



Skills England

Standard Draft Preview

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Standard in development L5: Leader in adult care Version 2.0

Title of occupation

Leader in adult care

UOS reference number

ST0008

Core and options

No

Level of occupation

Level 5

Occupational maps data

Route: Care services

Pathway: Care Services

Cluster: Adult care manager

Typical duration of apprenticeship

18 months

Minimum hours for compliance

418 hours

Resubmission

No

Would your proposed apprenticeship standard replace an existing framework?

No

Does professional recognition exist for the occupation?

No

Regulated occupation

Is this a statutory regulated occupation?

No

Occupational summary

The broad purpose of the occupation is to lead adult care services and manage teams who support adults with care needs. Leaders in Adult Care guide and inspire others to provide safe, effective, caring and person-centred support for people facing physical, practical, social, emotional, psychological or intellectual challenges. They develop a values based culture and may lead service improvement, business development, financial control, risk management, continuity planning and organisational change.

In their daily work, an employee in this occupation interacts with adults who need care and support, their families, carers, advocates, care workers, managers and wider professional networks. They may also work with commissioners, regulators, safeguarding teams, health and social care professionals and community partners to ensure services meet people's needs and comply with relevant standards.

An employee in this occupation will be responsible for providing strategic and operational leadership across services including residential care, nursing care, domiciliary care, supported living, extra care housing, community-based services, learning disability, mental health, dementia and other specialist adult care settings.

They inspire and enable teams to deliver high quality, person-centred care that promotes dignity, independence, wellbeing and positive outcomes. They create and sustain a values-based culture, driving workforce development, recruitment, retention, continuous improvement and digital transformation to meet the changing needs of people and communities. Working collaboratively with individuals, families, carers, health and care professionals, commissioners and community partners, they build effective partnerships that support integrated care and improved outcomes. They may also lead quality assurance, financial performance, organisational resilience, risk management and service innovation to ensure safe, sustainable and future focused care services.

Typical job titles



Are there any statutory / regulatory or other typical entry requirements?

No

Occupation duties

DUTY	KSBS
Duty 1 Lead workforce recruitment, development and performance management to build a resilient, skilled and future ready workforce.	K1 K2 K4 K6 K17 K20 S1 S2 S4 S6 S17 S20 B1 B3 B5
Duty 2 Motivate and engage team members to collaborate towards shared goals, fostering an inclusive culture that supports learning, mentoring, and continuous professional development.	K1 K2 K7 K9 K16 K19 K20 S1 S2 S7 S9 S16 S19 S20 B1 B2 B4
Duty 3 Champion personalised, strengths-based and co-produced care, ensuring all voices, rights and aspirations shape all support and decision-making	K8 K9 K10 K15 K20 S8 S9 S10 S20 B1 B2
Duty 4 Ensure robust health and safety practices through dynamic risk management, consistent incident reporting, and proactive mitigation of hazards.	K5 K8 K14 S5 S8 S14 S15 B1
Duty 5 Lead and oversee safeguarding policies and procedures for adults, that comply with local and national legislation	K1 K5 K12 K13 K14 K18 S1 S5 S12 S13 S14 S18 B1
Duty 6 Evaluate and apply organisational contingency plans to maintain continuity of care during critical incidents or service disruptions.	K5 K10 K14 K18 S5 S10 S14 S18 B1
Duty 7 Build strong, collaborative partnerships with internal and external stakeholders to champion high-quality social care and deliver better outcomes across the wider care and health system	K5 K9 K11 K20 S5 S9 S11 S20 B1 B4
Duty 8 Set and communicate a clear strategic vision that aligns team purpose, strengthens service direction and ensures everyone understands their contribution to shared goals	K1 K3 K5 K9 K11 K16 K19 S1 S3 S5 S9 S11 S16 S19 B1

Duty 9 Lead effective financial planning, budget management and resource allocation to ensure operational sustainability and alignment with strategic priorities.	K1 K2 K16 K17 S1 S2 S16 S17 B1
Duty 10 Embed sustainable and environmentally responsible practices across service delivery, resource planning and organisational culture.	K1 K7 K9 K17 K18 K21 S1 S7 S9 S17 S18 S21 B1 B4
Duty 11 Promote a compassionate, equitable and inclusive culture that values diversity and enhances the wellbeing of people drawing on care, staff and wider communities	K1 K2 K3 K7 K9 K11 K20 S1 S2 S3 S7 S9 S11 S20 B1 B2 B4
Duty 12 Drive organisational change using recognised models and engagement strategies, preparing and influencing stakeholders through transitions and improvements.	K1 K11 K19 K20 K21 S1 S11 S19 S20 S21 B1 B5
Duty 13 Take responsibility for continuous personal and professional development through self-reflection, feedback and evidence informed learning to strengthen leadership and improve outcomes.	K4 S4 B1 B3
Duty 14 Critically apply leadership, management and adult care theories to inform sound decision-making and enhance service effectiveness	K1 K3 K5 K6 K16 K21 S1 S3 S5 S6 S16 S21 B1
Duty 15 Ensure full regulatory compliance through strong governance systems, quality assurance processes, accurate documentation, and active preparation for inspections and audits.	K5 K6 K8 K10 K12 K13 K18 K21 S5 S8 S10 S12 S13 S18 S21 B1

KSBs

Knowledge

K1: Leadership and management approaches to support team performance and delivery of organisational objectives.

K2: Ethical leadership approaches and decision-making in practice.

K3: Techniques for promoting positive organisational culture and inclusive and psychologically safe environments, and the impact of communicating visions and values on engagement and accountability.

K4: Workforce development approaches, including Continuous Professional Development, coaching, mentoring, and learning cultures, to maintain competence and capability.

K5: Workforce planning, monitoring, and staffing models to maintain service quality.

K6: Recruitment approaches aligned with workforce needs and policy requirements.

K7: Approaches to supervision, appraisal and performance management

K8: Person-centred approaches, including strengths-based and co-produced care.

K9: Advocacy approaches and the influence of organisational culture on outcomes.

K10: Approaches to monitoring and evaluating trauma-informed care and Positive Behaviour Support.

K11: Stakeholder roles, responsibilities, and collaborative working across integrated health and social care systems.

K12: Safeguarding frameworks and their implications for accountability and governance.

K13: The role of services within safeguarding enquiries and investigations.

K14: Health and safety requirements, incident reporting, and safe systems of work.

K15: Risk assessment approaches to identify and respond to hazards.

K16: Financial planning, compliance, and performance monitoring systems.

K17: Approaches to procurement and sustainable resource management, including consideration of environmental, social and economic factors

K18: National policy for monitoring record-keeping, reporting, maintaining confidentiality and information security.

K19: Models and approaches for planning and implementing organisational change.

K20: Leadership communication styles and how to adapt these to motivate and support stakeholders

K21: Approaches to quality assurance models that drive evidence-based improvements and outcomes.

Skills

S1: Apply leadership and management approaches to lead teams and deliver organisational objectives.

S2: Apply ethical leadership approaches to support decision-making and professional practice.

S3: Promote inclusive and psychologically safe environments and communicate vision and values to support engagement and accountability.

S4: Manage workforce development through Continuous Professional Development, coaching, and mentoring to maintain competence and capability.

S5: Apply workforce planning and staffing models to maintain service quality.

S6: Apply recruitment approaches to attract and select individuals aligned to organisational values and workforce needs.

S7: Apply processes to review performance, address issues and support continuous improvement

S8: Apply strengths-based and co-produced approaches to lead and advise teams to deliver personalised care.

S9: Promote and apply advocacy approaches to improve outcomes.

S10: Monitor and evaluate the use of trauma-informed care and Positive Behaviour Support in line with frameworks.

S11: Work with stakeholders to support integrated care and coordinated outcomes.

S12: Apply safeguarding frameworks to ensure safe and accountable practice.

S13: Contribute to safeguarding enquiries and investigations as a stakeholder.

S14: Implement health and safety procedures and safe systems of work.

S15: Apply risk assessment to manage risks.

S16: Apply financial and performance monitoring approaches to support compliance and service delivery.

S17: Apply procurement and sustainable resource management approaches, including consideration of environmental, social and economic factors.

S18: Apply monitoring processes to ensure accurate records and maintain information security and confidentiality.

S19: Apply change management approaches to plan and implement organisational change.

S20: Adapt communication approaches to engage, motivate and support stakeholders

S21: Plans and implements quality assurance models to drive evidence-based improvements and outcomes.

Behaviours

B1: Accountability and Professional Integrity

B2: Compassion and Respect

B3: Commitment to Learning and development

B4: Collaborative and inclusive leadership

B5: Adaptive and Innovative

Qualifications

English and maths

English and maths qualifications must be completed in line with the apprenticeship funding rules.

Does the apprenticeship need to include any mandated qualifications in addition to the above-mentioned English and maths qualifications?

Yes

Other mandatory qualifications

Level 5 Diploma in Leadership Management for Adult Care

Level: 5

Additional information: The qualification number varies depending on which awarding organisation offers the qualification, but must be approved by Skills for Care.

Consultation

The draft was developed in consultation with a Group of Persons comprising over 90 employers, awarding organisations and training providers, representing small, medium and large employers across the sector. The group has provided consistent input since the original Level 2 standard was developed in 2017 and has also contributed to the recent revisions of the Level 2 and Level 3 standards, as well as the development of the Level 4 standard. Engagement has also taken place with the Department of Health and Social Care (DHSC) and Skills for Care to ensure alignment with workforce priorities and approved qualifications.

Consultation was undertaken through regular Group of Persons meetings and ongoing stakeholder correspondence. Although not all members attend every meeting, feedback is routinely gathered through both meetings and written submissions, ensuring broad representation from across the sector.

Feedback confirmed support for the proposed approach and emphasised the need to maintain alignment with current workforce pathways, employer requirements and Skills for Care approved qualifications. As a result, the draft was refined to ensure consistency with the revised Level 2 and Level 3 standards, reflect current sector requirements and remain aligned with workforce developments and qualification provision.

Progression routes

Supporting uploads

Mandatory qualification uploads

Mandated degree evidence uploads

Professional body confirmation uploads

Subject sector area

1.3 Health and social care