

LGA Survey 2025/2026

14 July 2026

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Agenda

- 1 Social Worker Update
- 2 The Year in Summary
- 3 Responses to changing programme and funding rules
- 4 Structuring apprenticeships and apprentice support
- 5 Procurement & provider management
- 6 Schools
- 7 Programme leadership, strategy & management

Social Worker Level 7 Apprenticeship Route – Current Position (July 2026)

Context

- Impact of new funding rule **P68.3** (effective **1 August 2026**) means removal of the the **postgraduate (Level 7) qualification route** within the **Level 6 Social Worker apprenticeship**.
- The change was confirmed very recently by Skills England shortly with limited noticed before planned September 2026 starts, despite the existing apprenticeship standard allowing both routes.
- The LGA has gathered evidence from councils to understand the workforce implications and inform discussions with Government.

Employer evidence (to date)

- **43 responses** received from councils and sector partners
- **23** reported a direct workforce impact
- **14** reported no direct impact
- **6** sought clarification on the funding rules
- Plus a regional submission from North East ADASS, representing **13 Directors of Adult Social Services**, alongside supporting intelligence from higher education providers (via UVAC).

Consistent themes emerging

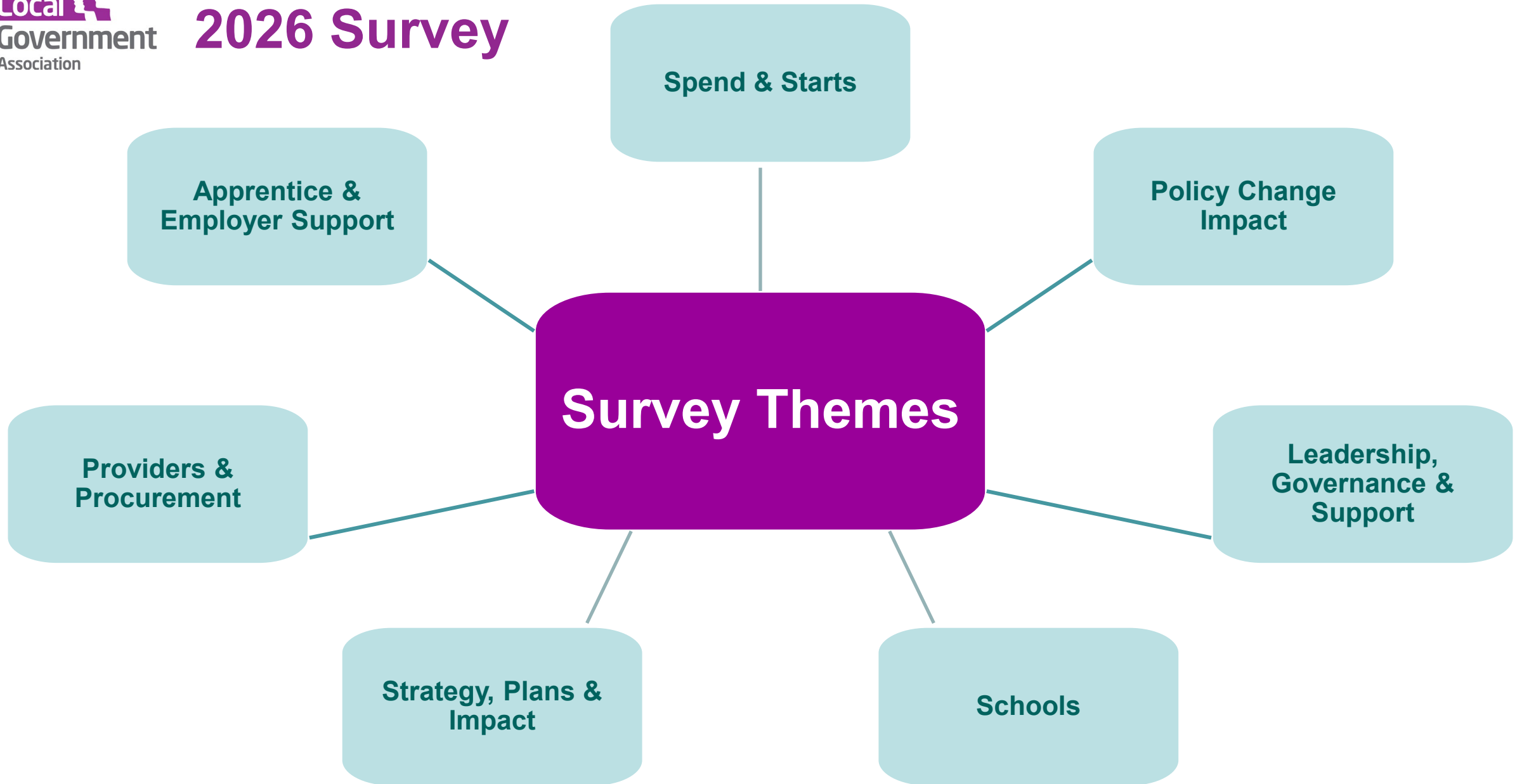
- Workforce planning and September 2026 recruitment disrupted
- Delayed supply of newly qualified social workers (18-month/2-year route replaced by 3-year route)
- Increased competition for L6 places and some may not now apply – impacting pipeline and learner choice
- Reduced "Grow Your Own" opportunities, career progression and access for graduates, career changers and mature learners
- Increased recruitment pressures and potential continued reliance on agency staff
- Very limited notice and lack of opportunity for employers and providers to prepare or influence implementation

LGA next steps

- Evidence paper submitted for approval prior to sharing with Ministers and senior officials
- Seeking urgent meeting / roundtable with Government, employers and providers
- LGA asking Government to:
 - introduce **transitional arrangements** for planned 2026/27 cohorts
 - **review the application of Rule P68.3** to the Social Worker apprenticeship
 - improve consultation and transition arrangements for future funding rule changes affecting workforce-critical professions

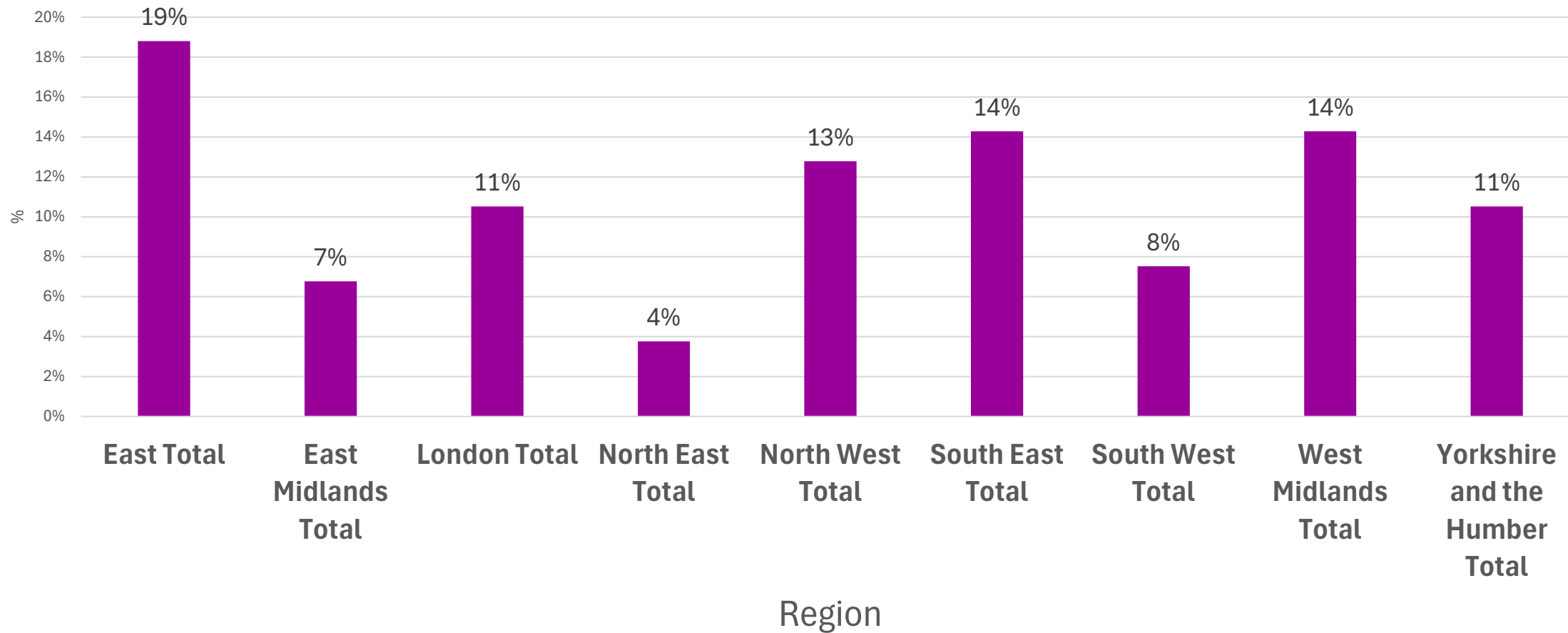
The Year in Summary

2026 Survey



Regional Responses (Total 132)

Survey Respondents as a % of the overall Response Numbers by Region



Survey: Indicative Headlines



132 responses were received for the survey



c.698m Contributed by councils since Levy introduction in 2017



c.£376m spent since Levy introduction in 2017



7409 starts in councils since April 25, with **2503** in maintained schools



53% of total contributions have been spent on training to date



101 Councils have returned **c.126M** in expired funds



7458 starts in councils between 1 April 24 & 31 March 25, with **2317** in maintained schools



80 Councils Spent over £1M on training since Levy introduction in 2017



80% of those who have not had funds expire expect to spend their Levy this year too

Starts & Funding Headlines



1.4% increase in
Council and Schools
starts this year



40+m
Contributed by
councils in levy
transfers



83% of levy transfer
councils did not spend
their full Transfer
allowance [and
another 13% were not
sure]



45% councils have
higher starts, 47%
have lower starts



7000+ apprentice
starts through Levy
Transfers



278 apprenticeships
have been funded since
the PAYE flexibility was
introduced in 2023.

Levy Transfers-now and the future:

Have you used the Levy Transfer?

58% (77) councils made Levy Transfers

13% are considering plans for Transfers

29% don't have any plans for transfers

How much Levy Transfer allowance did you use?

8% average Transfer allowance

22% highest

Do you have a Levy Transfer policy?

64% Yes

18% In development

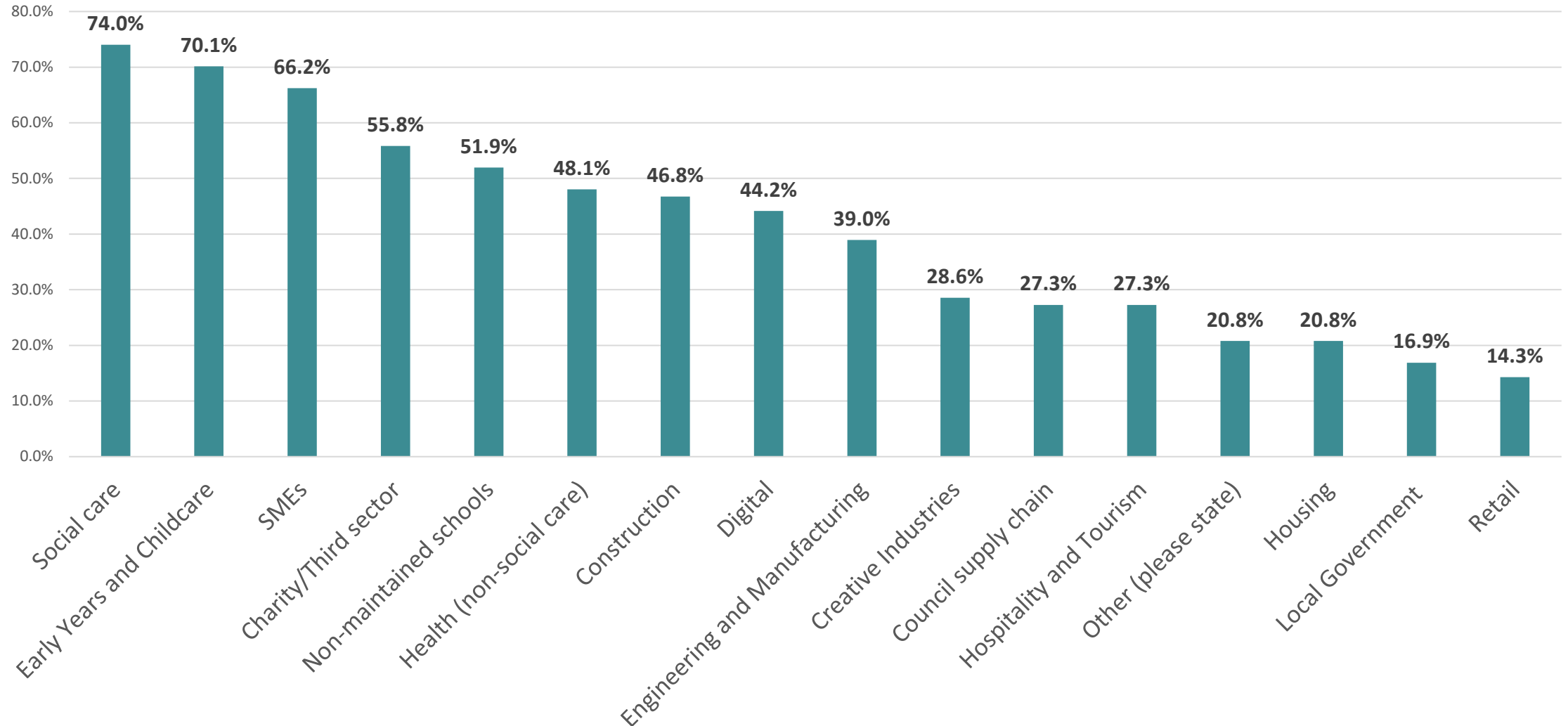
18% No

With the Transfer value increasing to 50% what will you do ?

- Transfer about the same **48.1%**
- Transfer more **33.8%**
- Transfer less **18.2%**

Levy Transfers – destination sector

% of transfer destinations selected (multiple selections by each user)

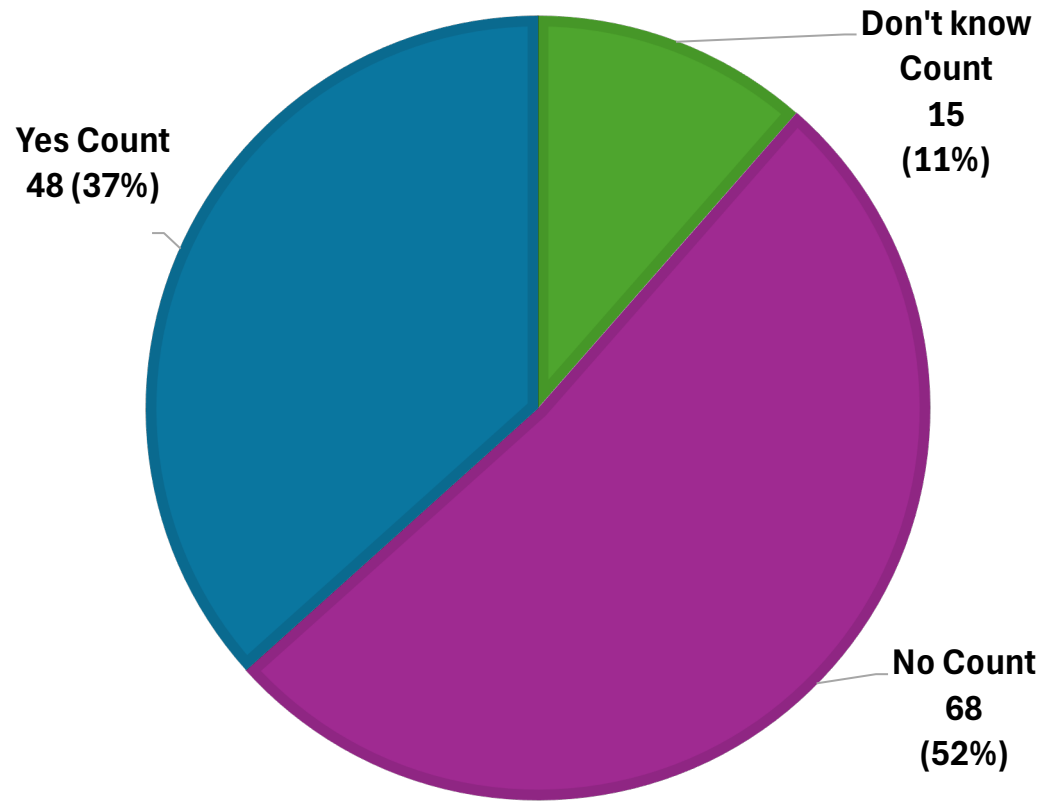


Levy Transfers – ‘other’ destination sector

Summarised sector	Mentions	Summarised sector	Mentions
Financial services / accounting / insurance	4	Police / other public sector	2
Construction and civil engineering	2	Professional, scientific & technical / professional services	2
Hair and beauty	2	Transport and logistics	2
Summarised sector	Mentions	Summarised sector	Mentions
Accommodation and food services	1	Information and communication	1
Administrative and support services	1	Maintained schools	1
Agriculture, forestry and fishing	1	Manufacturing	1
Arms Length Management Organisation	1	Motor vehicle	1
Arts, entertainment and recreation	1	Other service activities	1
Early Years	1	Public administration and defence	1
Education	1	Real estate activities	1
Heritage	1	STEM	1
Human health and social work	1	Wholesale, retail and motor repair	1

Pooled PAYE

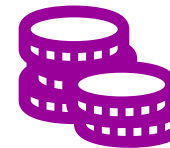
Is your council affected by pooled PAYE?



37% of councils are affected by pooled PAYE



77% of councils affected by pooled PAYE are using the flexibility secured by the LGA.



This enables councils to use their own levy funds to pay for apprenticeships in organisations that are part of a Pooled PAYE scheme.

Impact & Implications

Structuring apprenticeships and apprentice support

Observations	Implications	Opportunity / Priority Action
Overall starts are substantial. performance varies widely between councils and service areas – what can be learned quickly	Headline totals can conceal gaps in participation, locations or apprentice groups. This makes it harder to respond quickly to shortages and restructuring pressures.	Segment starts by service, occupation, age, level and new or existing employee. Set local targets and focus support on areas with low or falling participation. Learn from others with successes.
Are schools an underused route for workforce development? Tactical deployment of a firmer commitment to use apprenticeships may be needed	With fewer standards, less time and less resource, continued low take-up anywhere will contribute to levy underspend and missed opportunities in hard-to-fill school roles.	Develop a growth plan, with priority standards, named contacts, provider options and a realistic start pipeline. What would work best as a focussed tactical delivery of the strategy and opportunities ahead.
Reported levy income is materially higher than reported expenditure –Is there a plan to use the funding to its maximum	With reduced funding flexibility and a shorter expiry window, uncommitted funds will become harder to recover through current planned activity.	Do something new - Maintain a rolling 12–18 month levy forecast covering planned starts, committed costs, likely completions and funds at risk of expiry.
More than three-quarters of councils have already experienced levy expiry.	Expiry is no longer an exceptional event; it represents recurring loss of workforce investment at a time of severe budget and capacity pressure.	Reprioritise a monthly expiry-risk dashboard and require recovery actions for funds approaching expiry, including shared cohorts and accelerated recruitment.
Recent starts are broadly stable overall, but councils are almost evenly split between higher and lower activity.	A sector-wide average will not help councils whose pipelines are declining. Some will face a sharper fall as funding rules and Level 7 eligibility change.	Identify the causes of local decline and compare practice with higher-growth councils. Replicate successful approaches to engagement, approvals and cohort development.

Responses to changing programme and funding structures and rules

Starts & Funding Headlines



53% of councils believe that the change in co-investment rate will have no effect on them



66% of councils think that the change in levy expiry will make it harder to spend the levy



69% of councils think the change in levy expiry from 24 months to 12 will make expiry more likely



51% of councils are opposed to the removal of the 10% top up & 8% support this change

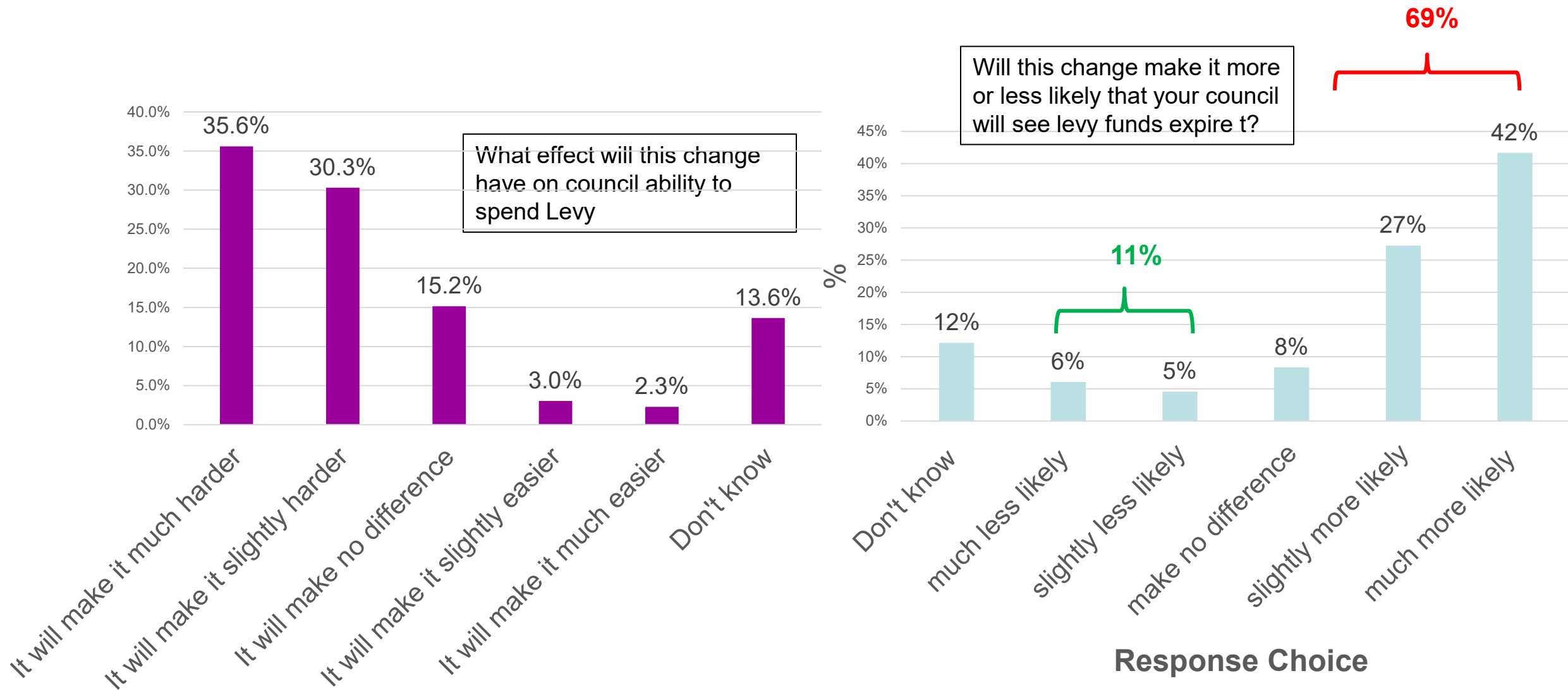


7000+ apprentice starts have been funded through Levy Transfers

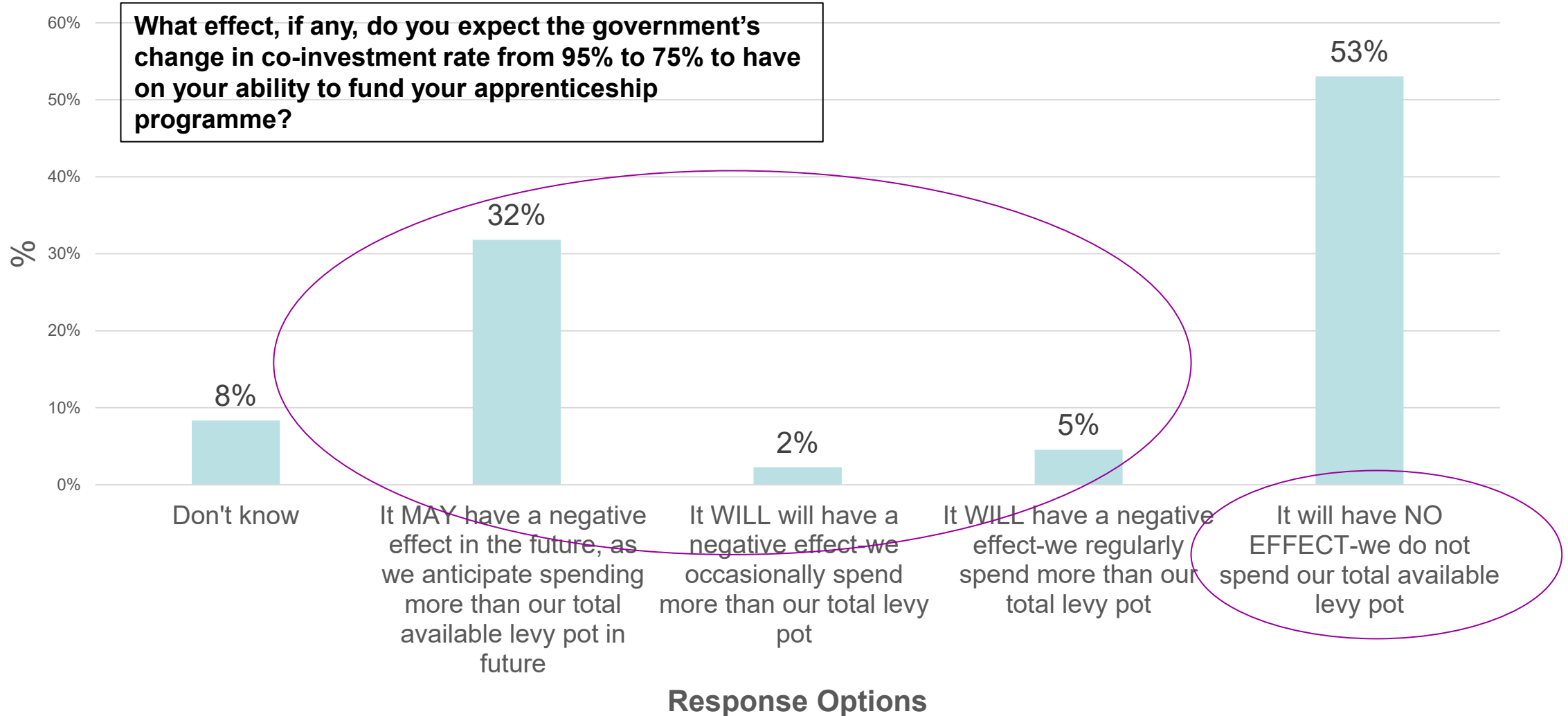


10% of councils thinks the change in levy expiry time will make expiry less likely

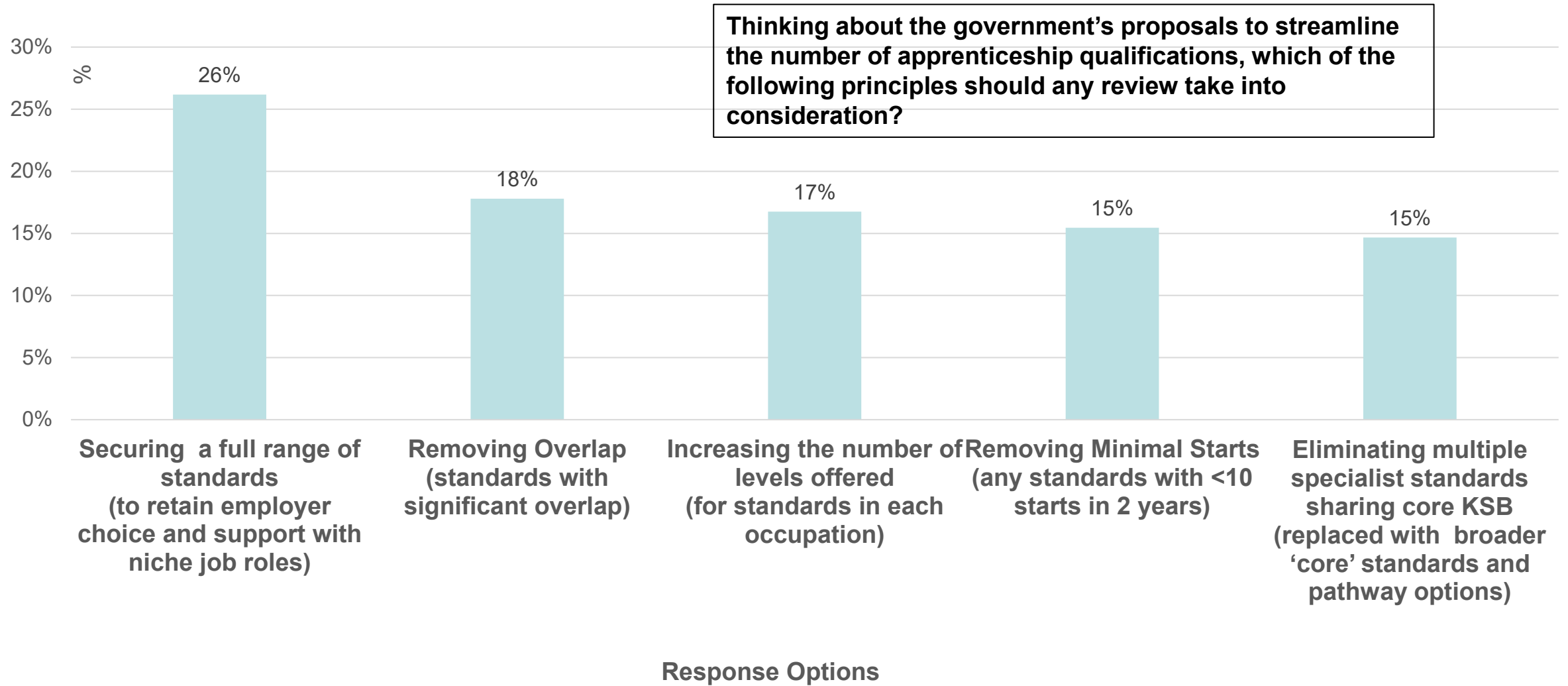
Impact of the Levy expiry reduction time:



Impact of the change in co-investment rate



Key principles for streamlining apprenticeships:



L7 Impact Feedback



66% expect a moderate or significant reduction in apprenticeship starts



88% agree that recruiting, retaining or training highly skilled roles will become harder.



61% believe that this change to eligibility will harm social mobility.



92% expect Level 7 access either to stop unless staff self-fund or to become limited and ad hoc

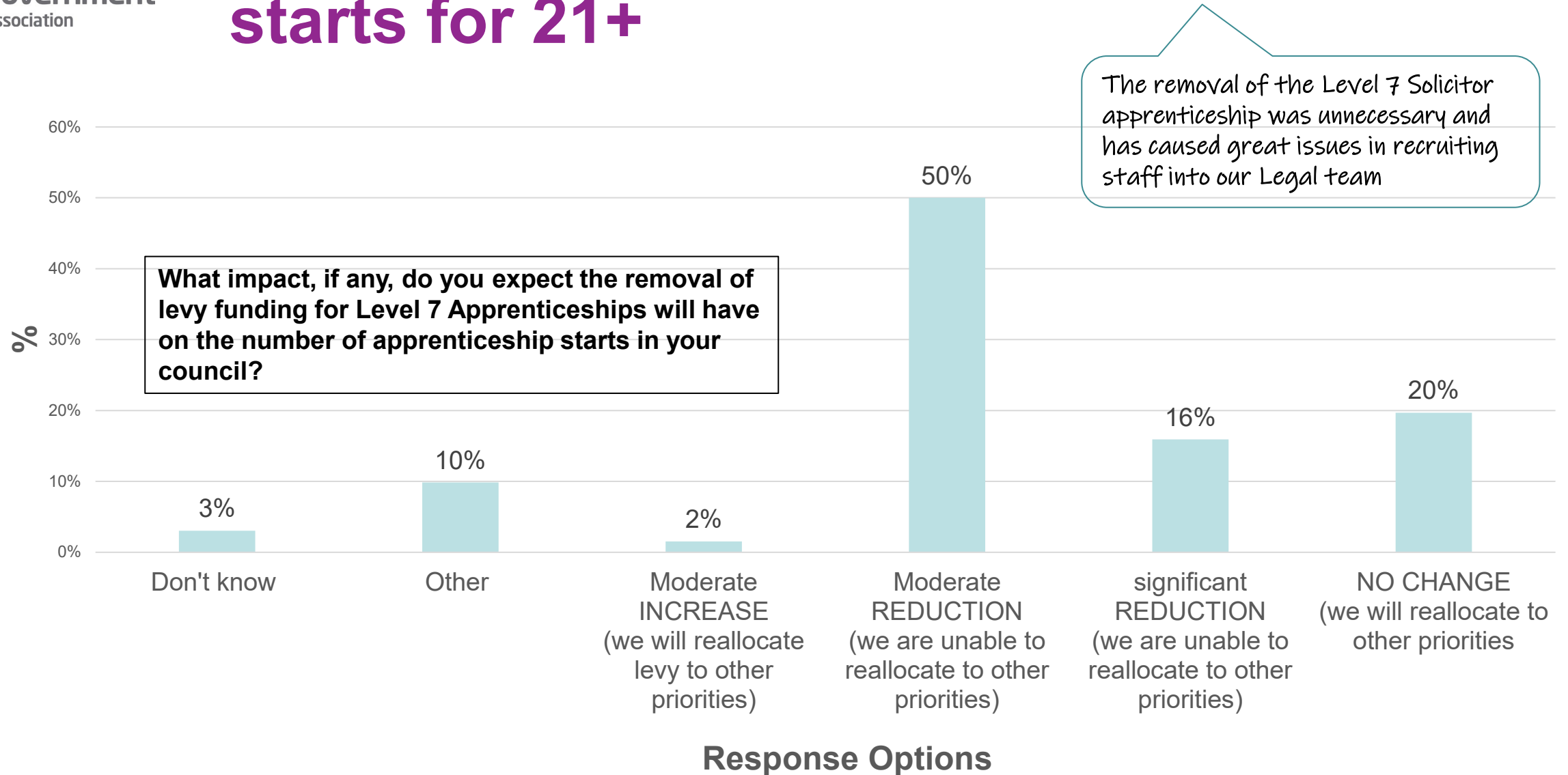


74% feel that viable alternatives to Level 7 apprenticeships are not available.



73% do not believe the change will result in more levy funding being spent on younger apprentices

Impact of removal of funding for Level 7 starts for 21+



Impact & Implications

Structuring apprenticeships and apprentice support

Observations	Implications	Opportunity / Priority Action
Removing the 10% top-up and shortening the expiry period will reduce purchasing power and the time available to commit funds.	Councils will need to make faster, better-evidenced decisions while managing constrained budgets and lengthy recruitment and procurement lead times.	Model the combined financial impact, maintain a live 12–18 month pipeline and bring forward decisions on priority cohorts.
Most councils expect the 12-month expiry period to make spending harder and levy expiry more likely.	Existing underspend could accelerate, especially for specialist standards, small cohorts and services	Implement apprenticeships first or expand its current reach, revisit levy transfers, consider routes for specialist standards
The removal of Level 7 funding will reduce starts and weaken pipelines into critical professional roles.	Recruitment and retention pressures may intensify in planning, legal, accountancy, environmental health and other specialists	Complete a profession-by-profession risk assessment. Expand use of apprenticeships at lower levels – ‘first steps’ alongside LLE
Level 7 alternatives are not readily available, and self-funding would reduce equitable access.	Costs may shift to constrained service budgets or individuals, excluding lower-paid staff, experienced workers and career changers.	Assess equality and workforce impacts, set transparent access criteria and explore shared purchasing.
Removed Level 7 funding is not expected to redirect automatically to younger or lower-level apprentices.	Councils could lose advanced capability while still failing to increase other starts, resulting in greater levy expiry rather than successful redeployment.	Create a plan with named lower-level opportunities sponsored by service owners, dates. Move the focus to earlier recruitment and Level 5 entry points.
The combined policy changes increase the need for collaboration and workforce-led prioritisation.	Pressure to spend quickly could produce reactive or low-value activity, while councils acting alone may struggle to form viable specialist cohorts.	Create a specific plan for specialist occupations and monitor these rather than total starts alone.

Structuring apprenticeships and apprentice support

Apprentices & Apprentice Experience



92% of councils undertake at least 1/4 ly progress reviews with apprentices



97% of councils have at least a handbook for line managers



33% of councils have a regular established apprentice network



59% of councils survey apprentices at least annually about their provider



96% of councils have some form of mentoring for apprentices in place with **56%** using line managers



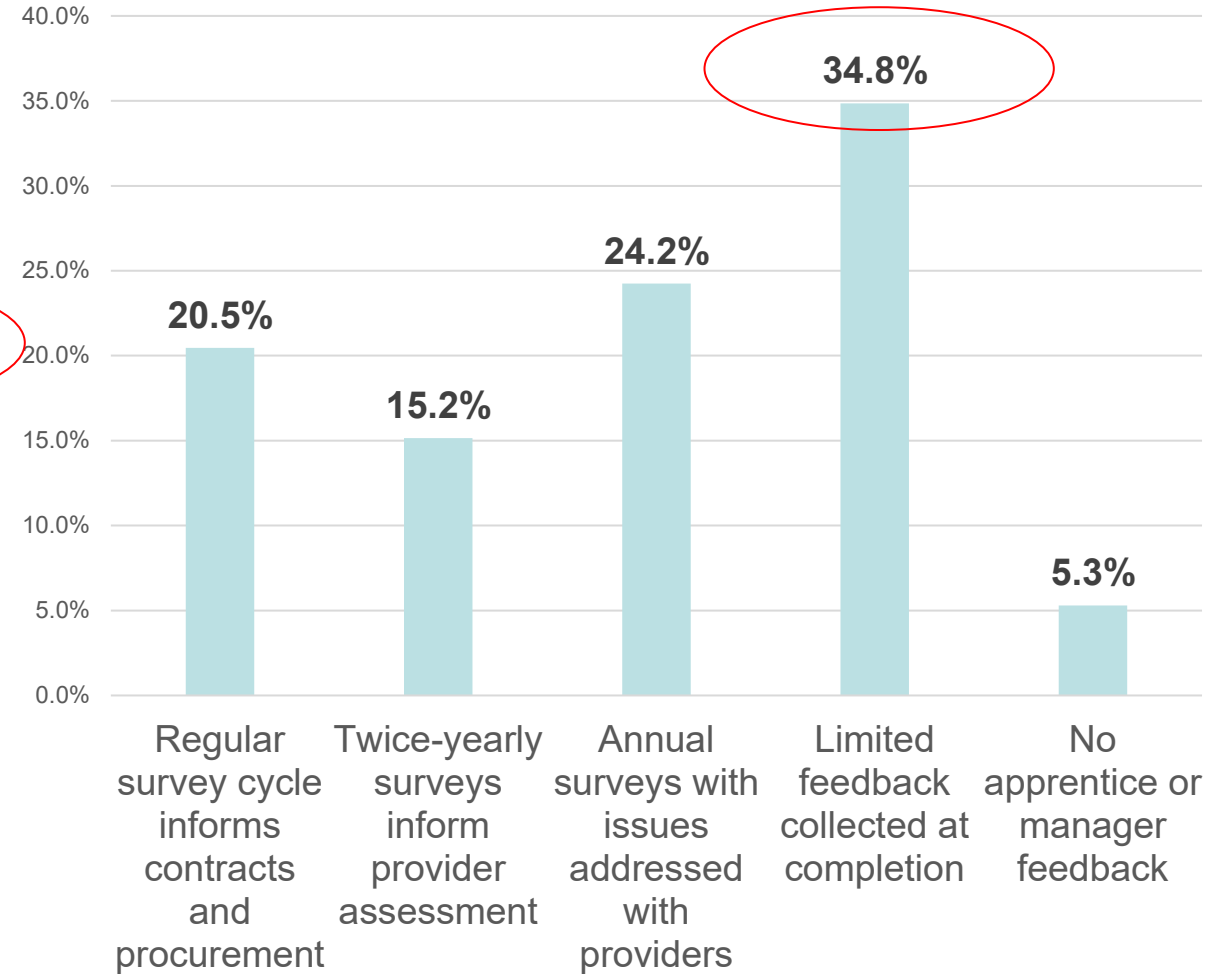
84.7% of councils offer employability support at the end of the apprenticeship

Communication & Feedback

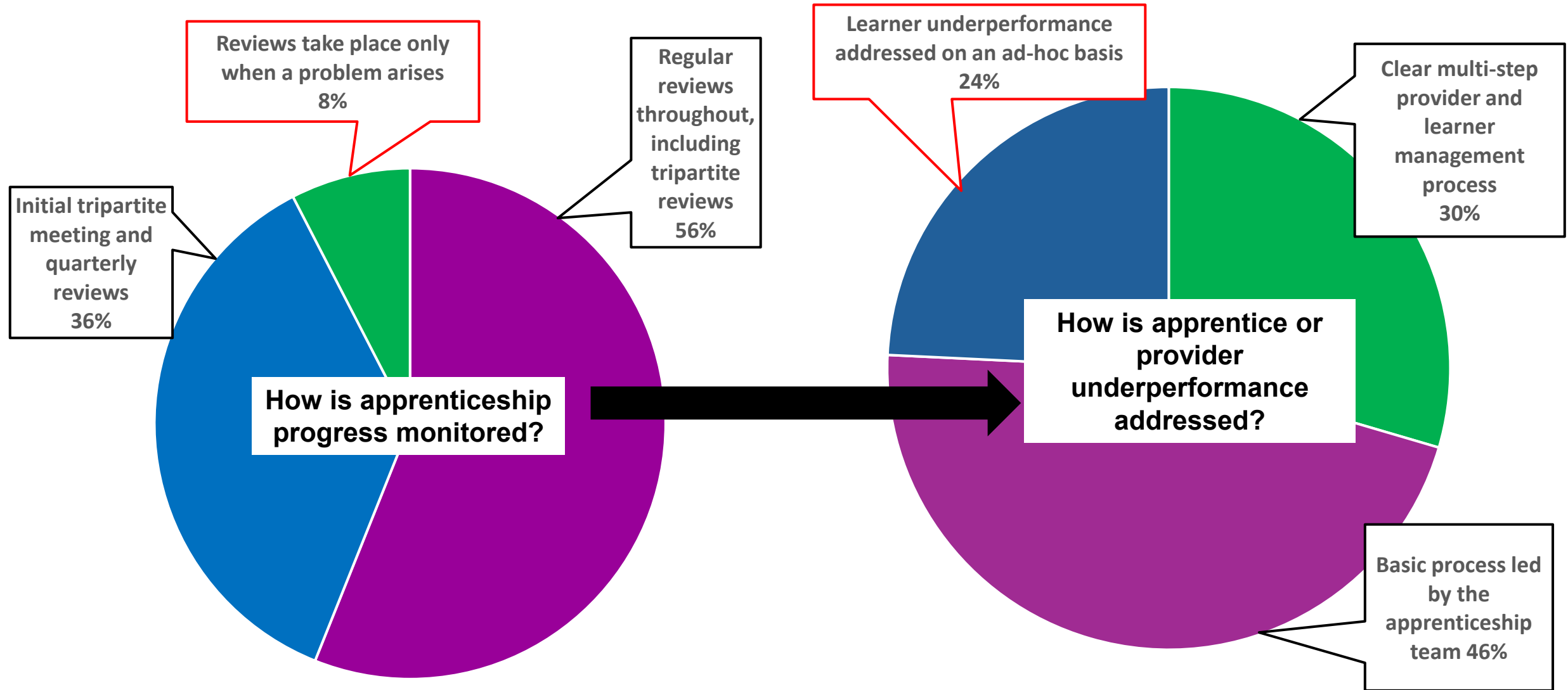
How is the apprenticeship offer communicated to the workforce?



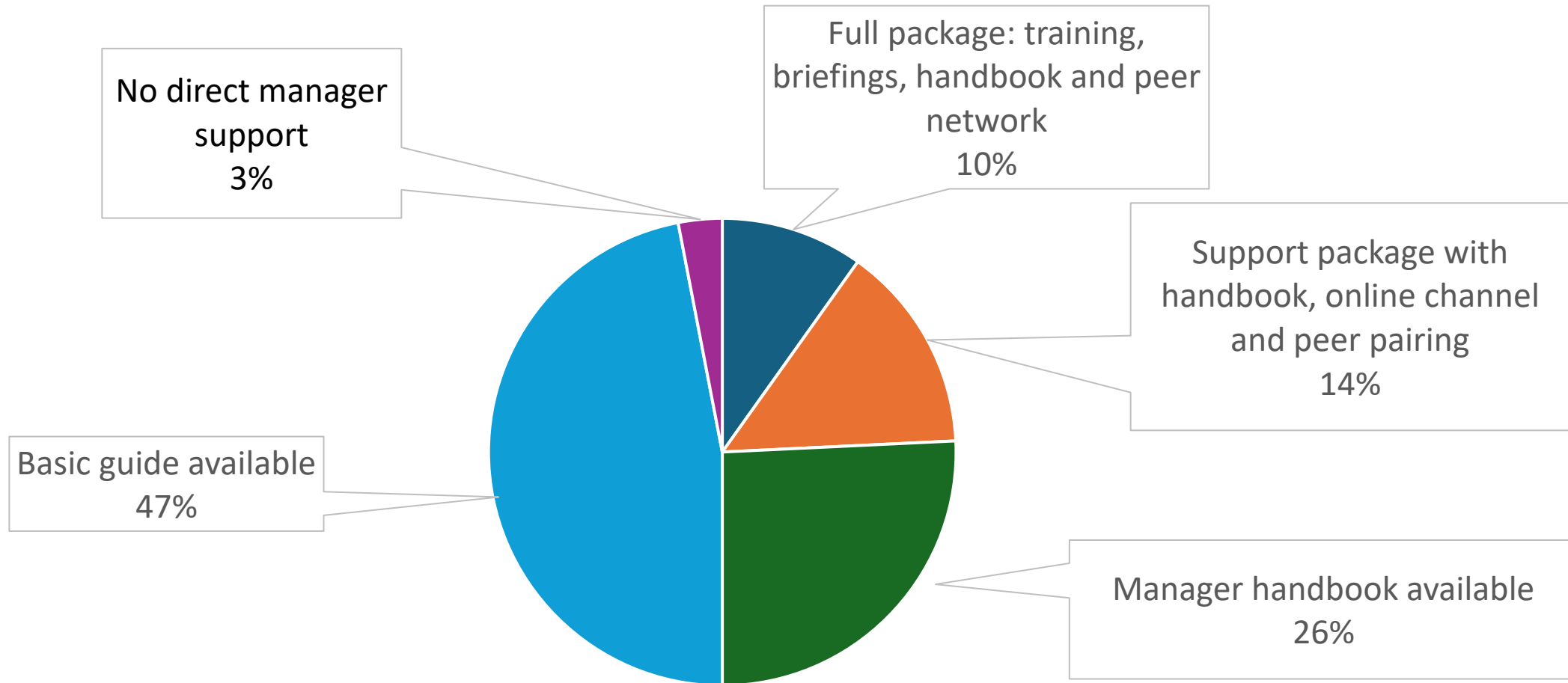
How are apprentices and managers surveyed about provider performance?



Performance and progress



Support for apprentice managers



Support for apprentices

What mentoring or buddy support is provided apprentices?

56.1%

8.3%

20.5%

11.4%

3.8%

Trained mentors for all apprentices, with mentor training

Mentors provided to all new-starter apprentices

Buddy scheme with former apprentices

Line managers act as mentors

No apprentice-specific mentoring

Is an apprentice network or peer community in place?

28.0%

12.1%

21.2%

23.5%

15.2%

Apprentice-led network with manager/senior leader involvement

Staff-led network meeting quarterly

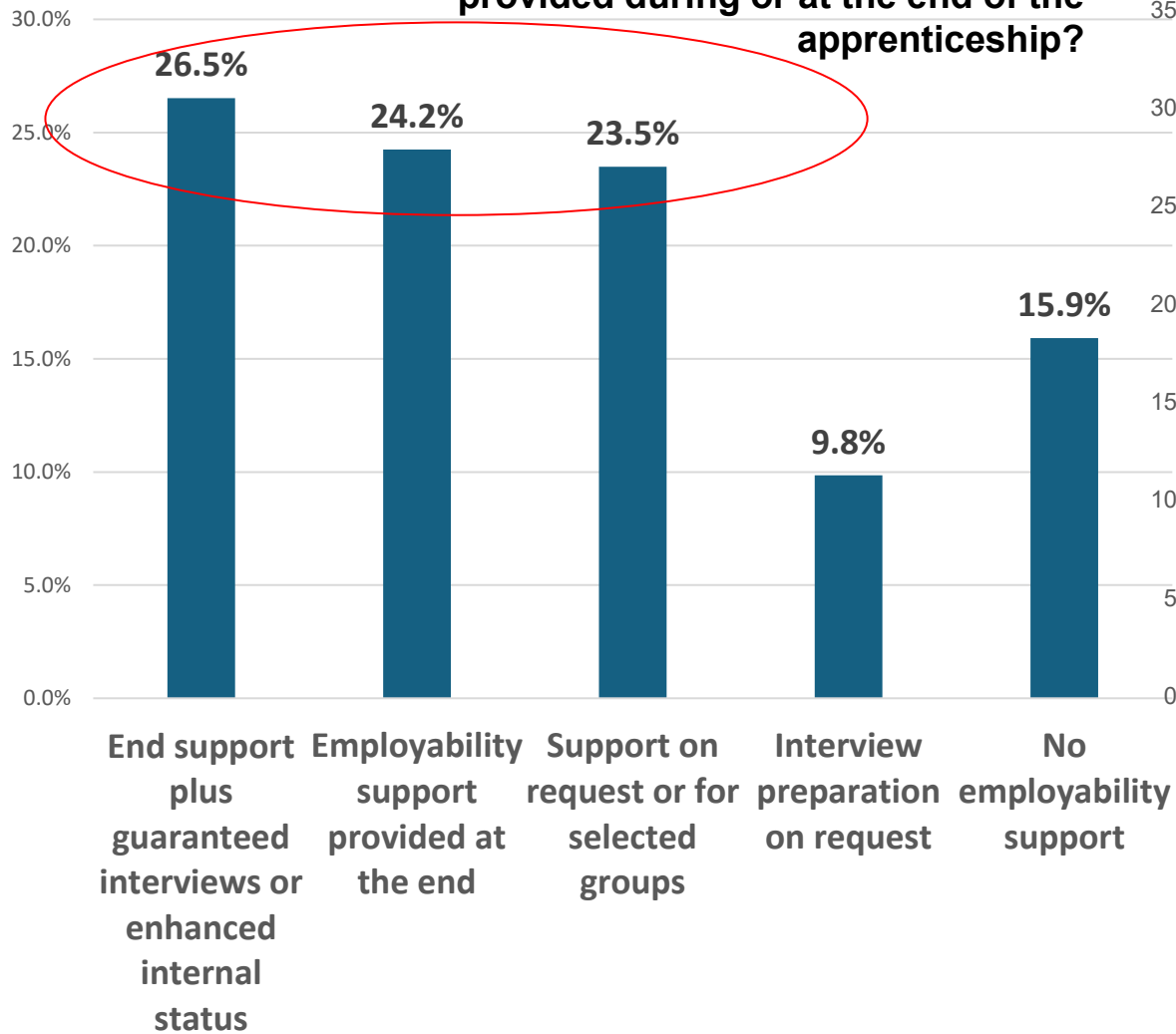
Basic online network in development

One-off apprentice networking events

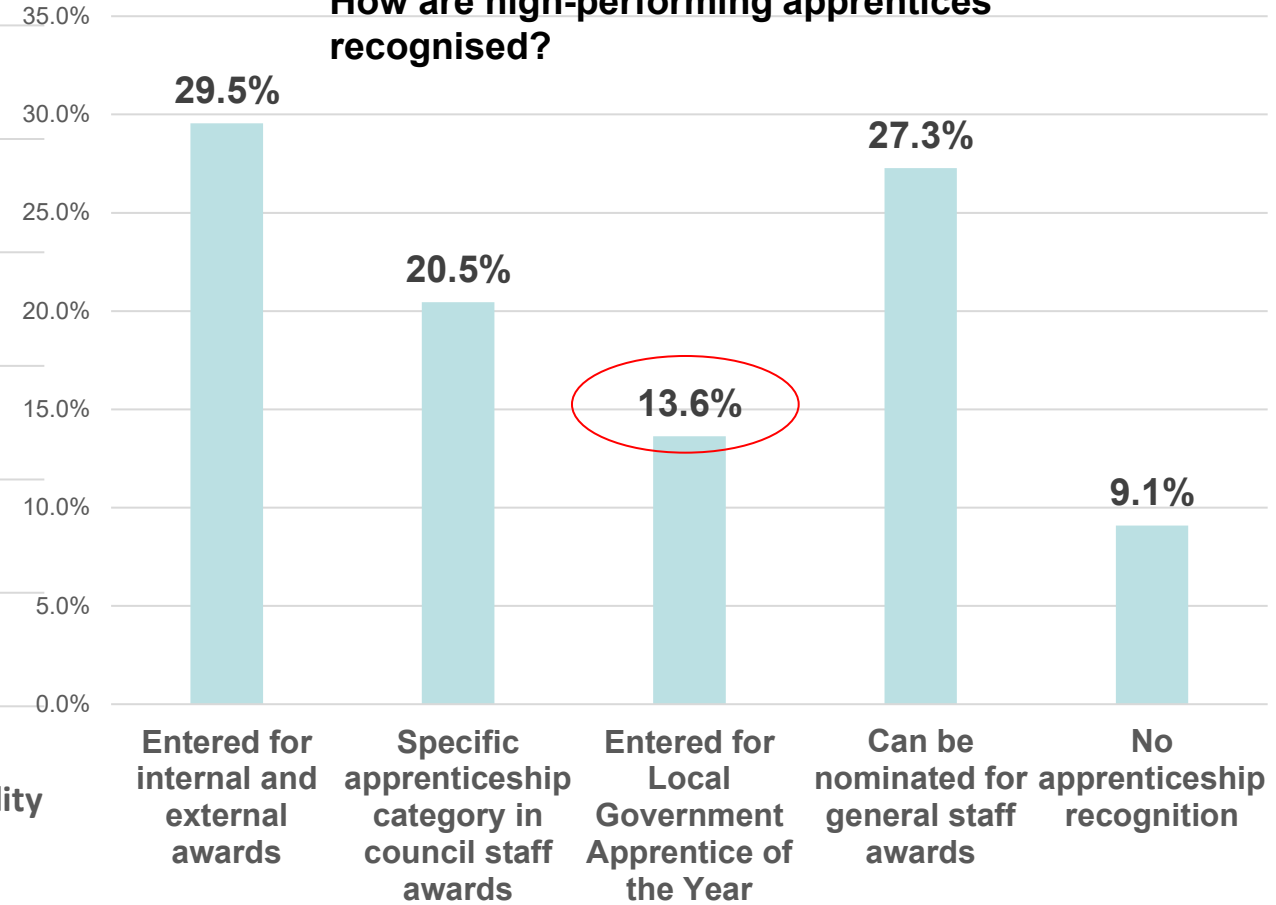
No apprentice network

Next steps: employability & recognition

What employability support is provided during or at the end of the apprenticeship?



How are high-performing apprentices recognised?



Impact & Implications

Structuring apprenticeships and apprentice support		
Observations	Implications	Opportunity / Priority Action
Communication, progress reviews and recognition are comparatively strong.	Councils have a solid operational foundation, but good delivery practice is not always connected to strategic workforce outcomes.	Retain these strengths and link them to retention, progression, equality and workforce-planning measures.
Apprenticeships First is not consistently embedded across recruitment and staff development.	Managers may continue to choose conventional recruitment or training leading to further underspend	Reinvigorate the value of an Apprenticeships First check in vacancy approval, learning requests and workforce-planning processes to meet strategies
Mentoring and manager support often rely on-line managers and written guidance.	The apprentice experience may vary significantly depending on individual manager confidence, capacity and commitment.	Learn what is effective and efficient-ask apprentices and line-managers. Measure the value the impact of what is offered Ask for / offer materials and tools
Apprentice networks and peer support are not consistent – what is the shared voice saying ?	Apprentices may have fewer opportunities to build belonging, share experience and access support outside their immediate team. Leading to retention challenges	Consider new types of network and explore what impact these have on retention – implement more of what has a proven value.
Feedback and underperformance processes may not be driving strategy	Provider or apprentice issues may be identified late, repeated issues across cohorts or fail to inform future purchasing decisions.	Run regular apprentice and manager surveys, maintain an issues log and connect findings to provider reviews, intervention and procurement.
Inclusion activity is more developed than EDI monitoring.	Councils may promote opportunities to underrepresented groups without knowing whether access, retention and achievement are improving.	Track applications, starts, withdrawals, achievements and progression by relevant demographic group etc - then target support and align resource where gaps persist.

Procurement & Provider Management

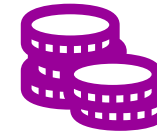
Procurement & Provider Management



40% of councils collect limited or no feedback on provider performance



97% of councils have at least a handbook for line managers



70% of councils have an established flexible procurement process in place



59% of councils survey apprentices at least annually about their provider performance



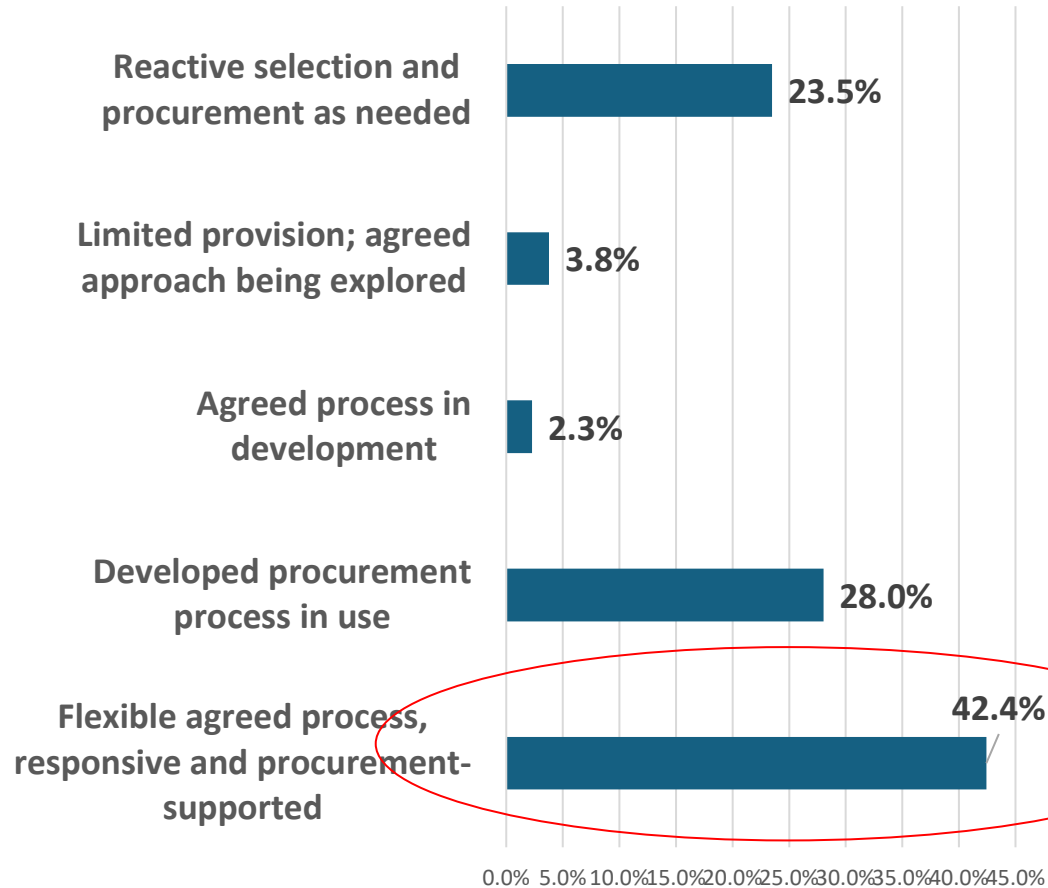
28% of councils undertake structure reviews with providers with just **10%** working to a KPI framework



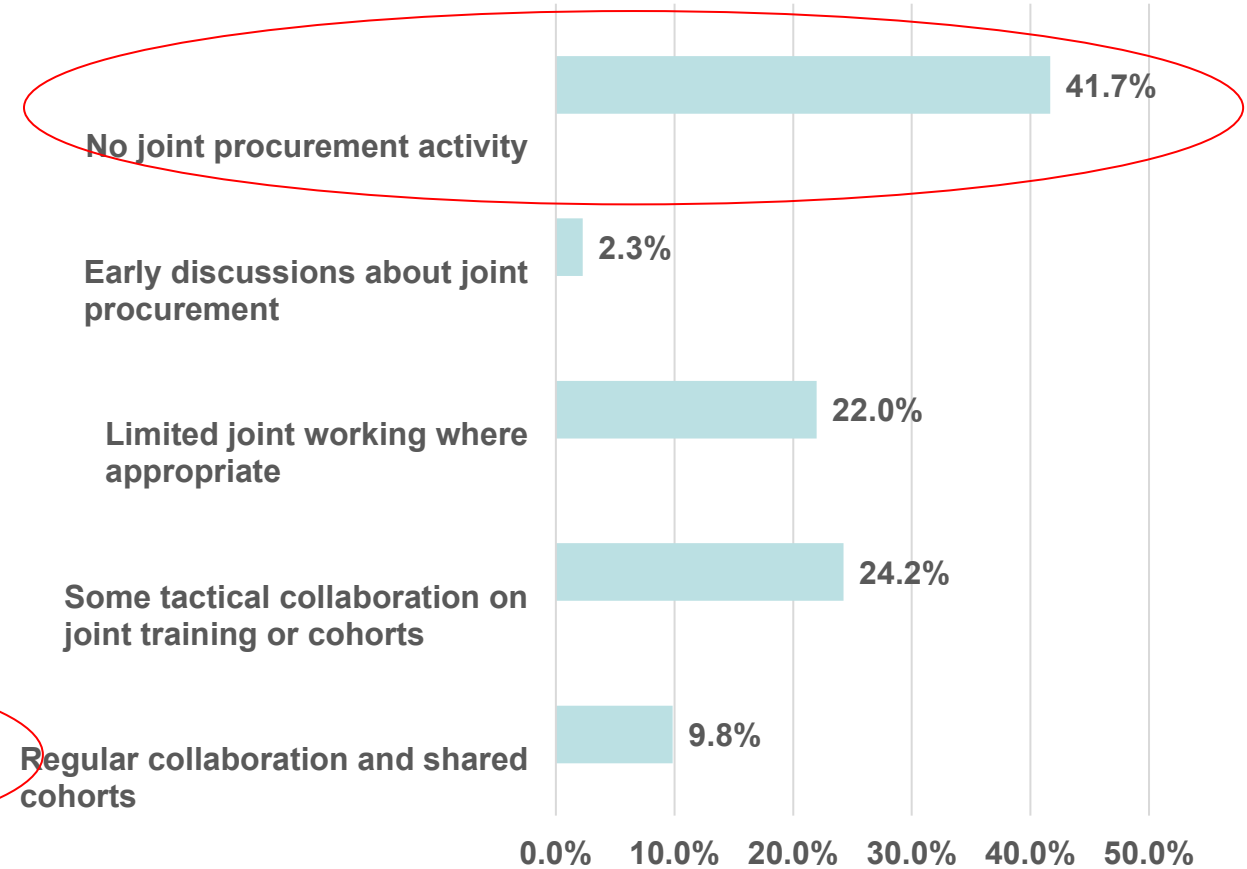
42% of councils do not undertake any joint procurement

Procurement

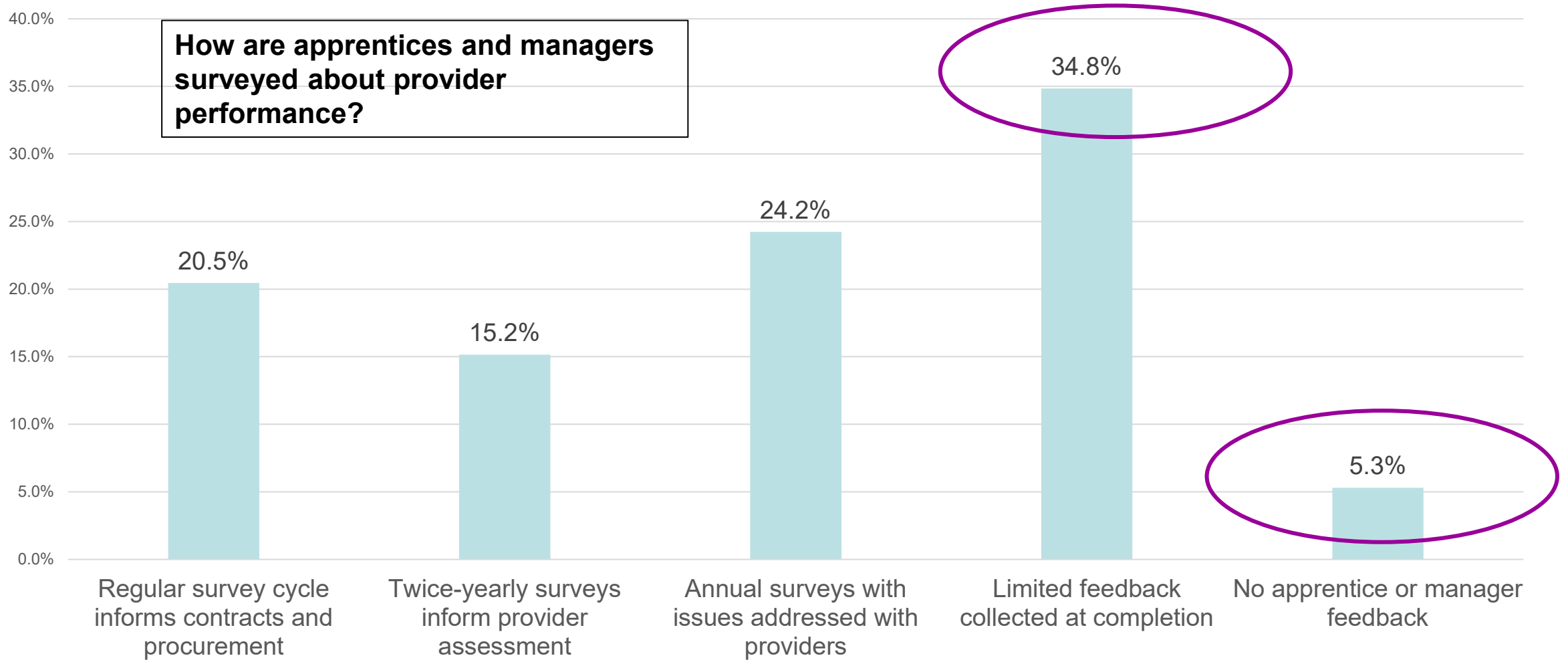
How would you describe the council's approach to procuring apprenticeship training?



How would you describe collaboration with other councils or partners on apprenticeship procurement?

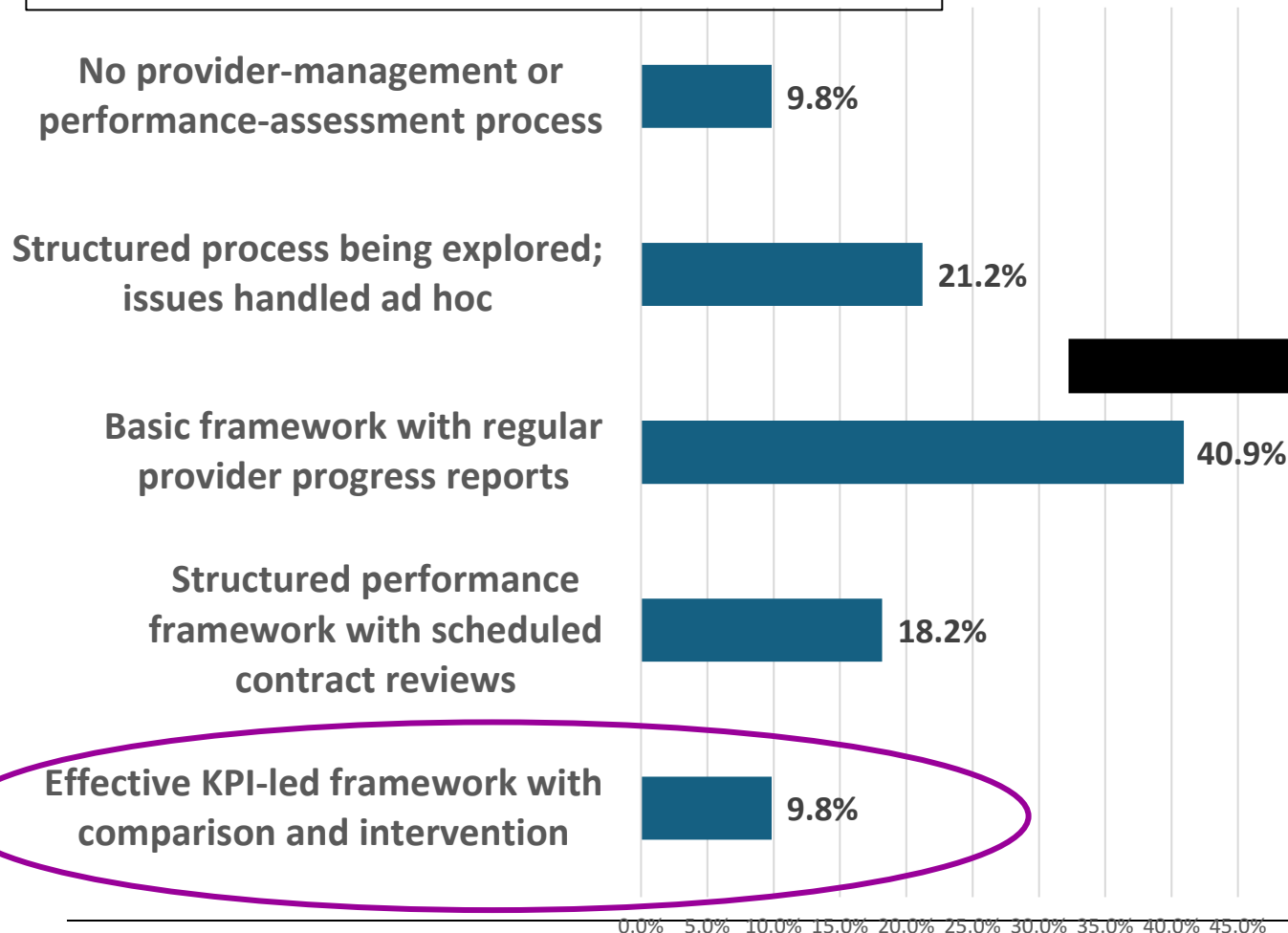


Provider Performance Management

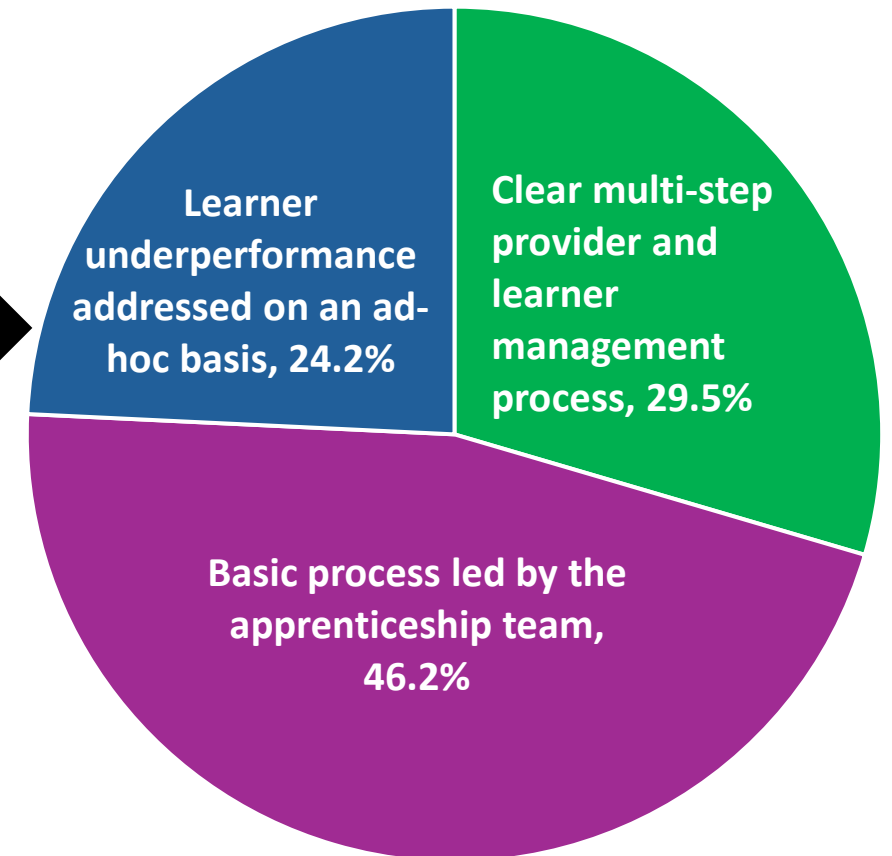


Performance Management

How would you describe the council's approach to apprenticeship provider management?



How would you describe the council's approach to apprentice and provider underperformance ?



Impact & Implications

Procurement & Provider Management		
Observations	Implications	Opportunity / Priority Action
Procurement processes are more mature than provider performance management.	Councils may be able to appoint providers efficiently but lack the controls needed to secure quality, responsiveness and value quickly ime.	Review the provider lifecycle and identify where limited resources can be used to greater impact e.g. covering specification, selection, mobilisation, performance review, intervention and renewal.
Joint procurement may be underused, sharing good practice underused between, not just within councils	Councils may face limited provider choice, small unviable cohorts and slower starts under the shorter levy-expiry window.	Consider additional sectoral, occupation or regional demand pipelines and shared cohorts for specialist or low-volume standards to share oversight and resource
Regular provider reports are common, but KPI-led management is not.	Reporting can become descriptive rather than driving improvement, challenge or contract decisions.	Adopt a common scorecard covering starts, progress, withdrawals, off-the-job delivery, satisfaction, achievement, timeliness and employer actions.
Nearly one-third manage providers ad hoc or have no formal process.	Performance concerns may escalate before action is taken, increasing withdrawal, delay and reputational risk.	Set review frequencies, escalation thresholds, improvement-plan requirements and clear responsibility for intervention.
Reactive procurement and lower levels of provider management often occur together.	Fragmented arrangements make it challenging to aggregate demand, compare providers or respond to changing workforce priorities.	Use pre-agreed effective procurement routes and a controlled provider portfolio aligned to priority occupations.
Even strong procurement does not guarantee strong contract management.	Procurement assurance is not as effective as performance management after contract award.	Make mobilisation and ongoing quality oversight mandatory, using apprentice, manager and service feedback alongside provider data.

Schools

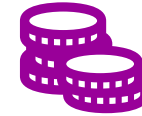
Schools: responses from 89 councils



2503 starts in maintained schools took place since April 2025 - an increase of **8%**



75% of councils report at least moderate engagement with their maintained schools



29% councils confirmed that schools pay an apprentice rate/age related National Living Wage. Over **40%** did not know



78% of councils don't have individual school apprenticeships plans



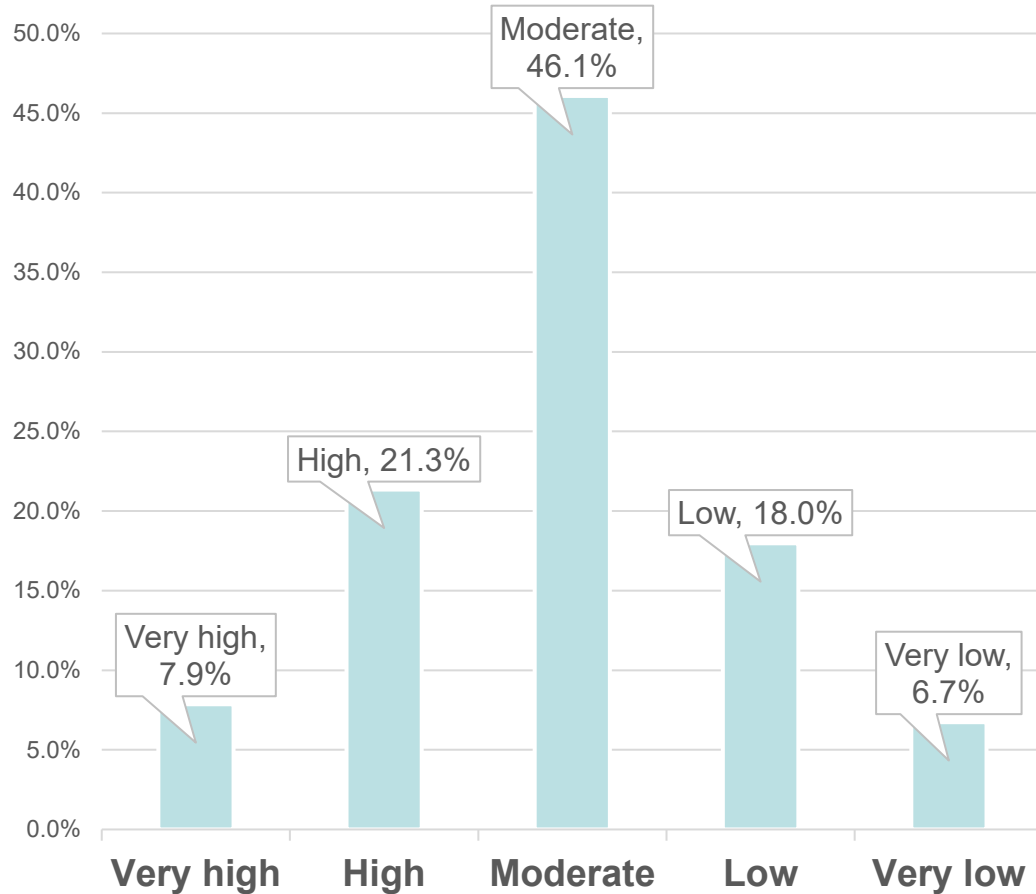
48% of councils report that the level of school engagement is increasing



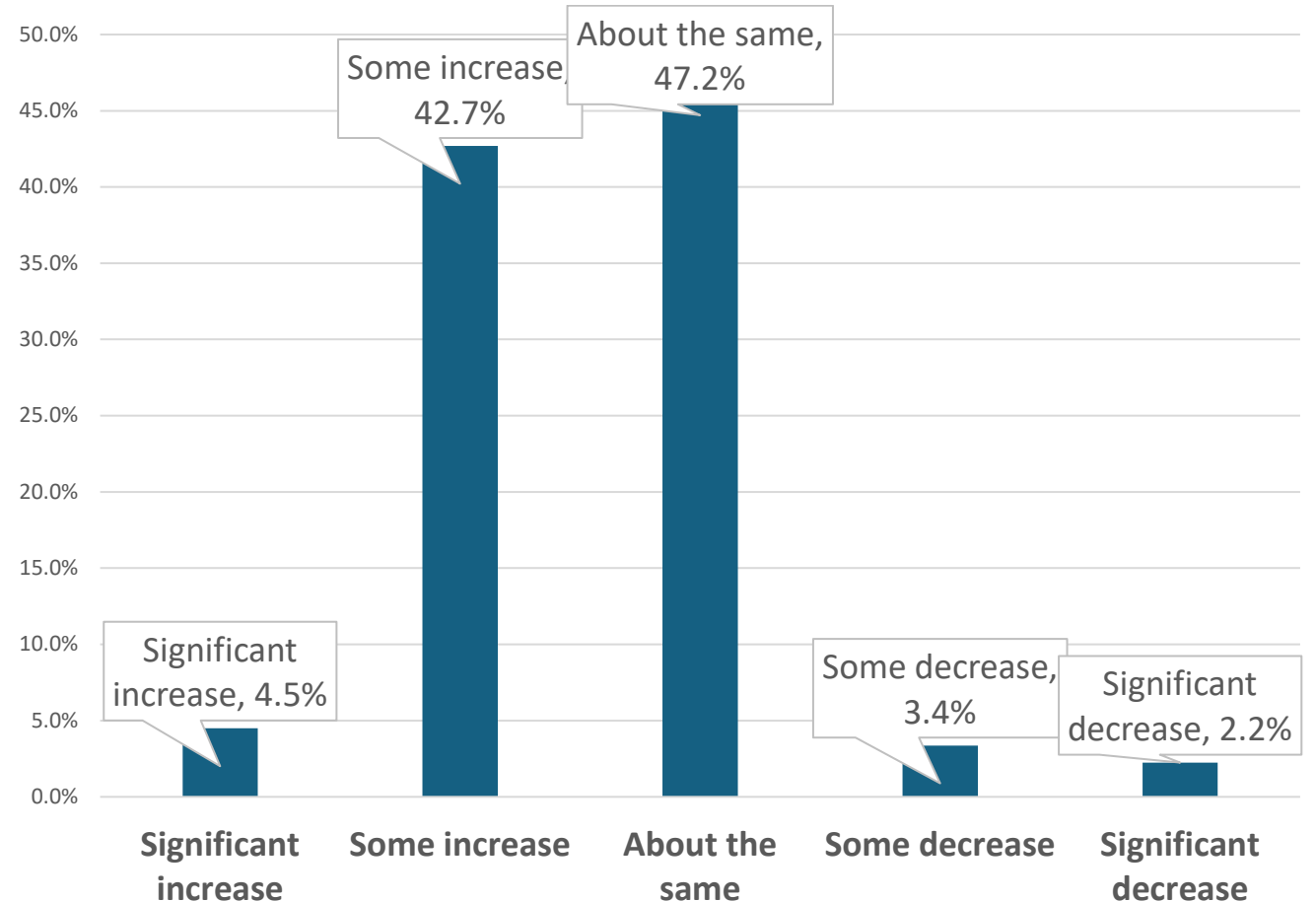
72% of councils provide flexible access to their Levy pot. Only **4%** limit schools to their own contribution/

Engagement patterns with schools

Level of engagement with maintained schools

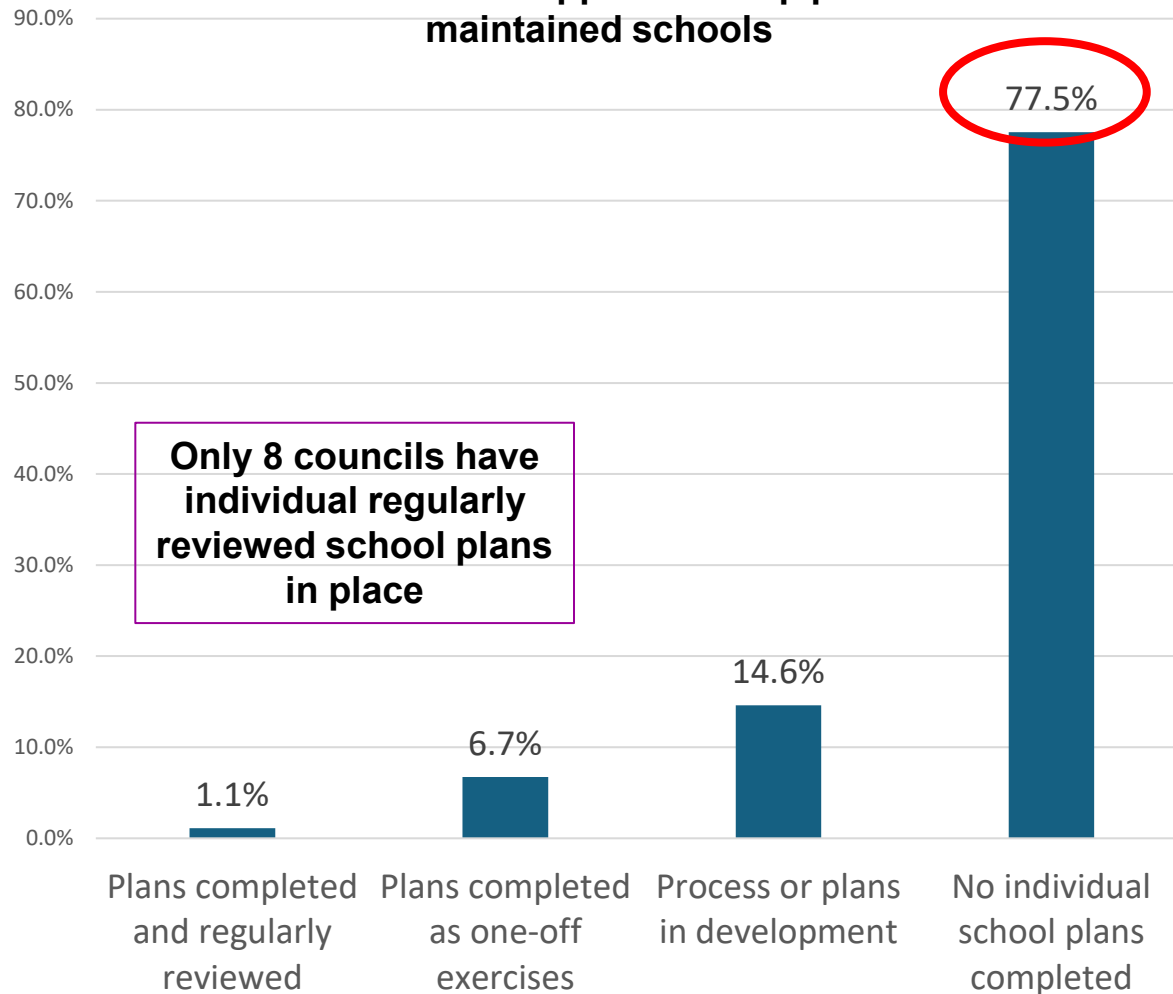


Engagement change over the last 12 months

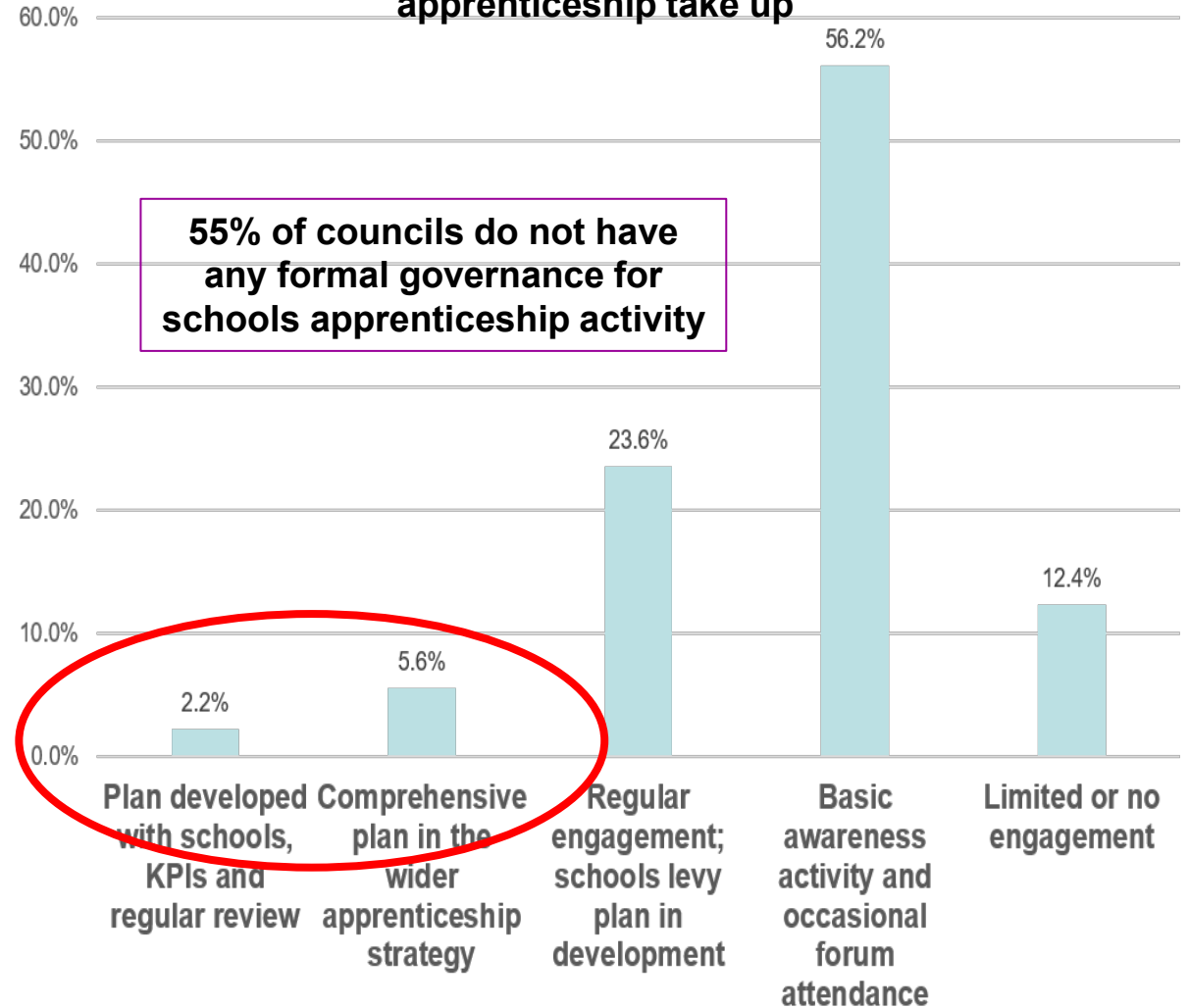


Planning

Council individual apprenticeship plans with maintained schools

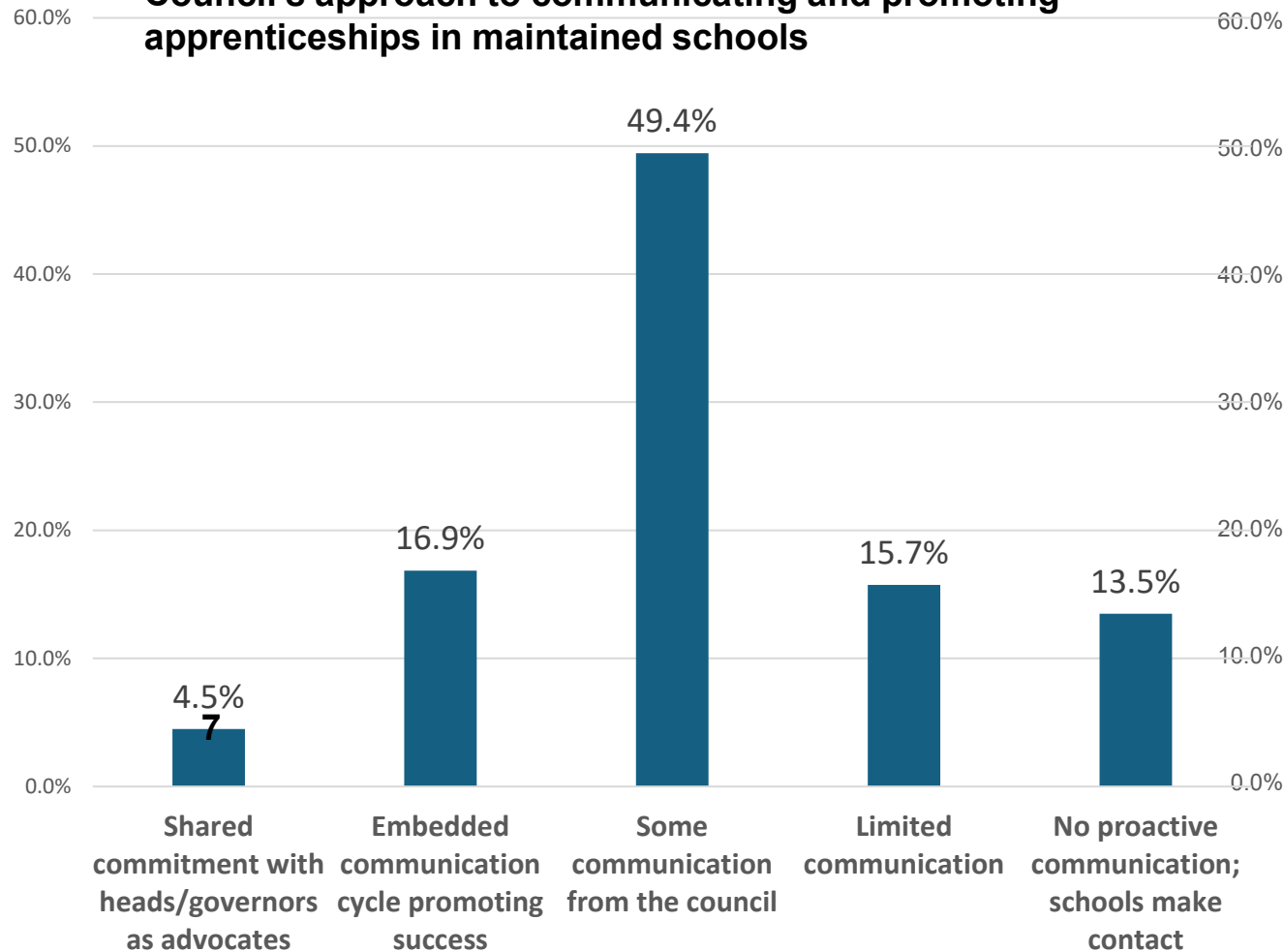


Approaches in place with schools to increase apprenticeship take up

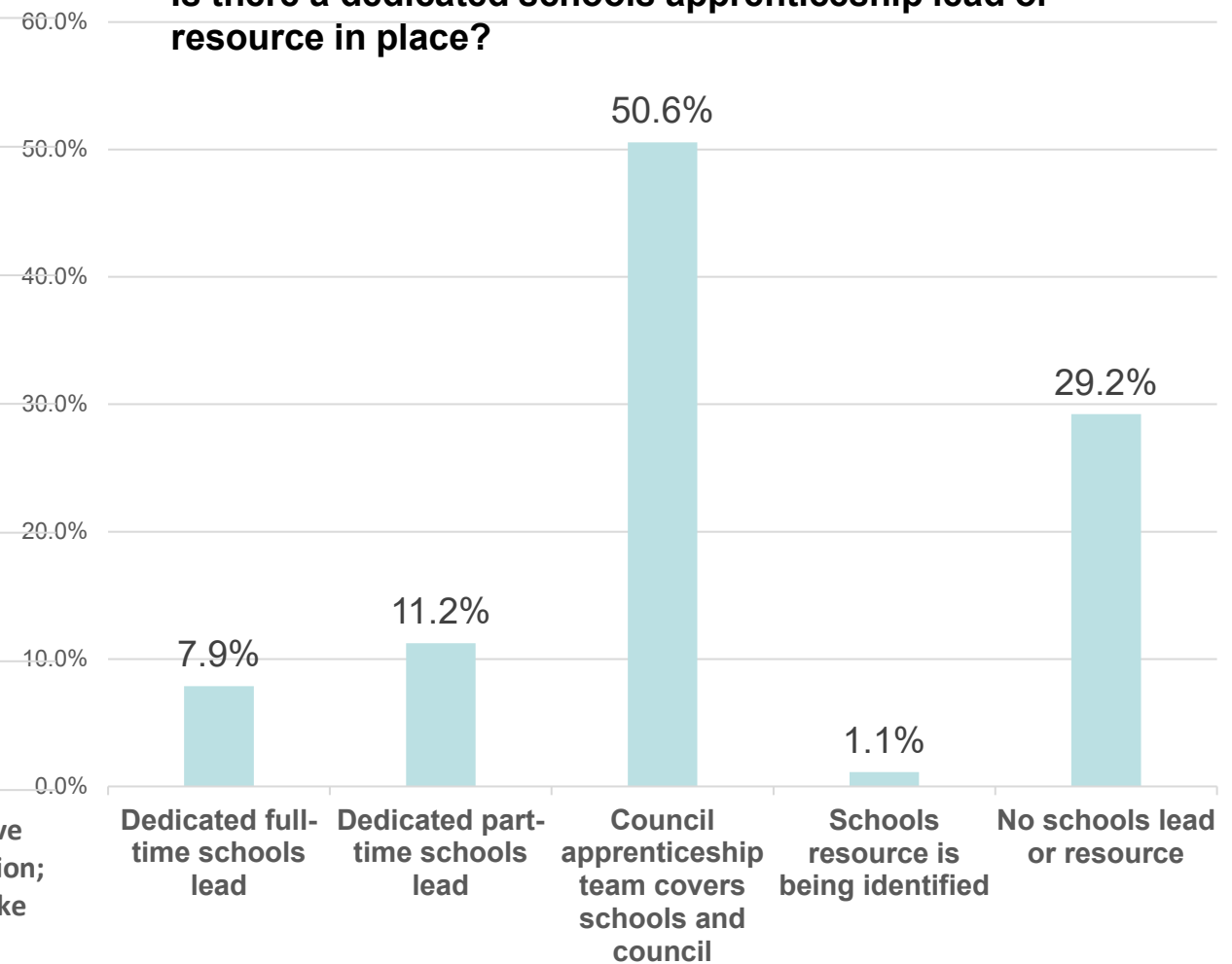


Engagement methods

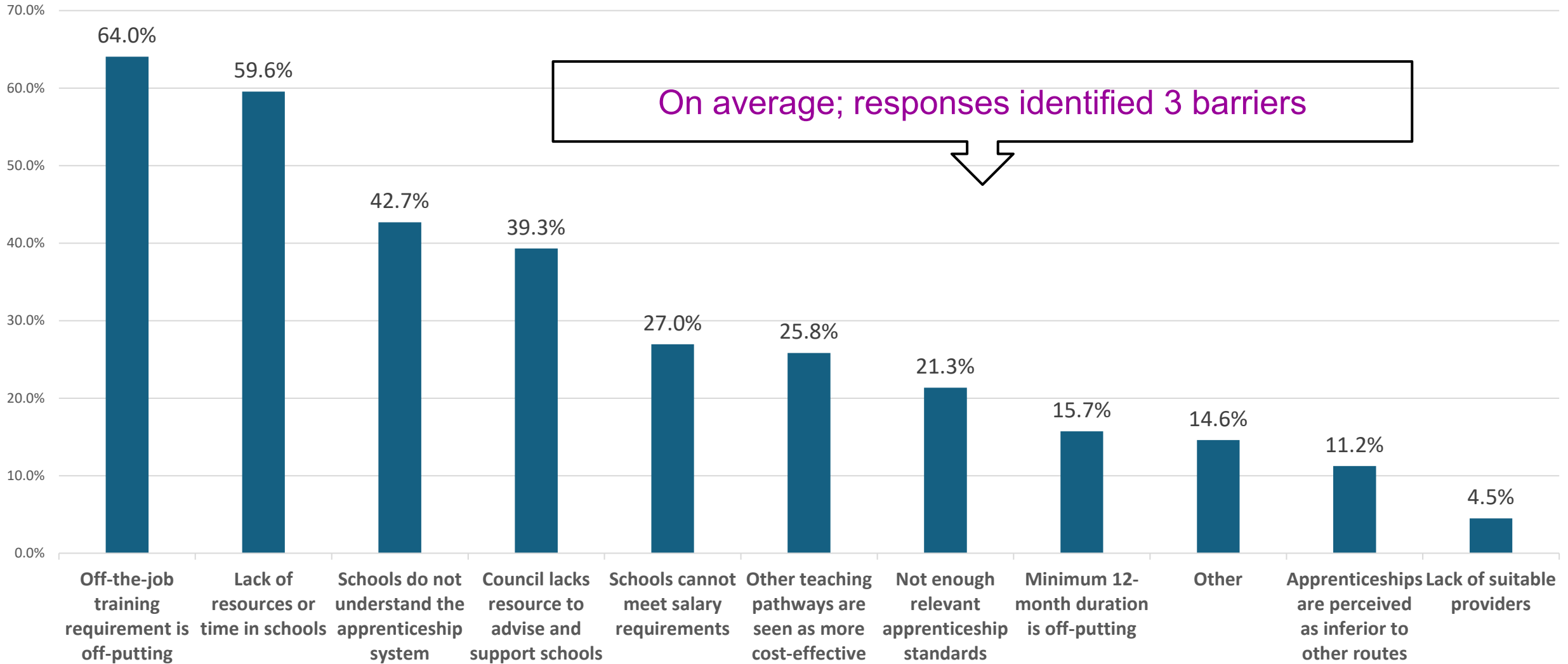
Council's approach to communicating and promoting apprenticeships in maintained schools



Is there a dedicated schools apprenticeship lead or resource in place?



Barriers to increasing starts in schools



Impact & Implications

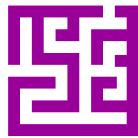
Schools Programme		
Observations	Implications	Opportunity / Priority Action
Engagement with maintained schools is generally stable or improving.	The main challenge is converting established relationships into actual starts rather than creating awareness from scratch.	Use engagement activity to agree named opportunities, expected start dates and barriers requiring council intervention.
Off-the-job training requirements are the most frequently reported barrier.	Schools may avoid apprenticeships because of concerns about cover, timetabling and operational disruption.	Provide practical off-the-job planning templates, examples of compliant activity and support for managers to schedule learning.
Schools and councils both report limited time and resource.	Without targeted support, apprenticeship activity will remain dependent on individual enthusiasm and will be displaced by immediate operational pressures.	Offer a proportionate support model: standard guidance for all schools, group briefings and intensive help for schools ready to recruit.
Many schools do not understand the apprenticeship system.	Uncertainty about eligibility, funding, employment and provider responsibilities can lead to risk-averse decisions or delayed starts.	Provide a simple school-facing guide and regular briefings for headteachers, business managers, HR and payroll staff.
Salary and budget pressures restrict schools' ability to recruit apprentices.	New-start apprenticeships may be deprioritised even where levy funding is available, particularly in small schools.	Develop affordable workforce models, including shared roles, progression apprenticeships for existing staff and coordinated recruitment campaigns.
Individual school apprenticeship plans are largely absent.	Council-wide communications cannot reflect each school's workforce profile, vacancies and development needs.	Re/Introduce a light-touch annual school plan covering workforce needs, potential apprentices, expected levy use and support required....see the K-Hub

Programme Leadership, Strategy & Management

Leadership, Strategy & Management



54% of councils have adopted apprenticeships first to some extent for recruitment and training



50% of councils do not have any workforce analysis to underpin their decisions [mapping]



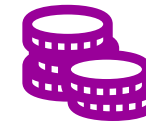
77% of councils report good or better support from senior leaders



59% of councils survey apprentices at least annually about their provider



97% of councils have at least the resource for apprenticeships identified as needed to deliver their plan



43% of councils do not have a Levy spending plan in place



17% of councils do not yet have an apprenticeship strategy

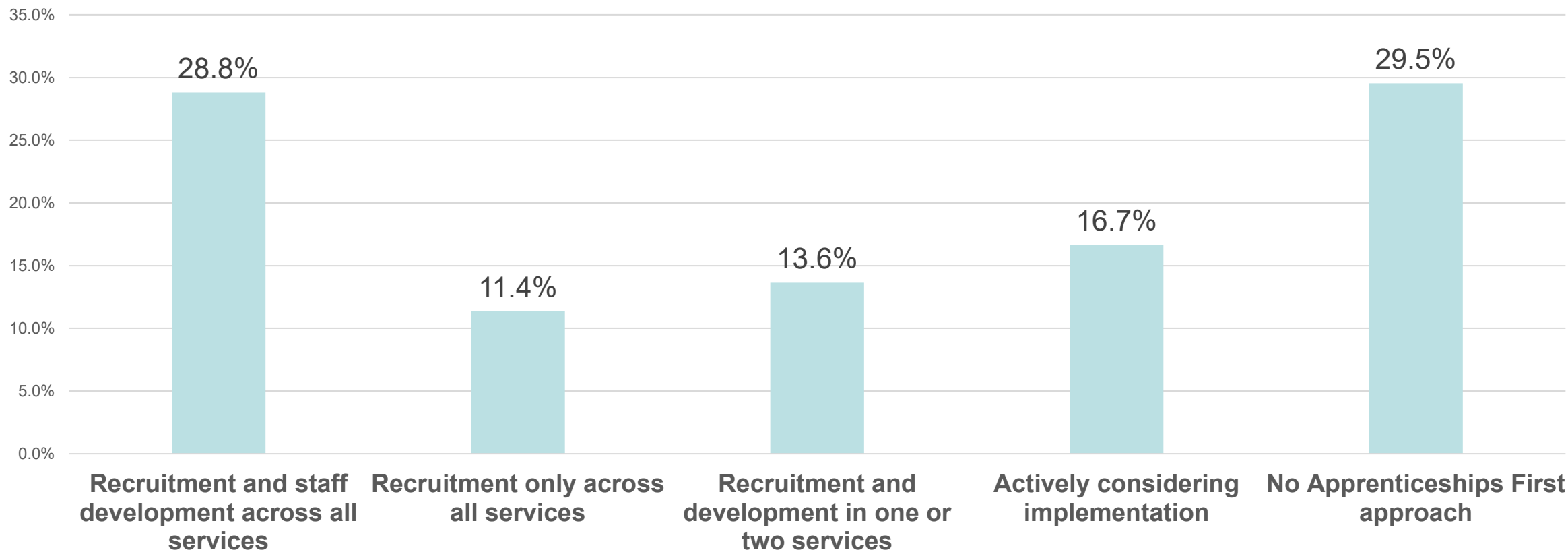


31% of councils do not yet have a plan to use apprenticeships to support underrepresented groups

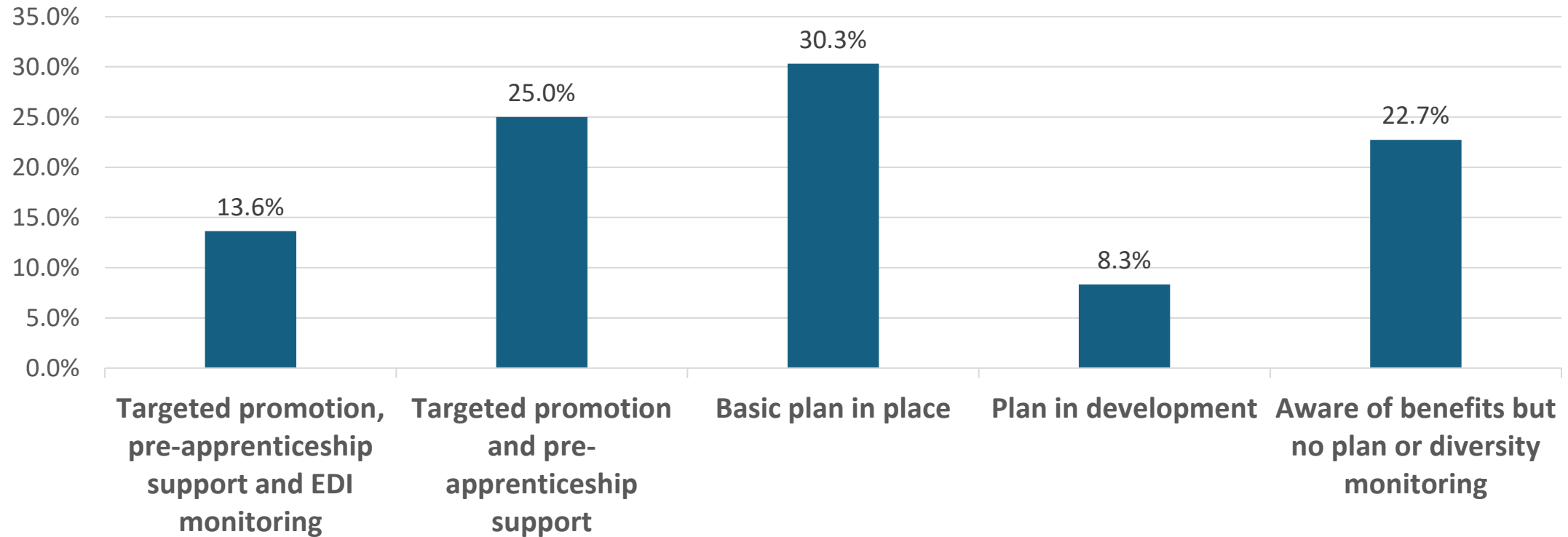


39% of councils don't assess the impact of apprenticeships on their council objectives

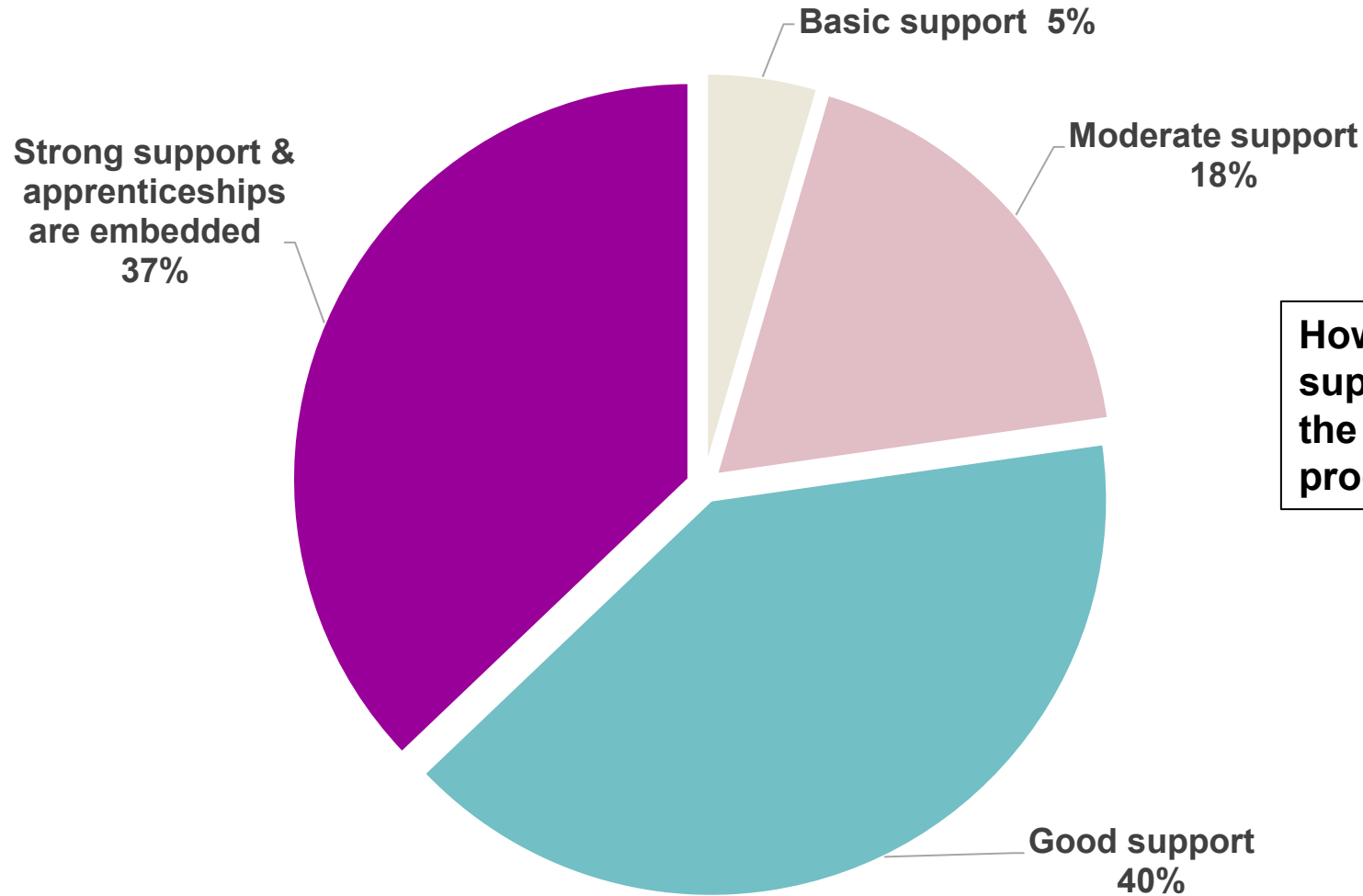
Apprenticeships First



Using Apprenticeships to support equality, diversity, inclusion & access for underrepresented groups

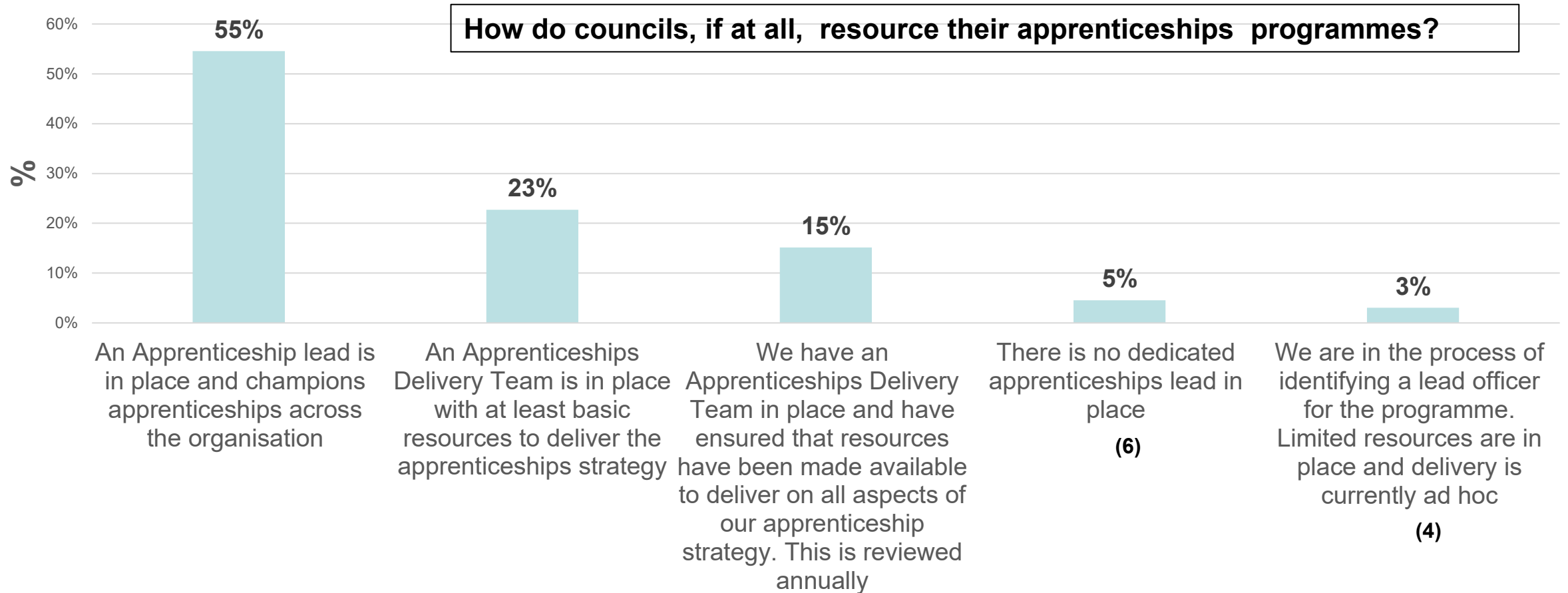


Leadership Support



How would you describe the level of support provided by senior leaders at the council for the apprenticeships programme?

Resourcing Apprenticeships

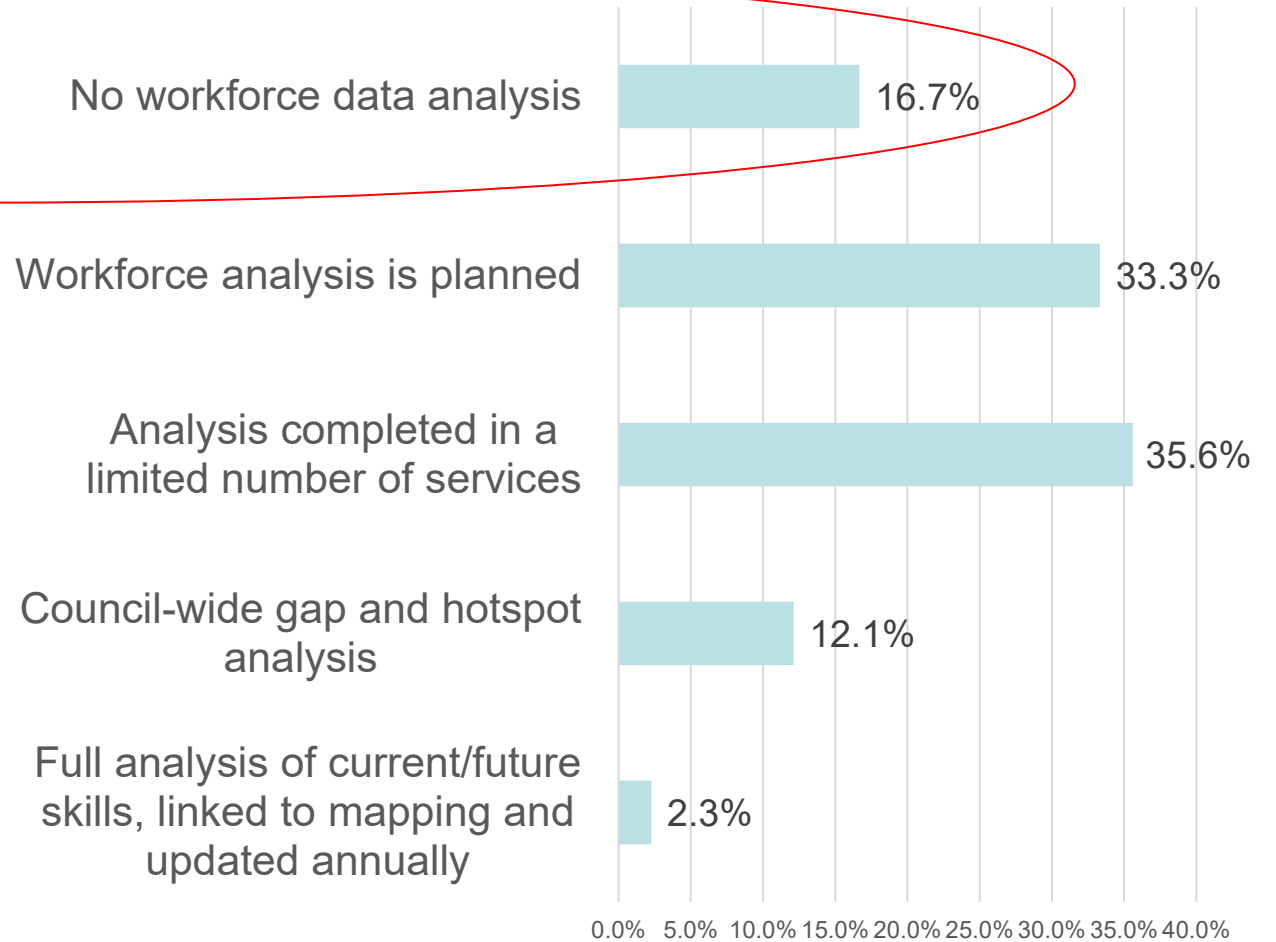


Response Options

Do you have an apprenticeship strategy in place?



How is workforce data analysis used to inform apprenticeship strategy in place?

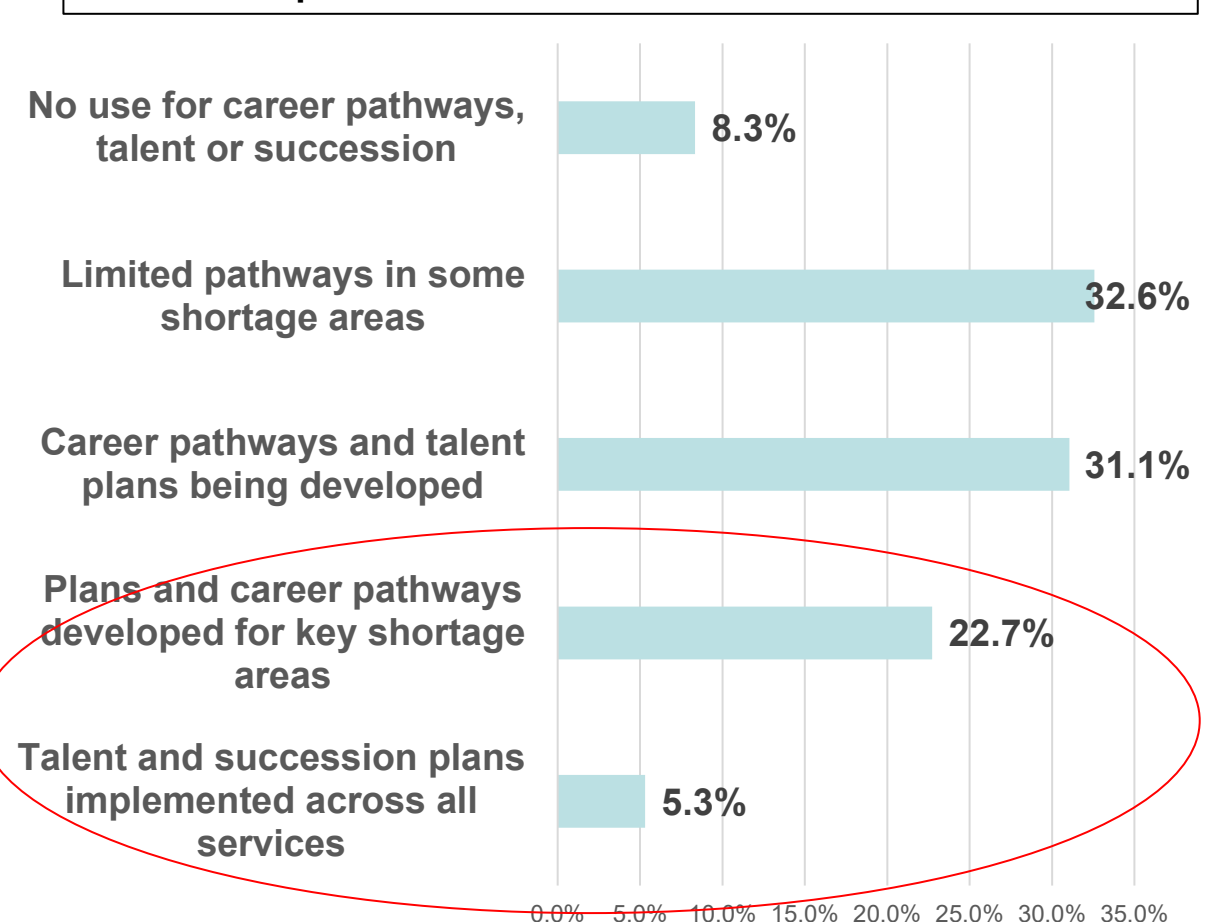


Strategic use of apprenticeships

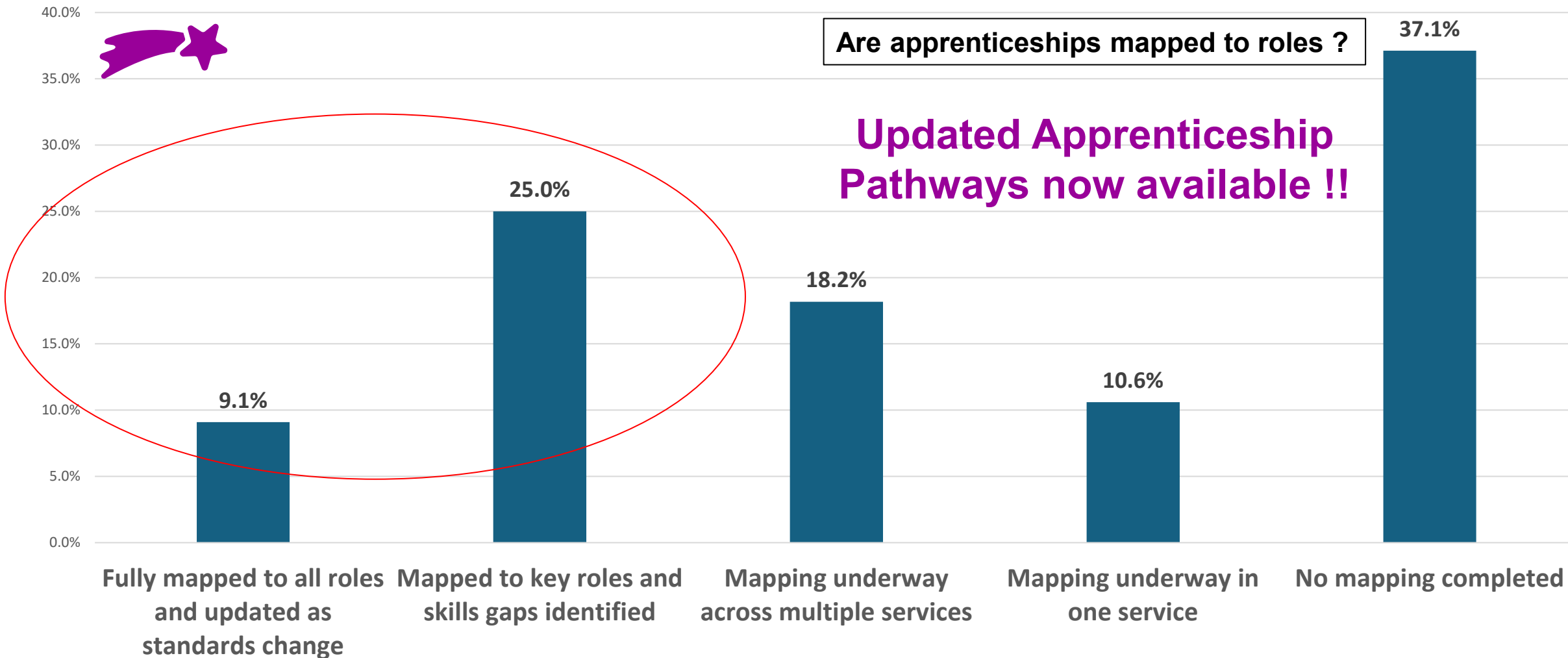
How are apprenticeships used to support recruitment and retention?



How are apprenticeships used to develop talent and succession plans?

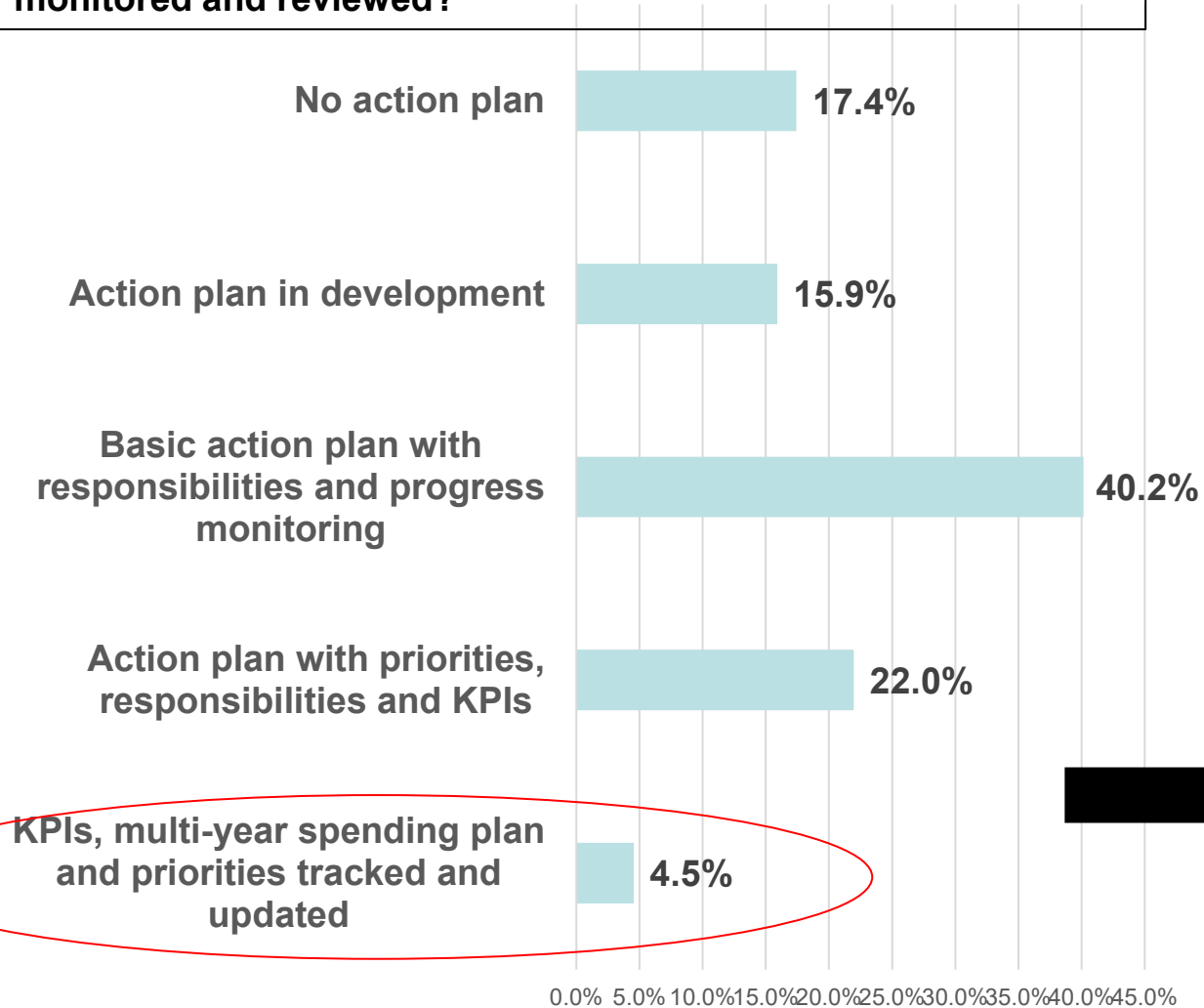


Put in place the building blocks

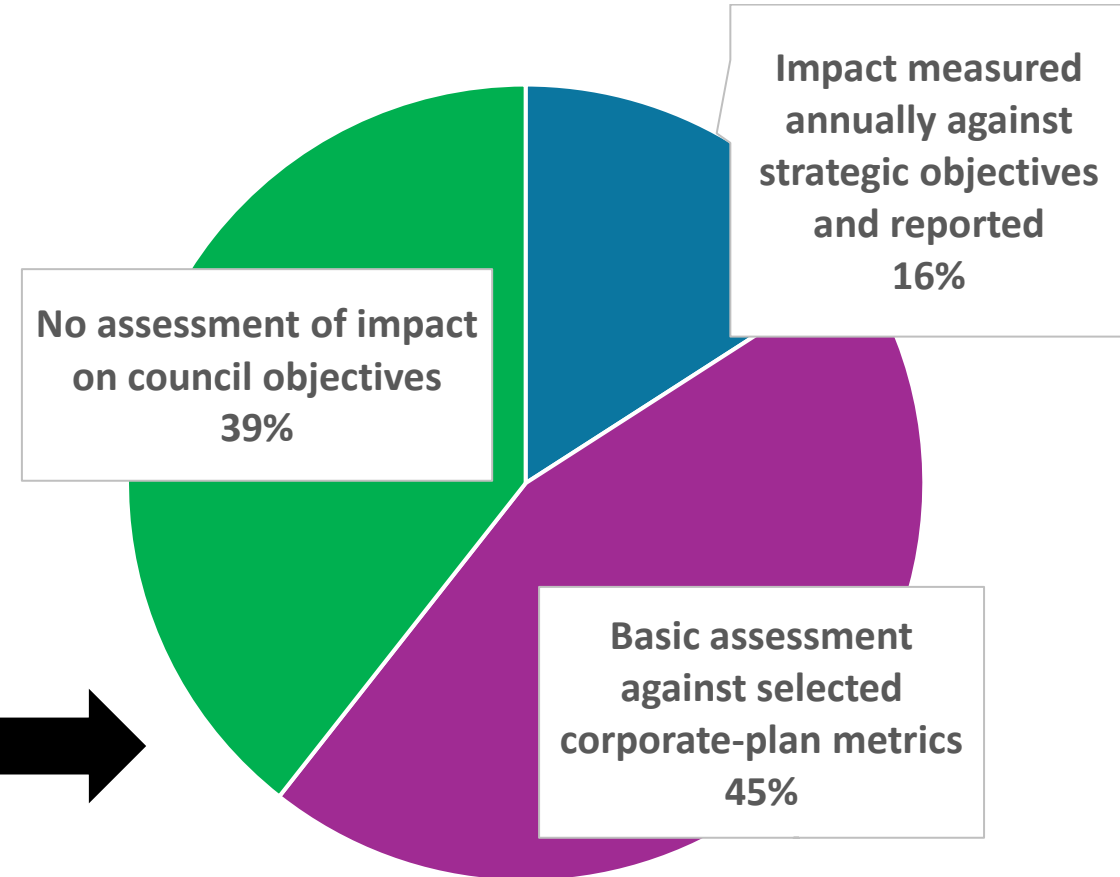


Check that strategy delivers impact

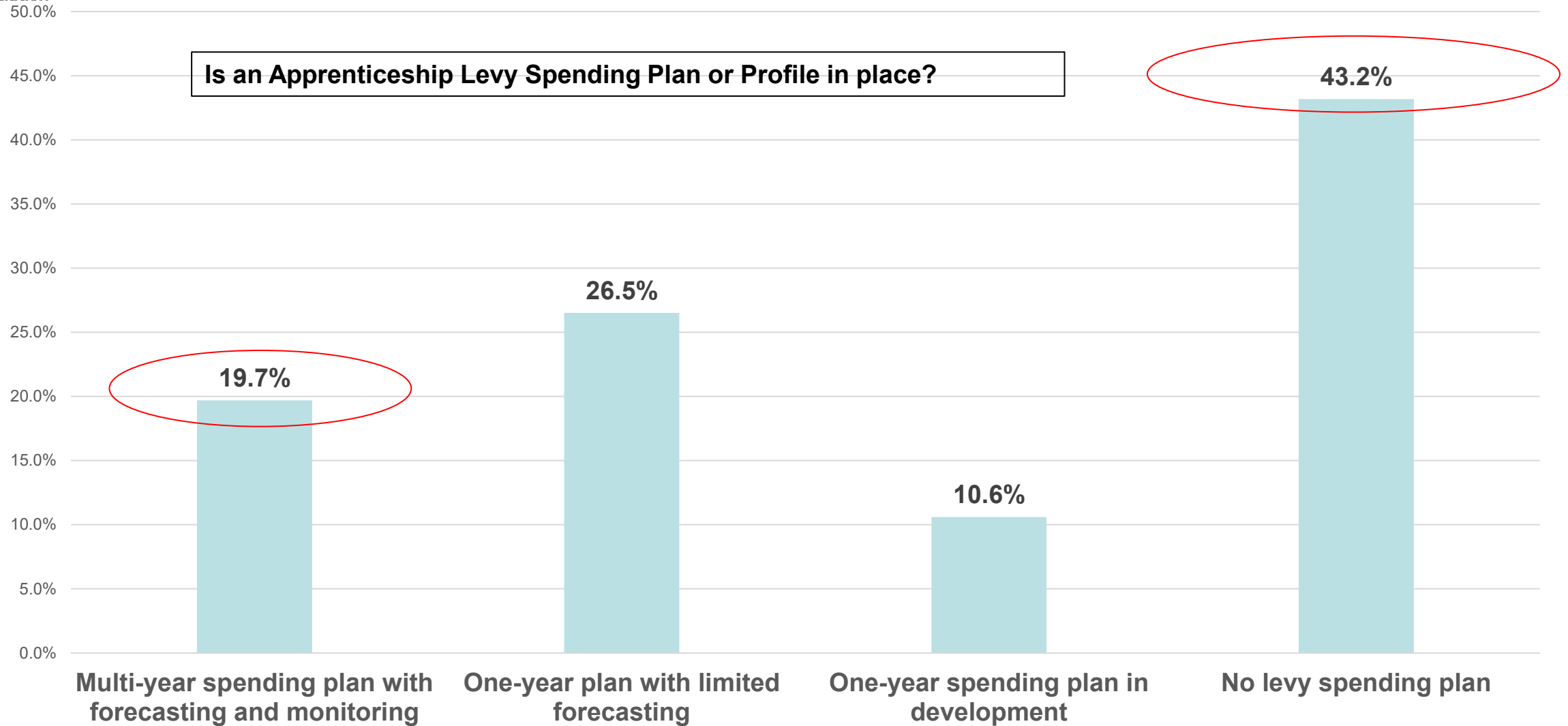
How is progress against apprenticeship strategy goals monitored and reviewed?



Is the impact of the apprenticeship programme measured against council objectives?

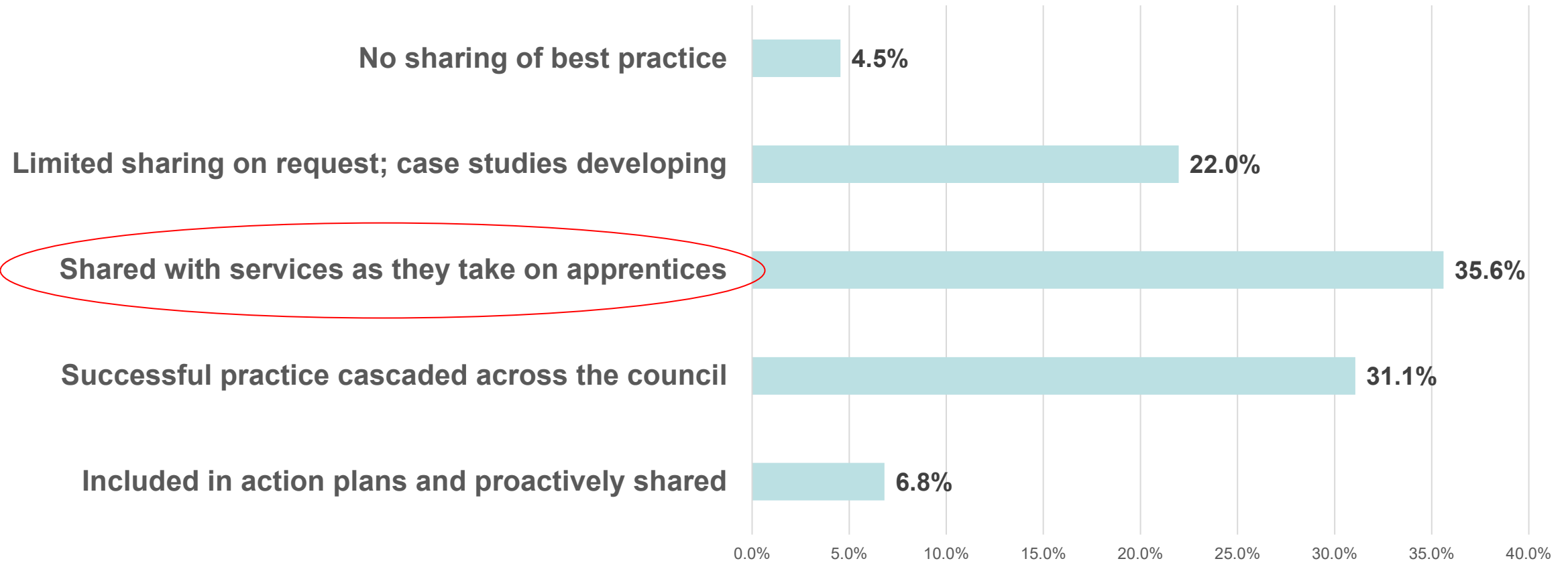


Apply Levy to deliver the strategy



Looking into the near future for ideas and quick wins

How is apprenticeship best practice shared across the council?



Impact & Implications

Programme Leadership, Strategy & Management

Observations	Implications	Opportunity / Priority Action
Most councils have some strategic framework, but many remain at simple action-plan level.	The programme may be vulnerable to changing priorities, restructuring or the loss of a key individual	Create a multi-year apprenticeship strategy with senior sponsorship, clear outcomes, governance and an annually refreshed delivery plan.
Apprenticeships are widely used for workforce pressures but are not consistently a core workforce strategy.	Activity may remain opportunistic rather than directed towards future skills, retention and organisational redesign.	Embed apprenticeships within workforce, recruitment, talent, transformation and organisational-development plans.
Role mapping and workforce intelligence are behind programme ambition.	Councils may miss suitable standards, duplicate training or invest in apprenticeships that are not aligned to priority gaps.	Map standards to job families and combine this with vacancy, age-profile, turnover, shortage and succession data.
Talent and succession pathways are still developing.	Councils may struggle to retain staff and fill future specialist or leadership roles internally.	Build visible apprenticeship career pathways for shortage professions, progression roles and future leaders.
Monitoring is more focused on activity than organisational impact.	Senior leaders may see starts and levy spend without evidence of improved capability, retention, productivity or service outcomes.	Introduce outcome KPIs and an annual impact report linked to corporate objectives, workforce risks and return on investment.
Levy spending plans and strategic engagement with new standards are needed to underpin priorities	Councils are less able to manage expiry risk or influence the standards needed for emerging workforce requirements.	Maintain a multi-year spending profile, scenario-test policy changes and coordinate participation in trailblazers through regional or professional networks.

Overall considerations for 2026 and beyond

Challenges

- There are a lot of changes to the apprenticeship programme this year – how fit for purpose are current strategies, plans and actions
- You may need to change what you track and value
- Spending the same amount will probably be harder with the changes coming in this year
- Occupations supported by Level 7 need a replacement recruitment & retention plan

Opportunities

- Have a strategy that responds to the new landscape
- Be tactical - target time and energy to where it is most needed and has most value
- Spend more time finding out what works or fixing what doesn't
- Measure and act on where impact is greatest
- Collaborate wherever possible on everything
- Share experiences tools, practices and materials – and use the K-Hub

Resources & the LGA Support Programme

Apprenticeships & Early Careers Support Programme: Summer Schedule June – August

Event	Summary	To register just click on the link below QUERIES go to info@spark.org.uk						
		June	July	Augt	Sept	Oct	Nov	Dec
Newsletters	Summer/Autumn/Winter							
Webinars	State of the Nation Policy Update Webinars	23 Jun				Autumn TBC		
	Apprenticeship Full & Unit Funding Rules			5 Aug 1.30-3.00				
	Survey Results (full findings)		14th July 9.30-11.00					
	Preparing for LGR – Managing the DAS				Sept TBC			
	Hot Topic Spotlight -TBC					Oct TBC		
Workshops	Online 1 Day induction training session (for new apprenticeship leads or staff new to apprenticeship management)							Early Dec TBC
Resources	8 updated apprenticeship pathways		1 July					
	An Apprenticeship Service Guide for LGR				Sept TBC			
	Apprenticeship & Skills Bite Sized videos on key topics					Autumn TBC		
Gateway	The most used resources - updated							

Apprenticeship Pathways – Available Now

Finance and Accounting Apprenticeship Roles and Career Pathways

This short guide has been developed by the Local Government Association in association with Spark & Associates, using the knowledge and experiences of Local Authorities (LAs) across England. It aims to help councils and their staff understand the career opportunities available through apprenticeships.

Building a Career in Accounting and Finance Supported by Apprenticeships

How to use this Guide

What this Career Pathway Guide Shows

This pathway shows how a career in Finance and Accounting within a council can be developed through apprenticeships, from entry-level roles through to professional and leadership positions. This guide provides both a targeted finance career route (diagram 1) and a broader Finance and Accounting pathway (diagram 2) which covers a range of roles across council directorates/functions, alongside:

- careers in finance are central to how councils operate – supporting budgeting, financial planning, procurement, and decision-making. Apprenticeships provide a structured way to build skills, progress in your career, and gain professional qualifications.

Why this matters (for councils and learners)

Local authorities operate in a competitive market for finance and accounting skills. Apprenticeships provide a practical way to attract new talent, develop existing staff, and support long-term workforce planning. Apprenticeships support both existing staff through formal qualifications and progression) and new entrants starting their careers in finance.

Providing clear and well-communicated progression routes:

- supports recruitment and retention
- creates opportunities for career development and progression
- helps build a sustainable pipeline of finance professionals

This guide outlines typical entry points, progression routes, and relevant apprenticeships across finance roles. Entry into finance careers may also include routes such as A Levels or T Levels (e.g. Accounting or Management and Administration), which can provide a foundation for apprenticeships or entry-level roles. Development pathways are not always linear. Individuals may:

- move into specialist areas such as procurement, analysis or risk
- progress into leadership roles
- or take sideways steps to build broader organisational skills and experience

Job titles and roles may vary between councils, so it is important to review apprenticeship content and assess suitability based on the role requirements and individual prior experience. Training providers and employers can support this through initial assessment and guidance.

You can find details on the content of the apprenticeship on the [Skills for England website](#).

Understanding progression

The pathway diagrams on the following pages illustrate how careers can develop across finance roles, from entry-level to senior and professional levels. It highlights:

- typical entry routes into finance careers
- progression between levels – illustrating how entry level careers have the potential to develop into long term careers with professional qualifications
- relevant apprenticeships that support development

Progression may involve changes in job role, responsibilities, or specialism, or in some cases, individuals may remain in the same role but take on increased responsibility as their skills develop. Progression may also include movement into management or leadership.

Typical Career Progression Routes

This table shows typical job roles by level in Finance and Accounting within a council, alongside examples of relevant apprenticeships. It provides an overview of how individuals can enter the profession, develop their skills, and progress into more senior or specialist roles.

Guide to typical progression in finance careers linked to apprenticeship / qualification levels:

- **Entry (L2-3):** Start in finance or admin roles and build core skills
- **L4:** Develop technical accounting or procurement expertise
- **L6 - 8:** Move into management, business partnering

Resources: stay on-line for the survey



Slides & Resources

[Apprenticeship-Gateway/resources/webinars](#)



Webcast Recording



Questions & Queries (info@spark.org.uk)



Support Calendar

[LGA Apprenticeship Gateway](#)

Webcast Timestamps

Social Worker Update & The Year in Summary	00:00:00
Responses to changing programme and funding rules	00:26:00
Structuring apprenticeships and apprentice support	00:45:00
Procurement & provider management	1:00:00
Schools	1:14:00
Programme leadership, strategy & management	1:23:00

Thank You - stay online for the survey

NEXT SESSION:

Wednesday 5th August 1.30 – 3:00

2026/2027 Apprenticeship Funding and Programme Overview



INFO@spark.org.uk