that can be claimed (as set out at umbrella model A7).	
A18.	You do not hold tax payments (beyond statutory deductions such as CIS) on behalf of your workers.	

A19.	The self-employed contract includes	
	a. An unfettered right of substitution clause.	
	b. States no mutuality of obligation;	
	c. States no control or supervision by any party;	
	d. Clauses which make Self Employed Contractor responsible for defects;	
	e. Clauses which confirm the Self-Employed worker has no statutory employment rights, e.g. holiday pay, AWR entitlement, Statutory Sick Pay;	
	f. States self-employed worker is self-employed and is responsible for paying taxes.	
	g. States that the worker is or will be registered with HMRC as self employed	
	h. That their last piece of work was not as an employee of the end client carrying out similar work.	
A20.	a. The self-employed worker receives a remittance advice; and	
	b. Your company margin is fully disclosed to the self-employed worker prior to commencement of their work.;	
A21.	Workers have the option to remain within or opt out of the EAA Regs. Upon opting out of the EAA Regs your workers have the option to opt in to the EAA regs.	
A22.	You verify that the self-employed workers are within CIS using the required HMRC process.	
A23.	If you operate within the construction sector, that you file monthly CIS returns to HMRC	
A24.	You have never missed or filed any monthly CIS returns late.	

A25.	You have never paid the withheld CIS deductions late.	
A26.	You do not operate any form of hybrid employment model. If a worker fails the employment status checklist/tests, they will automatically be offered an employment model subject to PAYE/NIC (and may be subject to restriction on reimbursement of travel and subsistence expenses) and with full employment rights.	

DOCUMENTATION

As part of your application for membership/ membership renewal, you are required to submit the following information in support of your declaration.

Please provide ALL of the following documentation and/or information:

	All Applicants	**Supplied**	**Document reference**	**Additional information**
1.	Attach your group trading structure detailing the name, Companies House number, location(s), principal trading activity, directors and shareholders of each company. If you have any Associate businesses providing advice and/or employment to workers within the recruitment sector outside your group structure please include these businesses in your response. Associate businesses should include: a. Companies; b. General partnerships; c. LLPs; d. Trusts; and e. Individuals carrying on business on their own account; f. Persons acting in concert g. Businesses that are owned or managed by your directors or shareholders and provide services covered by this code. Please include overseas businesses.			

2.	Provide details and shareholders of the company which receives fee income from limited company customers if not included above and provide details of their relationship with the above companies. (Limited company advisors only).			
3.	Confirmation that all directors, shareholders and companies/businesses listed in question 1 above domiciled/registered in the UK? If not, please attach details of their domicile/registration			
4.	Attach your latest statutory accounts.			
5.	Please attach copies of ALL your promotional and/or marketing material and provide your website URL.			
6.	Provide a copy of your take on process in place to establish the identity of potential umbrella employees and/or limited company customers. a) Detail what documents you obtain and checks you carry out.			
7.	Please set out how you verify/authorise the potential employee's right to work in the UK or provide a copy of your policy/procedures. (Umbrella Employers only) a) Detail what documents you obtain and checks you carry out to do this.			

8.	Please provide a copy of your grievance and disciplinary procedures. (Umbrella Employers only)			
9.	Please provide a copy of your complaints procedure. (Limited only)			
10.	Please provide a copy of introduction letter to potential new employee (umbrella only)			
11.	Please provide a copy of the financial illustration that you provide to a potential employee (umbrella only) or customer (Limited only)			
12.	Provide a copy of your policy which sets out how you ensure that downtime payment is paid as appropriate and how you check that the guaranteed hours are worked? (umbrella only)			
13.	Set out how do you deal with those employees who have not worked the minimum number of guaranteed hours?			
14.	Please attach a copy of your employment contract(s) (umbrella only); and, unless included within the employment contract; a. Assignment schedule; b. Employee handbook; c. Working time directive; d. EAA opt out notices;			
16.	Provide a copy of any Data protection agreement			
17.	Provide a copy if your statutory payslip and provide details/evidence of how employees opt in or opt out of EAA regs			

18.	Please detail how you inform the agency of the employee's EAA regulation status and what procedures you have in place if an employee notifies you that they wish to withdraw an opt out notice.			
19.	Please describe how you attempt to recover outstanding loans with regards your Swedish Derogation model.			
20.	Where the assignment rate does not match the pay comparator, please outline the procedures you follow with the employee and recruitment agency (or provide your process)			
21.	Please attach a copy of your expenses policy			
22.	Secondary accommodation: Detail the documentation you request from your employees to support a valid expense claim.			
23.	Provide a copy of your policy relating to how you ensure employers operating under any Swedish Derogation model are paid 4 weeks remuneration between assignment			
24.	Please provide a copy of your policy/ explaining what steps you take to help employers find suitable work at the end of their assignment.			
25.	Provide a copy of your PIID dispensation and your original application/follow up correspondence			