

# Children and Young People Overview and Scrutiny Panel - 15<sup>th</sup> March 2022

## Apprenticeships update

- Dheeraj Chibber – Assistant Director, Children’s Social Care & Youth Inclusion  
Keith Shipman – Education Inclusion Manager  
Peter Little – Head of Organisational Development

# Overview

- New Apprenticeship Strategy agreed December 2021
- Embedding a strategic approach to how we attract, retain and develop our workforce to meet our communities' needs, both now and in the future, is a vital aspect of our future workforce strategy.
- Apprenticeships are an integral part of this and can make a positive contribution by creating opportunities for people to develop, and by providing a framework for the workforce, of all ages, to undertake relevant qualifications, helping to raise skills, performance and aspirations.
- London Borough of Merton, along with other public-sector organisations, has a responsibility in helping to create these opportunities both as an employer and as a strategic leader.
- Our strategy includes Apprenticeships and how we support wider Youth Employment, which includes, but is not limited to, Care Leavers.

# Resources

- Peter Little joined Merton in September 2021.
- Dheeraj Chibber joined in November 2021.
- On arrival, whilst there was some great activity taking place, there was no dedicated Apprenticeship resource, nor was there an Apprenticeship strategy.
- Over the past few months we have:
  - Established, and had endorsed by CMT, an Apprenticeship strategy for Merton
  - Received approval for the following dedicated resource:
    - Apprenticeship Lead focusing on all apprenticeship activity across Merton, including supporting local businesses through the levy transfer (currently out to advert)
    - Apprenticeship officer (to be recruited as an entry level apprentice once the lead position has been filled)
    - CSF dedicated Apprenticeship co-ordinator, focussing on supporting Care Experienced Young People and other vulnerable cohorts (such as children with SEND) with a specific focus of identifying and supporting young adults into apprenticeship with the council (role currently being written and evaluated prior to advertising).

# Recent Activity

- New Apprenticeship Strategy approved by CMT in December 2021

Main focus since has been to:

- Commence reducing levy underspend (at the time c.£41,000/month)
- Increase organisational awareness and appetite for apprenticeships through proactive communication campaign
- Support Heads of Service and Schools to understand the benefits and responsibilities for apprenticeships
- Introduce Levy transfer policy to help boost local economy through apprenticeships
- Care Leavers:
  - Received approval and funding for a CSF dedicated Apprenticeship co-ordinator, focussing on supporting Care Experienced Young People and other vulnerable cohorts (such as children with SEND) with a specific focus of identifying and supporting young adults into apprenticeship with the council (role currently being created and evaluated prior to advertising).
  - Ensured our Levy transfer policy criteria requires businesses to create apprenticeship opportunities with added social value for disadvantaged groups. For example, Care leavers; young people Not in Education, Employment of Training (NEET); individuals with disabilities; long term unemployed

# Wider Youth Employment

- As well as apprenticeships, we have supported the national Kickstart initiative.
  - The Kickstart Scheme is open to people aged 16-24 who are currently claiming Universal Credit and are at risk of long-term unemployment. It offers a six-month job with a local employer, funded by central Government to offer exciting opportunities for young people to gain valuable work experience.
  - Our target was to provide 33 placements.
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- We have 40 young people currently in kickstart placements, with 5 vacancies actively seeking to be filled.
  - 2 kickstarts have secured internal permanent appointments
  - 3 kickstarts have secured external permanent appointments
  - We have therefore tremendous support in enhancing skills and encouraging youth employment

# What is an Apprenticeship

- The Organisational Development team, working in conjunction with Children’s Social Care & Youth Inclusion team, are responsible for creating and embedding apprenticeships in Merton.
- Apprenticeships are available to anyone wishing to train in a specific job role.
- Apprenticeship learners need to be in paid employment to be eligible for the programme and will be required to stay on the programme and in employment for at least 12 months.
- Apprentices spend 80% of their time in the work setting and 20% of their time as “off the job” learning.

Apprenticeships provide for:

- Professional Qualifications available to all employees at all levels of the organisation
- Learning on the job
- Centrally funded programmes via the levy
- New talent entrance pathway to the organisation, including supporting youth employment
- Programmes relevant to the work the employee undertakes
- Greater opportunities to upskill our workforce as part of a clear career pathway

# Apprenticeship Levels

Apprenticeship level	Examples of qualifications/ Academic Equivalent
1	Functional skills level 1, GCSEs (grades 3-1: previously D-G)
2	GCSEs (grades 9-4: previously A*-C), CSE grade 1, O level grade A, B or C
3	Advanced level (A level) grade A-E, AS level, Vocational level 3
4	Vocational Qualification level 4, Certificate in Higher Education, HNC
5	Vocational Qualification level 5, Foundation Degree, Diploma in Higher Education, HND
6	Bachelor's Degree (with or without honours)
7	Master's Degree, Postgraduate Certificate and Diploma, PGCE
8	Doctor of Philosophy (DPhil or PhD).

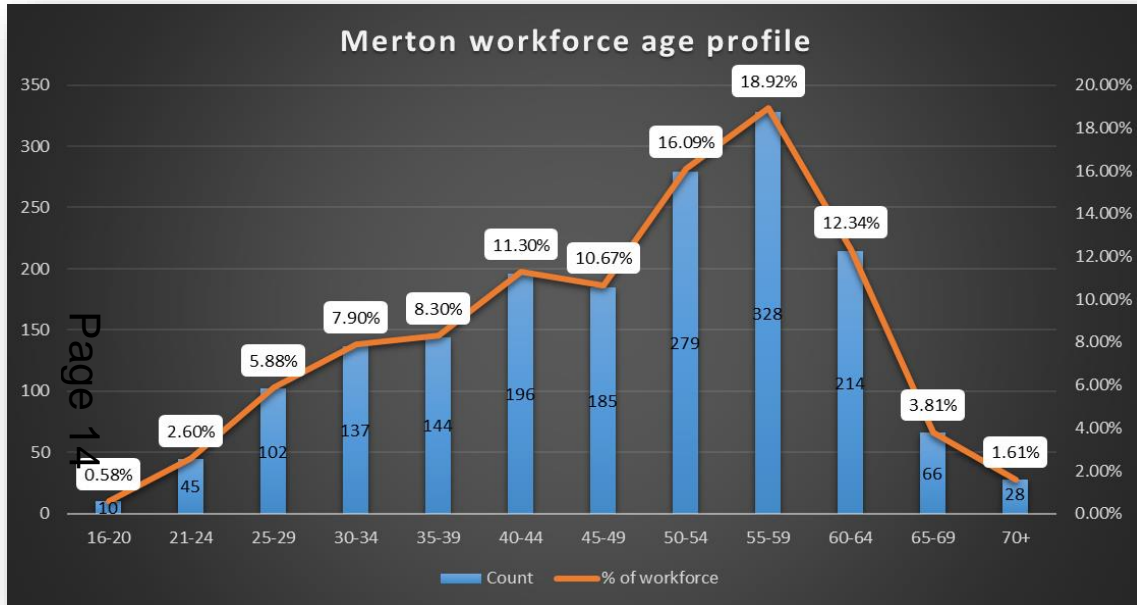
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The table on the left shows the potential levels available under apprenticeships. We offer levels 2-7 (there are no training providers who offer level 1 and there is no demand for level 8).

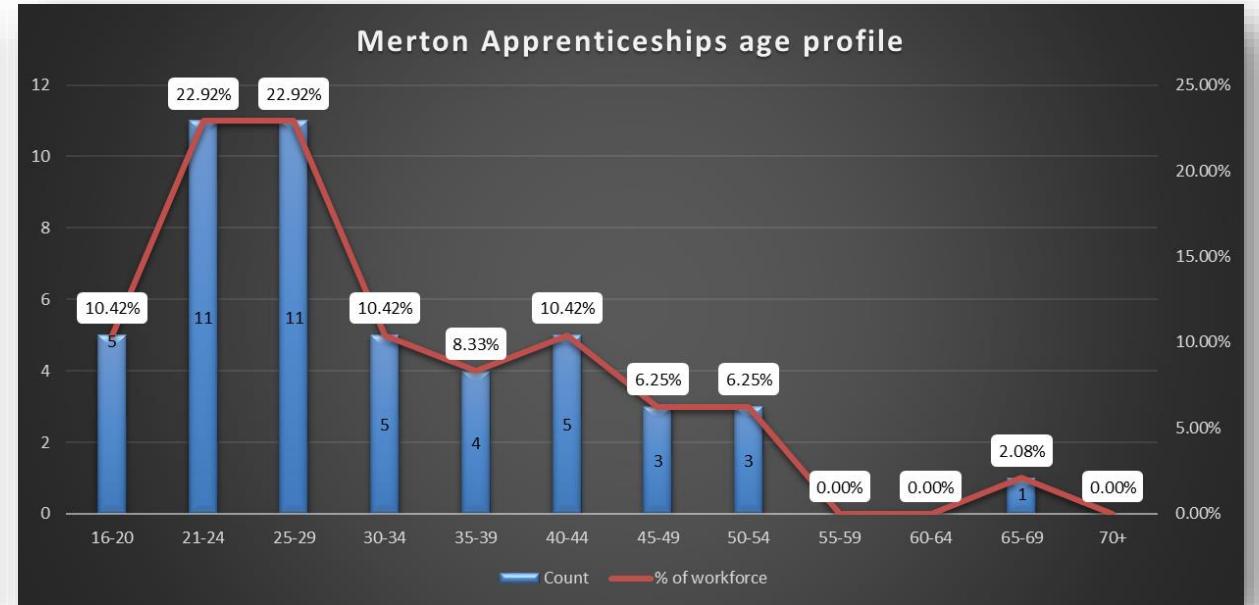


The table on the right shows the range of levels which Merton apprenticeships have either completed or are currently undertaking.

# Age Profile



The graph on the left shows the current age profile for Merton's workforce. This shows an ageing workforce and over the coming years we will lose much of our current experienced workforce to retirement.



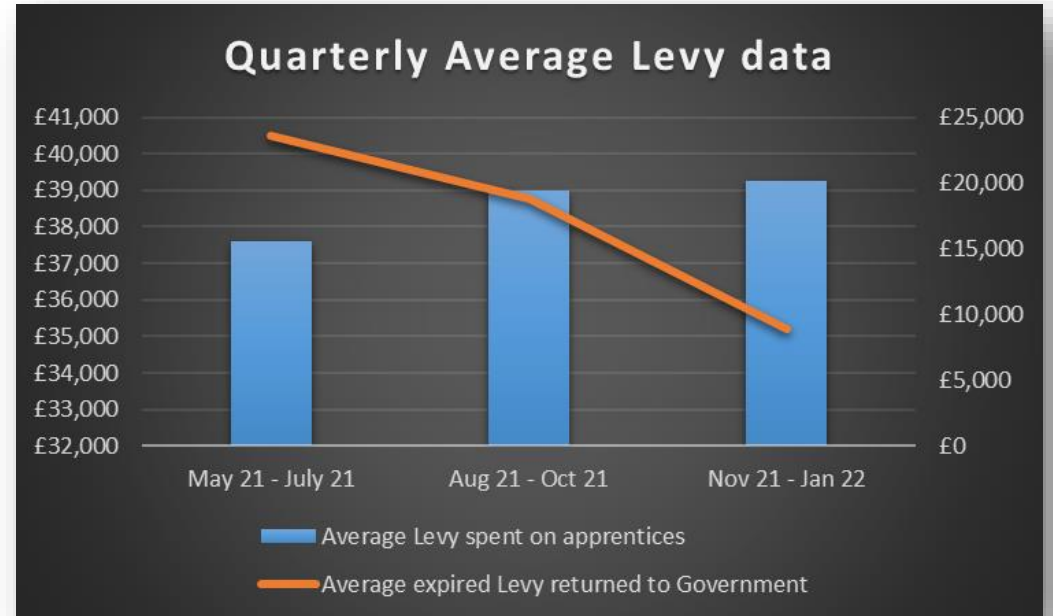
The graph on the right shows the same age parameters but of those undertaking apprenticeship programmes. Whilst there are no age limits to apprenticeships, it is important to see more people in the younger age parameters to start building the future succession experience pipeline.



# Apprenticeship Levy

- The Levy can only be spent on the apprenticeship training programme itself. It cannot be used to fund or part fund salaries, travel expenses, meals whilst learning or any other costs.
- We have two years to spend the contributions apportioned to the fund before they expire and are returned to central government.
- Expenditure against the fund occurs, calculated as the overall cost of the programme, divided by the number of months the programme runs.
- The chart on the right shows how the levy position has moved steadily over the past three quarters. Data production is always in lag; at the time of writing we have information to the end of January 2022.
- Since we introduced our Apprenticeship Strategy and initiated our communication campaigns this autumn, we are trending more favourably, increasing our monthly spend on apprenticeships and reducing the amount of levy sent back to Central Government.

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# RESPONSE TO ADVANCE QUESTIONS



# Question 1

Provide an overview of how the council works in partnership with employers to support local young people into jobs and training, including statistical information on the number of young people supported over the last five years

- Towards Employment is an employability project that sits within Merton's Public Health Team, works closely in partnership with Tooting and Mitcham FC and Future Merton and receives funding from CIL, the DWP, MOAT PHCC and Groundworks. One of their target groups are care experienced young people (funding is temporary)

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TE have developed exclusive employment pathways with employers within and external to our supply chain. I.e. UPS, Id Verde, Surrey Envelopes, Surrey Steel, Caterlink, Amazon and Abelio. They are currently working with Wimbledon Tennis on a guaranteed interview project for work during the championships.

- TE have supported Care Experienced Young People into the Civil Service Roles
- Over the past year they have supported 75 care experienced young people.

# Question 2

Provide an overview of challenges in developing apprenticeships

- Lack of general awareness of apprenticeships, their value and available funding
- Lack of awareness and management buy in to support development of entry level apprentices
- Preference from managers to recruit experience staff rather than “taking a risk” on developing and growing our own talent via apprenticeships
- Budgetary constraints on managers to fund apprenticeship salaries, plus lack of awareness of available “apprenticeship reserve fund” that could be accessed
- Certain professions lacking suitable and/or available apprenticeship standards. For example Youth Worker Level 6 and Learning & Skills Teacher Level 5 have been in demand but unavailable and only approved by institute of Apprenticeships in February 2022
- Concerns from managers over the required 20% “off the job” element
- Lengthy process to acquire new training providers
- Previous lack of dedicated resource to unblock challenges and promote activity
- Impact of Covid diverted collective attention to pandemic, drawing it away from apprenticeships
- Absence of cohesive strategy to address above challenges

# Question 3

## Provide an outline of plans for the future of apprenticeships

Given the aforementioned activity, including encouraging existing staff to embark on apprenticeship programmes, we feel we have now created a stronger and more receptive learning environment within Merton and as such the business will be more ready to provide a positive learning experience for new entrant Apprentices.

Done this way, our Apprentices will be best placed to have the greatest support and opportunities to succeed.

Additional plans we have in place to make apprenticeships a success are as follows:

- The Apprenticeship Strategy will be a major part of our future Workforce Strategy (Scheduled for launch July 2022).
- Recruitment for 3 dedicated apprenticeship positions
- Greater business partnering to understand and meet each business areas' development needs
- Work with local schools, colleges and universities to improve their own uptake on apprenticeships and support future options for education leavers
- Continued partnership working between CSF & Organisational Development teams
- Run Myth busting and information drop in sessions for managers and staff (see slides 22 onwards)
- Utilise the available levy transfer (next slide)
- Comprehensive communication campaign
- Continued focus from the Care Leaver team to encourage more Care Leavers to apply for available apprenticeships
- Continued support from directorates to make positions available for education leavers moving into Apprenticeships
- Continue to promote and take advantage of the available apprenticeship reserve

# Question 3 continued...

## Helping the local economy

We are now able to transfer up to 25% of our levy funds to a non-levy paying organisation or business. This means that here at Merton, we can transfer a proportion of our own apprenticeship funds to businesses across the borough, who do not have their own funds available.

We know apprenticeship programmes provide a very effective skills development and recruitment tool for such businesses so we are more than happy to pay for their apprenticeship training programmes.

High level criteria will apply and companies should be able to demonstrate meeting at least one of the following points:

- **Addressing skill shortages in Merton.** These could include Social Care, Digital skills, Engineering, schools and nurseries, employing local people in local jobs.
- **Creating apprenticeship opportunities with added social value for disadvantaged groups.** For example, Care leavers; young people Not in Education, Employment or Training (NEET); individuals with disabilities; long term unemployed; asylum seekers.
- **Supporting charities, community and voluntary organisations.** This could help support their work by developing key roles in their organisation, improving mental health and wellbeing, offering social interaction and responding to local needs.
- **Assisting small and medium sized businesses** in providing training for staff which will help them to recruit to hard-to-fill vacancies in their business, or to upskill an existing member of staff to fill a skills gap.

# Question 4

Provide an overview of schemes to support vulnerable young people such as care leavers

- Skills and experienced Personal Advisors – Pathway Planning, Support, Advocacy, Befriending and Advising
- Virtual Schools – University support and dedicated ETE worker who specifically targets hard to engage YP; Youth Justice – dedicated ETE worker
- Kickstart Programme – government scheme – paid for by DfE which allows for creative posts
- Towards Employment, and My Futures – key workers team which supports all young people needing support with education, employment and training
- Panel supporting care experienced young people into education, employment and training
- Dedicated resource agreed which will help promote apprenticeships for care leavers

# QUESTIONS





# SUPPORTING SLIDES

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- 1) MYTH VS FACT
- 2) AVAILABLE APPRENTICESHIPS
- 3) CURRENT & PIPELINE APPRENTICES

# Myth vs Fact

The EFSA (Education Skills Funding Agency), the government department responsible for apprenticeships (part of the DfE), produced some common myths and answers, see below.

## **“My apprentice will spend a lot of time away from the workplace”**

- Apprenticeships are about upskilling an individual. Reaching occupational competency takes time. Many employers and apprentices have praised the positive effect off-the-job training has on their productivity and apprentices feel valued by the significant investment in their training.
- Off-the-job training must be away from the apprentice’s normal working duties and must teach new knowledge, skills and behaviours relevant to their specific apprenticeship.
- It can be delivered flexibly, for example, as a part of each day, one day per week, one week out of five or as block release.
- You may already have existing training programmes or materials you can use to deliver elements of the apprentice’s off-the-job training.

## **“Off-the-job training must be delivered by a provider in a classroom, at an external location”**

- This is not true. Off-the-job training can be delivered in a flexible way. This can be at the apprentice’s usual place of work, or at an external location. It can include for example, the teaching of theory, practical training and writing assignments.
- Providers have developed a range of delivery styles to suit employer and apprentice needs. Employers should work with them to decide when and where off-the-job training should take place and who is best placed to deliver it.

# Myth vs Fact

## **“English and maths counts towards the 20% requirement for off-the-job training”**

- This is not true: English and maths do not count towards the 20% off-the-job training.
- Apprenticeships are about developing occupational competency and they are designed on the basis that the apprentice already has the required level (level 2) of English and maths. Training for English and maths must be on top of the 20% off-the-job training requirement.

## **“Off-the-job training can be done in the apprentice’s own time”**

- An apprenticeship is a work-based programme so all off-the-job training must take place within the apprentice’s paid contracted hours. If planned off-the-job training is unable to take place, it must be rearranged. Apprentices may choose to spend additional time training outside paid hours, but this must not be required to complete the apprenticeship.

## **“Apprenticeships are for those who didn’t get good exam results”**

- Apprenticeship opportunities can be very competitive so employers will be looking to employ the best candidates. In addition, individuals choosing to study an apprenticeship are expected to manage both working and studying a qualification so need to be ambitious and have the desire to develop the skills to succeed.

# Myth vs Fact

## **“Apprentices have few career progression opportunities”**

- The majority of apprentices in work felt that their apprenticeship had had a positive impact on their career and 36% of higher apprentices report getting a promotion after completing their apprenticeship.

## **“Apprenticeships are only for young people”**

- Apprenticeships are open to anyone over the age of 16. There is no upper age limit.

## **“An Apprenticeship won't pay me enough”**

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There is a minimum apprenticeship wage that all employers must pay apprentices. However, London Borough of Merton agrees to pay London Living Wage for newly recruited apprentices. Existing employees retain their current terms and conditions.

## **“You can't go to university if you study an Apprenticeship”**

- Similarly to GCSEs and A-Levels, apprenticeship qualifications attract UCAS points that can be used to access various university level programmes. You can also progress through the apprenticeship route with higher and degree level apprenticeships available.

## **“I need to document all of the apprentice's off-the-job training”**

- A commitment statement must be in place from the beginning of the apprenticeship, setting out the training content an apprentice will receive, and which elements count towards the off-the-job training. The apprentice's evidence pack needs to demonstrate what training has been delivered against the commitment statement.

# Available Apprenticeships

Qualification Title	Level	Typical Duration	Central Training Group	Credit Services Association	Damar Limited	HAWK Management LTD.	JGA Limited	Lifetime Training Group	National College of Education	Serco Knowledge, Skills & Children's Services	Skills Training UK	South Thames Colleges Group	The Centre	The Open University	TRN (Train) Ltd
<a href="#">Business administrator</a>	3	18	✓		✓	✓	✓	✓			✓	✓			
<a href="#">HR support</a>	3	18										✓			
<a href="#">Improvement technician</a>	3	14				✓					✓				
<a href="#">Team leader and supervisor</a>	3	12			✓	✓	✓	✓			✓	✓	✓		✓
<a href="#">Associate project manager</a>	4	24					✓	✓			✓				
<a href="#">Counter Fraud Investigator</a>	4	24					✓								
<a href="#">Improvement practitioner</a>	4	14				✓					✓				
<a href="#">Policy officer</a>	4	24					✓								
<a href="#">Regulatory compliance officer</a>	4	24		✓											
<a href="#">School business professional</a>	4	18								✓					
<a href="#">Coaching professional</a>	5	14						✓			✓				
<a href="#">HR consultant and partner</a>	5	36										✓			
<a href="#">Improvement specialist</a>	5	14									✓				
<a href="#">Education Management Programme</a>	5	22							✓						
<a href="#">Operations and departmental manager</a>	5	30			✓	✓	✓	✓			✓	✓	✓		✓
<a href="#">Chartered manager (degree)</a>	6	48								✓		✓		✓	
<a href="#">Improvement leader</a>	6	18									✓				
<a href="#">Senior leader (degree)</a>	7	24												✓	
<a href="#">Senior leader (degree) for School Business Professionals</a>	7	24								✓					
<a href="#">Senior Leadership Degree for School Leaders</a>	7	24							✓						
<a href="#">Senior leader (degree) for SEN Co-ordinators</a>	7	24								✓					
<a href="#">Systems thinking practitioner</a>	7	30					✓				✓				

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# Available Apprenticeships

## Care Services

Qualification Title	Level	Typical Duration	Lifetime Training Group	The Open University	TRN (Train) Ltd
<a href="#">Adult care worker</a>	2	12	✓		
<a href="#">Lead adult care worker</a>	3	18	✓		
<a href="#">Children, young people and families practitioner</a>	4	24			✓
<a href="#">Lead practitioner in adult care</a>	4	18	✓		✓
<a href="#">Children, young people and families manager</a>	5	24			✓
<a href="#">Leader in adult care</a>	5	18	✓		✓
<a href="#">Social worker (integrated degree)</a>	6	36		✓	

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## Health and science

Qualification Title	Level	Typical Duration	Lifetime Training Group
<a href="#">Healthcare support worker</a>	2	12	✓
<a href="#">Senior healthcare support worker</a>	3	18	✓
<a href="#">Healthcare assistant practitioner</a>	5	18	✓

# Available Apprenticeships

Qualification Title	Level	Typical Duration	estio training limited	JGA Limited, trading as The JGA Group	Skills Training UK	South Thames Colleges Group	The Open University
<a href="#">Data technician</a>	3	24	✓	✓		✓	
<a href="#">Infrastructure technician</a>	3	12	✓		✓	✓	
<a href="#">IT Solutions Technician</a>	3	18	✓				
<a href="#">Junior content producer</a>	3	12		✓			
<a href="#">Software development technician</a>	3	18	✓				
<a href="#">Cyber security Risk Analyst</a>	4	24	✓				
<a href="#">Cyber Security Technologist</a>	4	24	✓				
<a href="#">Data analyst</a>	4	24	✓		✓		
<a href="#">Digital Community Manager</a>	4	24		✓			
<a href="#">IS business analyst</a>	4	18	✓			✓	
<a href="#">Network engineer</a>	4	24	✓		✓		
<a href="#">Software developer</a>	4	24	✓				
<a href="#">Software tester</a>	4	24	✓				
<a href="#">Digital and Technology Solutions Professional</a>	6	36					✓

# Available Apprenticeships

Qualification Title	Level	Typical Duration	HAWK MANAGEMENT UK LTD	TRN (Train) Ltd	Serco Knowledge, Skills & Children's Services
<a href="#">Early years practitioner</a>	2	12	✓	✓	
<a href="#">Early years educator</a>	3	18	✓	✓	
<a href="#">Teaching assistant</a>	3	18			✓

Qualification Title	Level	Typical Duration	Credit Services Association
<a href="#">Intelligence analyst</a>	4	18	✓



# Available Apprenticeships

Qualification Title	Level	Typical Duration	Credit Services Association	CIPFA	Damar Limited	South Thames Colleges Group
<a href="#">Accounts or finance assistant</a>	2	12			✓	✓
<a href="#">Credit controller and collector</a>	2	12	✓			
<a href="#">Advanced credit controller and debt collection specialist</a>	3	18	✓			
<a href="#">Assistant accountant</a>	3	18			✓	✓
<a href="#">Compliance and risk officer</a>	3	15	✓			
<a href="#">Debt adviser</a>	3	18	✓			
<a href="#">Paralegal</a>	3	24			✓	✓
<a href="#">Payroll administrator</a>	3	18				✓
<a href="#">Professional accounting or taxation technician</a>	4	18			✓	
<a href="#">Chartered legal executive</a>	6	60			✓	
<a href="#">Senior compliance and risk specialist</a>	6	36	✓			
<a href="#">Accountancy or taxation professional</a>	7	36		✓		

# Available Apprenticeships

Qualification Title	Level	Typical Duration	Central Training Group	CIPS	Damar Limited	estio training limited	HAWK MANAGEMENT UK LTD	JGA Limited, trading as The JGA Group	Lifetime Training Group	Skills Training UK	South Thames Colleges Group	SR Supply Chain Consultants Ltd
<a href="#">Customer service practitioner</a>	2	12	✓		✓		✓		✓	✓	✓	
<a href="#">Bid and Proposal Co-ordinator</a>	3	24						✓				
<a href="#">Customer service specialist</a>	3	15	✓						✓	✓	✓	
<a href="#">Digital marketer</a>	3	18				✓		✓		✓	✓	
<a href="#">Housing and property management</a>	3	18									✓	
<a href="#">Marketing assistant</a>	3	18						✓				
<a href="#">Procurement and supply assistant</a>	3	18										✓
<a href="#">Commercial procurement and supply</a>	4	24		✓								✓
<a href="#">Marketing executive</a>	4	15						✓				
<a href="#">Public relations and communications assistant</a>	4	12						✓				
<a href="#">Sales executive</a>	4	18						✓				
<a href="#">Marketing manager</a>	6	24						✓				

# Available Apprenticeships

## Construction

Qualification Title	Level	Typical Duration	JGA Limited, trading as The JGA Group	South Thames Colleges Group
<a href="#">Property maintenance operative</a>	2	12	✓	✓

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## Engineering and manufacturing

Qualification Title	Level	Typical Duration	South Thames Colleges Group
<a href="#">Engineering operative</a>	2	12	✓

# Current & Pipeline Apprenticeships

Directorate	FTC Apprentices	Existing employee apprentices	Total number of apprentices	Types of apprenticeships
Environment and Regeneration	0 (plus 0 in pipeline)	3 (plus 4 in pipeline)	3 (plus 4 in pipeline)	<p><b>Current:</b> 3x Team Leader/Supervisor L3 (Existing employee)</p> <p><b>Pipeline :</b> 1x Building Control Surveyor L6 Existing 1x Accountancy L3 (Existing) 1x Operational/Departmental Manager L5 (Existing) 1x Chartered Manager L6 (Existing)</p>
Children School & Families	2 (plus 0 in pipeline)	4 (plus 5 in pipeline)	6 (plus 5 in pipeline)	<p><b>Current:</b> 1x Property Maintenance Operative L2 (FTC Apprentice) 2x Children &amp; Young People Social Care L3 (Existing) 1x Business Admin L3 (Apprentice) 2x Data Analyst L4 (Existing)</p> <p><b>Pipeline:</b> 3x Team Leader/ Supervisor L3 (Existing) 1x Early Years Educator L3 (Existing) 1x Leadership for Health and Social Care and Children &amp; Young People's Services</p>
Community & Housing	0 (plus 0 in pipeline)	8 (plus 2 in pipeline)	8 (plus 2 in pipeline)	<p><b>Current</b> 2x Lead Adult Care Worker L3 (Existing) 4x Team Leader/Supervisor L3 (Existing) 2x Social Worker Integrated Degree L6 (Existing)</p> <p><b>Pipeline</b> 1x Care Leadership and Management: General Adult Social Care L5 (Existing) 1x Occupational Therapist L6 (Existing)</p>

# Current & Pipeline Apprenticeships

Directorate	FTC Apprentices	Existing employee apprentices	Total number of apprentices	Types of apprenticeships
Corporate Services	8 (plus 1 in pipeline)	7 (plus 11 in pipeline)	15 (plus 12 in pipeline)	<p><b>Current:</b></p> <ul style="list-style-type: none"> <li>4x Accountancy Taxation Professional - CIPFA L7 (Apprentice)</li> <li>1x HR Consultant/Partner L5 (Apprentice)</li> <li>1x L&amp;D Consultant/Partner L5 (Existing)</li> <li>1x Business Administrator L3 (Standard) (Apprentice)</li> <li>1x HR Support L3 (Apprentice)</li> <li>1x Solicitor L7 (Apprentice)</li> <li>2x Chartered Legal Executive Apprenticeship L6 (Existing)</li> <li>1x Facilities Management L3 (Existing)</li> <li>1x Paralegal Apprenticeship L3 (Existing)</li> <li>2x Revenues and Welfare Benefits Practitioner L4 (Existing)</li> </ul> <p><b>Pipeline:</b></p> <ul style="list-style-type: none"> <li>1x Commercial Procurement &amp; Supply L4 (Existing)</li> <li>1x Paralegal L3 (Apprentice)</li> <li>1x Compliance and Risk Officer L3 (Existing)</li> <li>7x Operational/Departmental Manager L5 (Existing)</li> <li>2x Team Leader/Supervisor L3 (Existing)</li> </ul>

# Current & Pipeline Apprenticeships

Directorate	FTC Apprentices	Existing employee apprentices	Total number of apprentices	Types of apprenticeships
Schools	5 (plus 3 in pipeline)	25 (plus 7 in pipeline)	30 (plus 14 in pipeline)	<p><b>Current:</b></p> <ul style="list-style-type: none"> <li>1x Accounts or Finance L2 (FTC Apprentice)</li> <li>1x Information communication Technician L3 (FTC Apprentice)</li> <li>1x Support Teaching and Learning L2 (FTC Apprentice)</li> <li>2x Teaching Assistant Level 3 (FTC Apprentice)</li> <li>10x Operational/Departmental Manager L5 (Existing)</li> <li>3x Senior Leaders Masters L7 (Existing)</li> <li>5x Teaching Assistant L3 (Existing)</li> <li>7x Teacher (standard) L6 (Existing)</li> </ul> <p><b>Pipeline:</b></p> <ul style="list-style-type: none"> <li>3x Property Maintenance Operative L2 (FTC Apprentice)</li> <li>1x Finance Assistant L2 (Existing)</li> <li>1x Operational/Departmental Manager L5 (Existing)</li> <li>1x Professional Accounting L4 (Existing)</li> <li>1x Senior Leaders Masters L7</li> <li>7x Teaching Assistant L3 (Existing)</li> </ul>
<b>Total</b>	<b>15</b>	<b>47</b>	<b>62</b>	<b>62 current</b>
			<b>37 pipeline</b>	<b>37 pipeline</b>