



Community Wealth Building Directorate
Islington Town Hall, London N1 2UD
Resources Directorate
7 Newington Barrow Way, London N7 7EP

Joint Report of:

Corporate Director Community Wealth Building and Corporate Director Resources

Meeting of:	Date:	Ward(s):
Environment and Regeneration Scrutiny Committee	1 February 2022	All

Delete as appropriate:		Non-exempt
-------------------------------	--	------------

SUBJECT: The Council’s approach to delivering Apprenticeships

1. Synopsis

- 1.1 The Council has been working with local partners and employers over many years to create and increase take up of apprenticeships for Islington residents as a means to build skills to enter and progress in work. Similarly, as an employer, we have prioritised apprenticeships within the Council, to provide opportunities for local unemployed residents to gain skills for work, develop existing staff in their careers, and address skills gaps.
- 1.2 In October 2021, the Environment and Regeneration Committee reviewed progress in delivering external apprenticeships as part of the Quarter 1 performance report for Employment and Skills, and asked for a report on the Council’s approach to apprenticeships to come to a future meeting.
- 1.3 This report provides an update on progress in delivering apprenticeships over the past five years. It also sets out a direction of travel for a refreshed Apprenticeships Strategy that will enable us to increase both the quantity and quality of apprenticeships over the next four years and maximise the benefits they can bring for residents, staff and employers.

2. Recommendations

- 2.1 To note progress in delivering apprenticeships over the past five years, and the lessons learned.
- 2.2 To note work on a strategic framework for a new Apprenticeships Strategy that will set out our vision and priorities over the next four years, and enable us to maximise the benefits that apprenticeships can deliver – for residents, employees, employers and sectors.

2.3 To provide feedback on this proposed framework and, in particular, to identify any gaps in the proposed approach and offer.

3. Background

3.1 The Council has been working with local partners and employers over a number of years to create apprenticeship opportunities for Islington residents, as part of the ambition to support more people into employment. The focus has been on both external opportunities – with local employers and council contractors – and on internal apprenticeships within the Council.

3.2 In 2017, the Council agreed an Apprenticeships Strategy, setting out six key objectives, each underpinned by a detailed action plan. The aims of the strategy were to:

- Increase the number of high quality apprenticeships across Islington
- Raise the profile of apprenticeships
- Support local employers to broaden progression routes and address skills gaps
- Draw the maximum benefit from the Apprenticeship Levy
- Meet our Public Sector Apprenticeship Target of 2.3% of the workforce beginning new apprenticeships each year
- Lobby government to influence national policy

3.3 The strategy was underpinned by key performance indicators, with annual targets for delivery of both external apprenticeships (with local employers and council contractors) and internal council apprenticeships (new posts for local residents and upskilling opportunities for existing staff). Progress in delivering external apprenticeships is monitored the Environment and Regeneration Scrutiny Committee, as part of its wider remit around Employment and Skills.

3.4 In October 2021, the Environment and Regeneration Committee reviewed Quarter 1 performance data for Employment and Skills and noted that the number of apprenticeships with council contractors was below target. The Committee asked for a report on the Council’s approach to apprenticeships, external and internal, to come to a future meeting.

3.5 This report sets out progress over the past five years in delivering apprenticeships. It also sets out proposals for a refreshed approach to apprenticeships for the next four years and seeks comment and input from the Committee on the draft framework.

4. Progress in delivering apprenticeships

Performance over the past four years 2017-21

4.1 In the four years from 2017-2021 we have worked with partners, contractors and internal directorates to deliver **781 apprenticeship starts**: 615 of these were new posts for Islington residents (440 external and 175 internal) and a further 166 were upskilling opportunities for existing Council staff.

	Apprenticeship starts: external employers	Apprenticeship starts: contractors (subset of external)	Apprenticeship starts: new Council posts	Apprenticeship starts: existing staff (upskilling)
2017-2018	118	(10)	53	21
2018-2019	144	(23)	53	53
2019-2020	120	(18)	32	62
2020-2021	58	(9)	37	30
Total	440	(60)	175	166

4.2 The economic impacts of the pandemic have made it more challenging to create new opportunities and, as a result, the numbers of apprenticeships delivered in 2020/21 were, overall, lower than in previous years.

Local authority performance data over the past four years 2017-21

4.3 A public sector apprenticeships target was introduced by Government on 1 April 2017 for all public sector employers with a headcount of 250 or more. These employers are required to create apprenticeship starts equivalent to 2.3% of their headcount each year between 2017/18 and 2020/21. Some of the challenges of this target are set out in paragraph 4.22 below.

4.4 In November 2021 the LGA published official public sector apprenticeships target data which has been helpful to us in seeing how we compare to others. The data only includes councils that submitted their reports to government as part of this process. The data is based on local authority total headcount which includes local authority maintained schools. The London data shows:

- 4.5
 - Only 3 local authorities met their cumulative public sector target across the period.
 - As target is based on headcount including schools, Islington had the eighth largest target of all the London boroughs, and of those we are ranked third for our public sector target performance between 2017-2021.
 - Islington was responsible for 5.5% of all apprenticeship starts across London Councils (of those who supplied data) between 2017-2021, compared to Hackney who had the most starts with 8.6%, and Royal Borough of Kingston upon Thames the least with 0.3%.
 - Islington ranks fifth out of 27 for total apprenticeship starts between 2017 and 2021 and tenth out of 27 for overall local authority public sector target performance between 2017-2021.

4.6 Cumulatively across the four years of the apprenticeship target from 1 April 2017, councils created starts equivalent to 1.2% of their headcount. That is below the public sector average of 1.7%. When compared to the rest of the public sector, local government ranks higher than the Police (1.1%) and non-maintained schools (1.0%), but lower than the Armed Forces (7.9%), the Civil Service (1.8%), Fire Authorities (1.8%), the NHS (1.5%) and other public sector bodies (1.4%)

Performance in the current year 2021/22

4.7 In the first six months of this year, we have delivered 113 apprenticeship starts: 64 new apprenticeships for Islington residents (49 external and 15 internal) and a further 49 upskilling opportunities for existing Council staff.

Apprenticeship starts	Position at Q2 (Apr-Sep 2021)	Target for 2021/22	On track to meet 2021/22 target?
External employers	30	30	Yes - target met
Of which Council contractors	(19)	(20)	Yes
Council: new posts (including schools)	15	98	No
Council: upskilling existing staff	49	100	Yes

External apprenticeships

- 4.8 In the early part of the year, the impacts of the pandemic continued to affect performance. In Quarter 1, numbers of apprenticeship starts with external employers and contractors were below target, as sectors had not fully reopened from lockdown. However, performance in Quarter 2 has picked up and we are on track to meet (and exceed) targets for 2021/22.
- 4.9 In the first six months of this year, 30 apprenticeship starts have been achieved across the Islington Working partnership, the majority through our in-house iWork team:

Organisation reporting apprenticeship start	Starts in Q1	Starts in Q2	Total starts
iWork	4	8	12
Adult & Community Learning	1	0	1
Bright Future Care	0	1	1
Care Trade Charitable Trust	1	0	1
Centre 404	1	0	1
Independent Futures & Virtual School	1	2	3
Islington Somali Community	0	1	1
K & M McLoughlin Training	1	2	3
Love London Working - Clarion	0	1	1
Spear	4	0	4
St Lukes Community Centre	0	1	1
The Hyde Group	1	0	1
	14	16	30

- 4.10 The data is collated from quarterly returns across the wider Islington Working partnership. Partners provide data on the number of apprenticeship starts they have supported, but not the employer in which the placement is based.
- 4.11 Performance targets for external apprenticeships include a sub-target for apprenticeship starts with Council contractors, as part of our drive to use our influence and spending power to deliver social value. What is notable in the figures for 2021/22, compared to previous years, is a real increase in the number of apprenticeship starts with contractors.
- 4.12 In the first six months of this year, 19 of the 30 apprenticeship starts were with a council contracted supplier:
- 17 were within Construction: 16 were placed by iWork's construction team onto local construction sites subject to a section 106 agreement and 1 was placed with the council's own New Build programme
 - 1 was with a social care contractor, and another by a grant funded provider
- 4.13 The strong performance within the construction sector reflects joint working between the iWork construction team and section 106 officer, and the Housing New Build team, and provides some indication of recovery in the sector.

Internal apprenticeships

- 4.14 In the first six months of 2021/22, there have been 64 internal apprenticeship starts within the council (both new posts and existing staff who are upskilling), plus a further 7 in schools (which are counted within the Council's Public Sector duty). A full list of all internal apprenticeship starts to date in 2021/22 is attached as Appendix A.

4.15 Targets for council apprenticeships are set at the end of each financial year and based on our public sector target. The target of 2.3% headcount is calculated on a set date (as stated by DfE) and then apportioned to directorates in April of each year based on their share of the headcount. Government states that the workforce of local authority maintained schools is included within local authority public sector targets, therefore the council also has responsibility for a target across 35 schools.

4.16 Targets for 2021/22, together with the number of apprenticeship starts up to end of Quarter 2 are set out below. The table below also includes the number of 'existing apprentices' i.e. employees within the council still completing their training. These employees started their apprenticeships in previous performance years and do not count towards the current year target but, it should be noted, they are in training and receiving support from the HR apprenticeship team.

NB: For this financial year, enhanced or 'stretch' targets are in place for council directorates as an attempt to mitigate the fact that schools have historically struggled to meet their targets around delivering apprenticeships.

Directorate	Public Sector Target Total Starts	Enhanced Council Target Total starts	New Posts Target 21/22	New post starts Q1&Q2	Upskilling Target 21/22	Upskilling starts Q1&Q2	Apprenticeships in training outside of current target year	Upskill in training outside of current target year
Chief Executive Department	1	2	1	0	1	0	1	0
Community Wealth Building	9	12	6	3	6	1	6	7
Environment	22	28	14	3	14	7	15	8
Fairer Together	10	13	6	0	7	1	5	5
Homes & Neighbourhoods	24	30	15	3	15	3	16	24
People	29	36	18	3	18	24	3	16
Public Health	2	2	1	0	1	1	1	0
Resources	11	14	7	3	7	5	10	15
Schools	61	61	30	0	31	7	4	14
Total	169	198	98	15	100	49	61	89

4.17 The school workforce accounts for approximately 1/3 of the council's headcount and, therefore, the overall target. However, schools' uptake of apprenticeships has not yet reached a comparable level. The impact of this is that the council will not meet its public sector target without schools engaging in creating apprenticeship posts and upskilling.

4.18 Opportunities for new apprenticeships within the Council have been impacted by Covid. A number of existing apprentices have had their fixed term contracts extended to mitigate the impacts of lockdowns which have delayed the delivery of their training courses. This has had a knock on effect on our ability to take on new apprentices. However, apprenticeship starts for our upskilling programme are broadly on track.

Developing and improving our offer

- 4.19 Over the past five years, we've undertaken a range of work to continuously improve our offer, maximise the value of apprenticeships and increase take up. This includes:
- **Targeting residents who are under-represented in employment and priority sectors:** including implementing a guaranteed interview process for Islington care leavers, and targeted activities to raise the profile of apprenticeships with residents, parents/carers, school aged children, NEET young people and those at risk of becoming NEET, as well as providing external pastoral support to local apprentices e.g. those placed on building sites.
 - **Increasing the range and breadth of apprenticeships:** promoting apprenticeships within the council and partners ranging from Level 2 (GCSE) to Level 7 (Masters), and engaging with partners and supply chains to promote apprenticeships, particularly in key growth sectors, broaden progression routes and address skills gaps.
 - **Improving the council recruitment process:** For apprenticeship opportunities only, the council has created a bespoke question-based application form to direct candidates to the information required from them. We have also introduced the use of multi-activity assessment days, helping applicants to better demonstrate their talents and potential in a variety of ways and increasing manager confidence in recruitment decisions.
 - **Promoting take up within the Council and schools:** launching an in-house programme for council staff to upskill through apprenticeships, supporting schools within scope of the levy to recruit apprentices and upskill their existing employees, and creating cohorts of apprentice teachers.
 - **Ensuring a focus on quality and sustainability:** ongoing coaching and support for apprentices placed externally, bespoke support for council apprentices through personal development opportunities and mentoring, and training for council managers to support them to successfully manage an apprentice.
 - **Using our Apprenticeship Levy to support other organisations:** To date we have committed £382,007 to 10 different Islington based organisations supporting the training of 31 people.
- 4.20 Our efforts have been recognised through the London Councils Apprenticeships Awards where we have been shortlisted for, and won, a number of awards including: Best apprentice working in the supply chain or schools (2021), The Andy Scott award for best manager or mentor (2021); Apprentice of the year (2020), Best apprentice working in the supply chain or in schools (2020) and Supply Chain Apprentice of the Year (2019). Going forward, we aim to become an exemplar across London and nationally in terms of innovation and best practice in delivering apprenticeships.

Informing our new strategy: Observations and lessons learnt

- 4.21 Over the past four to five years, we've continually reviewed both the national scene and our own experiences of delivering apprenticeships. Some of the changes and improvements we've made are really starting to show results. But there are still some areas where there is more to do.
- 4.22 Below, we set out some of the key points we have learnt, which have been used to inform our approach and action plan going forward:

Public sector target

- One of the key challenges faced over the apprenticeship strategy has been meeting the public sector target. The target requires new apprenticeships to be created year on year and doesn't account for those currently completing training courses (which can take between 1 - 6yrs). Despite significant lobbying by the LGA to amend the calculation of this target (e.g. based on FTE/headcount, excluding schools, total apprenticeships employed), no changes have been made. The public sector target term ends in March 2022, it remains to be seen how this might evolve.
- There is an ongoing challenge of schools engagement with apprenticeships. The impact of this is that the council will not meet its public sector target without schools engaging in creating apprenticeship posts and upskilling.
- The pandemic has affected apprenticeship training providers, some of whom were not able to transition to deliver virtual training, leading to a number of apprentices having their programme extended to enable them to complete their apprenticeships. This has impacted both progression of the apprentice, and also an employer's ability to recruit new apprentices whilst existing ones are being supported to complete.
- The apprenticeship levy can only be used to cover the costs of the training and not of apprentice salaries or associated support teams.

Making the case for apprenticeships

- Apprentices are moving beyond a 'nice to do' to a 'need to do' – we need to lead with the business case for apprenticeships and their potential as a tool to achieve a diverse workforce, address skills gap, reduce agency spend through growing the skills needed, aid retention, refresh and formalise skills in the council and with other employers
- There is still a perception amongst some that apprenticeships are a 'lesser' offer. There is more work to be done – with young people, unemployed, parents, schools and employers – to change this perception and really sell apprenticeships as a valuable offer to meet supply and demand in the labour market

Adequately resourcing the apprenticeship offer

- Doing this well requires resource – we've traditionally performed well on securing apprentices on construction sites because we have a well-resourced construction team to support delivery of Section 106 commitments. If we are to be exemplar and achieve the step change we want to see, we may need to invest in additional dedicated resource, particularly to support the pastoral support needs of some clients, such as those with learning difficulties
- Schools' participation needs dedicated support similar to that within the council to proactively work across the schools to generate opportunities
- Growth in apprenticeships requires an effective monitoring infrastructure to support this – there is an increased need to track, monitor and report on outcomes which will require digital tools for both internal and external provision.

Improving the process and experience

- Reviewing the timeline for recruitment with schools has made a difference – we are now able to align opportunities to the periods in the year when students are looking for their next step
- Reviewing the application processes to remove unnecessary barriers has helped make apprenticeships more accessible to all. We need to continue to review application processes and provide support

- Apprenticeships achieved through procurement or section 106 levers need employer commitment, so that apprentices are valued as potential talent pipeline and not dropped if the contractor leaves the borough – measures are needed to protect this
- Good pastoral support can sustain individuals in their training, when they face challenges e.g. dealing with difficult situations in the workplace; struggling with caring responsibilities; coping with additional costs, such as travel
- Providing pastoral and career progression support to apprenticeships adds real value – we are seeing very high progression rates into further training or employment where the individual is given this wrap-around support to stay in and progress through training.

Expanding the range and breadth

- Further expanding the range of breadth of apprenticeships – to all levels and a wider range of sectors - is essential if they are to be seen as a viable career route
- To date, the external apprenticeships we have filled through our employment services have largely been within the construction sector - the new sector skills academies being set up across the borough, and our closer work with our Anchor institutions, provide an opportunity to work with these academies to broaden the attraction and opportunities to a wider range of sector.

Ensuring procurement processes support delivery

- New procurement structure will be needed to manage the increasing and varied needs for training for apprenticeships across the council and school workforce
- Procuring and monitoring high quality provision is extremely time consuming, and in future we need to streamline and innovate to achieve our ambitions scoping out opportunities for collaboration – scoping out more opportunities e.g. exploring working with Anchor Institution partners to develop and share in-house provision for certain frameworks, and creating framework procurement systems to support employers to find vetted local providers

Embedding apprenticeships into workforce planning

- Progress has been made towards internal council targets, however managers need support to create medium to long term workforce plans which embed apprenticeships into structures. As part of changes within HR, we have created a strategic business partnering team to work with departments to develop People Plans and a dedicated Strategic Resourcing role to lead on workforce planning. Our Careers and talent team now sits alongside these teams. We aim to achieve breadth across the council and address our future talent needs, as well as volume.
- There is opportunity to explore the opportunity of the council becoming an apprenticeship provider itself, focussing on apprentices where there are labour market shortages e.g. building control and where we need to 'grow our own'. This could potentially enrich our work with Anchor Institutions and create a local/sub-regional apprenticeship eco-system.

5. Refreshing our approach: a new Apprenticeship Strategy 2022-26

- 5.1 Whilst we have made significant progress over the past five years, we feel there is scope to be more ambitious and achieve a real step change in terms of delivering apprenticeships in Islington. We already have in place some of the key enablers:
- A new Community Wealth Building directorate which brings together the relevant services to create apprenticeship opportunities,
 - An ambitious Progressive Procurement Strategy which will drive delivery of social value, including apprenticeships, through our commission and procurement
 - An Islington Working partnership of employment support services across Islington
 - Plans for a new network of Anchor Institutions – key organisations in the borough who share similar values to us and through which we can agree collective targets to deliver social value (including apprenticeships)
 - And, internally, a new HR structure to enable us to deliver our Workforce Strategy that includes a strong focus on apprenticeships as a means to attract and train new talent, progress existing employees, and address skills shortages.
- 5.2 Work is underway to develop a new Apprenticeship Strategy 2022-26 which will set out **a vision to create a borough-wide apprenticeship programme, which increases the number, quality and accessibility of apprenticeships**, and ensures that we reach those residents who most need support, and targets those sectors where opportunities are growing.
- 5.3 Whilst this work is ongoing, (including alignment with the developing Education Strategy), an early draft of the new framework is set out below and committee members are invited to share their reflections on the aspirations, objectives and emerging actions.
- 5.4 It is also worth noting that the skills sector itself is undergoing radical change over the coming years, in response to the impacts of the pandemic and exit from the EU. The government has launched in 2021 its proposals on reforms to post-16 technical education and training to support people to develop the skills needed to get good jobs and improve national productivity. As these national proposals move to implementation, it is imperative that the council's strategy remains sufficiently agile to respond to the emerging context, and potential changes to government targets. This will also give us greater flexibility over the nature of career schemes and traineeships that we provide and prioritise to best meet the needs of our residents and businesses.
- 5.5 As an emerging approach, there are five draft objectives which will contribute towards delivering the vision:
- Objective 1: work with local partners, businesses, schools and within the council to ensure that apprenticeship opportunities created in the borough offer a high quality experience.
 - Objective 2: engage more employers and internal departments in creating more opportunities and designing them to address their business needs and local skills gaps.
 - Objective 3: Develop a strong communications strategy to promote the value of undertaking an apprenticeship, both as a pathway into work, but also as a way to progress on to higher skills
 - Objective 4: Ensure equitable access to apprenticeships for all Islington residents

- Objective 5: Act as a leader and influencer through innovation in apprenticeships, testing new approaches and sharing best practice.

5.6 To deliver the step-change required, the Strategy will need to be driven by a detailed action plan, with a range of targets. The primary targets are anticipated to be:

- Create 1,000 new apprenticeship opportunities over 4 years
- With 65% of apprentices progressing into further employment on completion of their apprenticeship, and
- Increase spend on our Apprenticeship Levy from 60% to 70%.

A detailed 4-year action plan will be developed, in order to build momentum and the capacity required to deliver against these ambitious targets. In addition, this will obviously require adequate resources to meet this ambition and officers continue to work on identifying internal and external funding for the programme, as well as opportunities to work with partners including anchor institutions.

5.7 The Draft Apprenticeships Strategy 2022-26 will be developed in the coming months. The Committee is invited to provide feedback on the scope and level of the ambition, and to identify any gaps or suggested amendments in relation to the approach.

6. Implications

Financial implications:

6.1 The new Apprenticeship Strategy is still in development and, depending on the level of ambition and actions agreed, may require additional resources to deliver.

Legal Implications:

6.2 There are no legal implications relating to this report.

Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:

6.3 There are no environmental impacts arising from this report. However, Apprenticeships at all levels could provide the means to help build skills for jobs in the 'Green' economy and enable the Council and partners to develop and deliver solutions towards achieving Net Zero Carbon by 2030.

Equalities Impact Assessment:

6.4 The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

6.5 This report, and the accompanying strategy, set out steps to ensure that there is equal access to, and take up of, apprenticeships by local residents.

Final report clearance:

Signed by:

Apprenticeship starts 2021-22: Internal

Directorate	Service	Apprenticeship Programme Title (level)	Programme
Adult Social Care	Adult Social Care	Team leader or supervisor (L3)	Upskill
Adult Social Care	Adult Social Care	Team leader or supervisor (L3)	Upskill
Adult Social Care	Adult Social Care	Operations or departmental manager (L5)	Upskill
Adult Social Care	Adult Social Care	Operations or departmental manager (L5)	Upskill
Adult Social Care	Adult Social Care	Social worker (integrated degree) (L6)	Upskill
Adult Social Care	Adult Social Care	Lead adult care worker (L3)	Upskill
Adult Social Care	Adult Social Care	Lead adult care worker (L3)	Upskill
Adult Social Care	Adult Social Care	Associate project manager (L4)	Upskill
Adult Social Care	Adult Social Care	Associate project manager (L4)	Upskill
Children's Services	Adult Social Care	Early Years Educator (L3)	Apprentice
Children's Services	Learning and Culture	Business administrator (L3)	Apprentice
Children's Services	Learning and Schools	Business administrator (L3)	Apprentice
Children's Services	Learning and Culture	Data technician (L3)	Apprentice
Children's Services	Learning and Culture	Business administrator (L3)	Apprentice
Children's Services	Learning and Culture	Social worker (integrated degree) (L6)	Upskill
Children's Services	Learning and Culture	Social worker (integrated degree) (L6)	Upskill
Children's Services	Learning and Culture	Children, young people and families manager (L5)	Upskill
Children's Services	Learning and Culture	Team leader or supervisor (L3)	Upskill
Children's Services	Learning and Culture	Team leader or supervisor (L3)	Upskill
Children's Services	Learning and Culture	Team leader or supervisor (L3)	Upskill
Children's Services	Learning and Culture	Team leader or supervisor (L3)	Upskill
Children's Services	Learning and Culture	Team leader or supervisor (L3)	Upskill
Children's Services	Safeguarding and Family Support	Team leader or supervisor (L3)	Upskill
Children's Services	Safeguarding and Family Support	Team leader or supervisor (L3)	Upskill
Children's Services	Safeguarding and Family Support	Team leader or supervisor (L3)	Upskill
Children's Services	Safeguarding and Family Support	Team leader or supervisor (L3)	Upskill
Children's Services	Safeguarding and Family Support	Operations or departmental manager (L5)	Upskill
Children's Services	VAWG and Youth Safety Commissioning	Team leader or supervisor (L3)	Upskill
Children's Services	VAWG and Youth Safety Commissioning	Team leader or supervisor (L3)	Upskill
Children's Services	VAWG and Youth Safety Commissioning	Team leader or supervisor (L3)	Upskill
Children's Services	VAWG and Youth Safety Commissioning	Team leader or supervisor (L3)	Upskill
Community Wealth Building	Community Financial Resilience	Customer service practitioner (L2)	Apprentice
Community Wealth Building	Community Financial Resilience	Customer service practitioner (L2)	Apprentice

Community Wealth Building	Inclusive Economy & Jobs	Business administrator (L3)	Apprentice
Community Wealth Building	Corporate Landlord Services	Team leader or supervisor (L3)	Upskill
Environment	Environment and Commercial Operations	Countryside worker (L2)	Apprentice
Environment	Public Realm	Horticulture or landscape operative (L2)	Apprentice
Environment	Public Ream	Horticulture or landscape operative (L2)	Apprentice
Environment	Climate Change and Transport	Operations or departmental manager (L5)	Upskill
Environment	Environment and Commercial Operations	Team leader or supervisor (L3)	Upskill
Environment	Environment and Commercial Operations	Operations or departmental manager (L5)	Upskill
Environment	Public Protection	Team leader or supervisor (L3)	Upskill
Environment	Public Protection	Team leader or supervisor (L3)	Upskill
Environment	Public Protection	Team leader or supervisor (L3)	Upskill
Environment	Environment and Commercial Operations	Associate project manager (L4)	Upskill
Fairer Together	Early Intervention and Prevention	Team leader or supervisor (L3)	Upskill
Homes and Neighbourhoods	Homes and Communities	Facilities management supervisor (L3)	Apprentice
Homes and Neighbourhoods	Homes and Communities	Facilities management supervisor (L3)	Apprentice
Homes and Neighbourhoods	Homes and Communities	Facilities management supervisor (L3)	Apprentice
Homes and Neighbourhoods	Homes and Community Safety	Facilities management supervisor (L3)	Upskill
Homes and Neighbourhoods	Housing Property Services	Chartered surveyor building (degree) (L6)	Upskill
Homes and Neighbourhoods	Housing Property Services	Team leader or supervisor (L3)	Upskill
Homes and Neighbourhoods	Housing Property Services	Chartered surveyor building (degree) (L6)	Upskill
Public Health	Public Health	Associate project manager (L4)	Upskill
Resources	Digital Services	Digital support technician (L3)	Apprentice
Resources	Digital Services	Digital support technician (L3)	Apprentice
Resources	Financial Management	Customer service practitioner (L2)	Apprentice
Resources	Financial Operations & Customer Service	Business administrator (L3)	Apprentice
Resources	Financial Management	Accountancy or taxation professional (L7)	Upskill
Resources	Financial Management	Accountancy or taxation professional (L7)	Upskill
Resources	Financial Operations & Customer Service	Assistant accountant (L3)	Upskill
Resources	Law and Governance	Operations or departmental manager (L5)	Upskill
Resources	Digital Services	Associate project manager (L4)	Upskill
Resources	Financial Operations & Customer Service	Associate project manager (L4)	Upskill
Schools	Canonbury	Teacher (L6)	Upskill
Schools	Copenhagen	Teacher (L6)	Upskill
Schools	Hugh Myddelton Primary	Teacher (L6)	Upskill

Schools	Newington Green	Teacher (L6)	Upskill
Schools	Pakeman Primary School	Teaching assistant (L3)	Upskill
Schools	Winton	Teacher (L6)	Upskill
Schools	Robert Blair	Early years educator (L3)	Upskill