

# What are some of the progression opportunities on the Care Workforce Pathway?

## Essential core values for working in adult social care

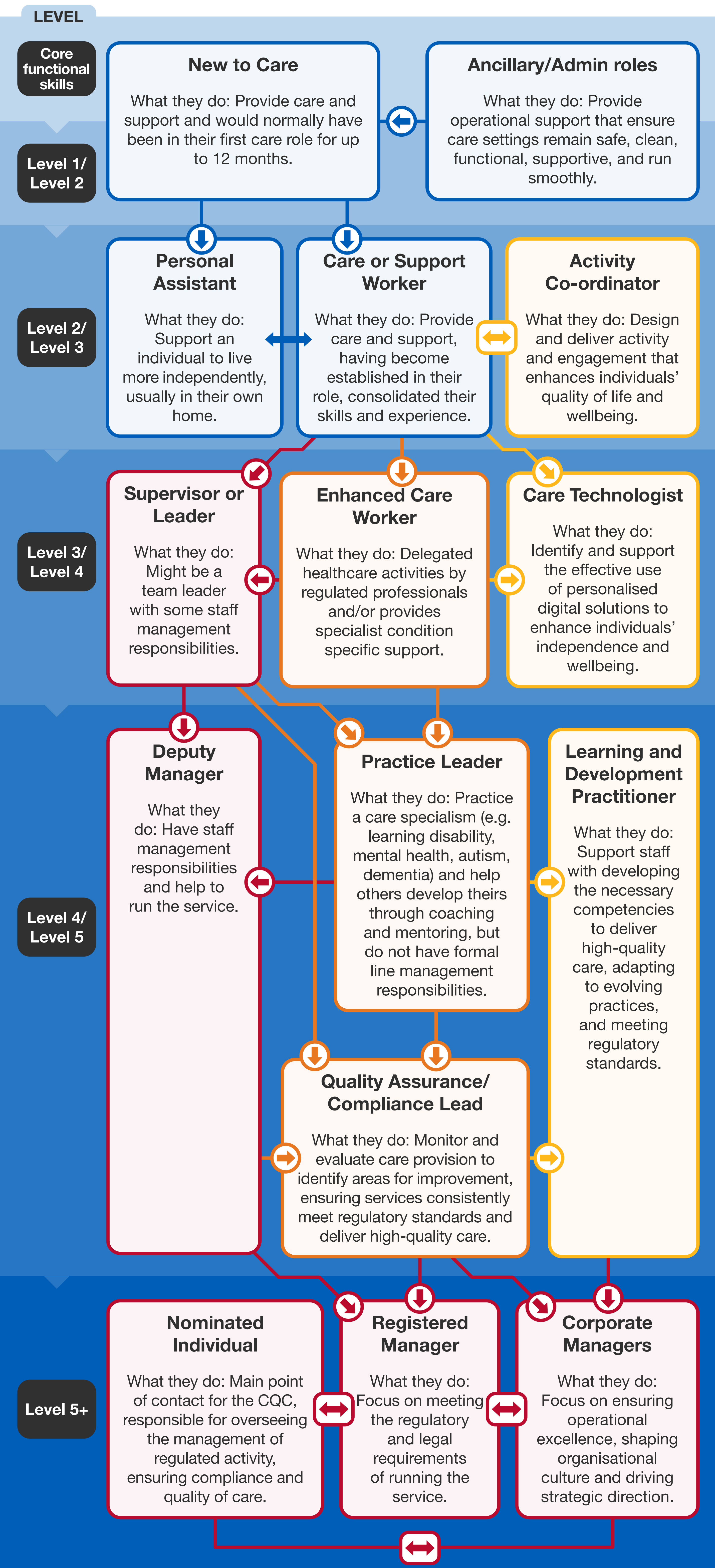
|                                    |                                  |                             |                    |
|------------------------------------|----------------------------------|-----------------------------|--------------------|
| Kind, compassionate and empathetic | Honest, trustworthy and reliable | Respect                     |                    |
| Courageous and principled          | See the whole person             | Flexible, open and learning | Proud and positive |

## Roles and pathways

### Key



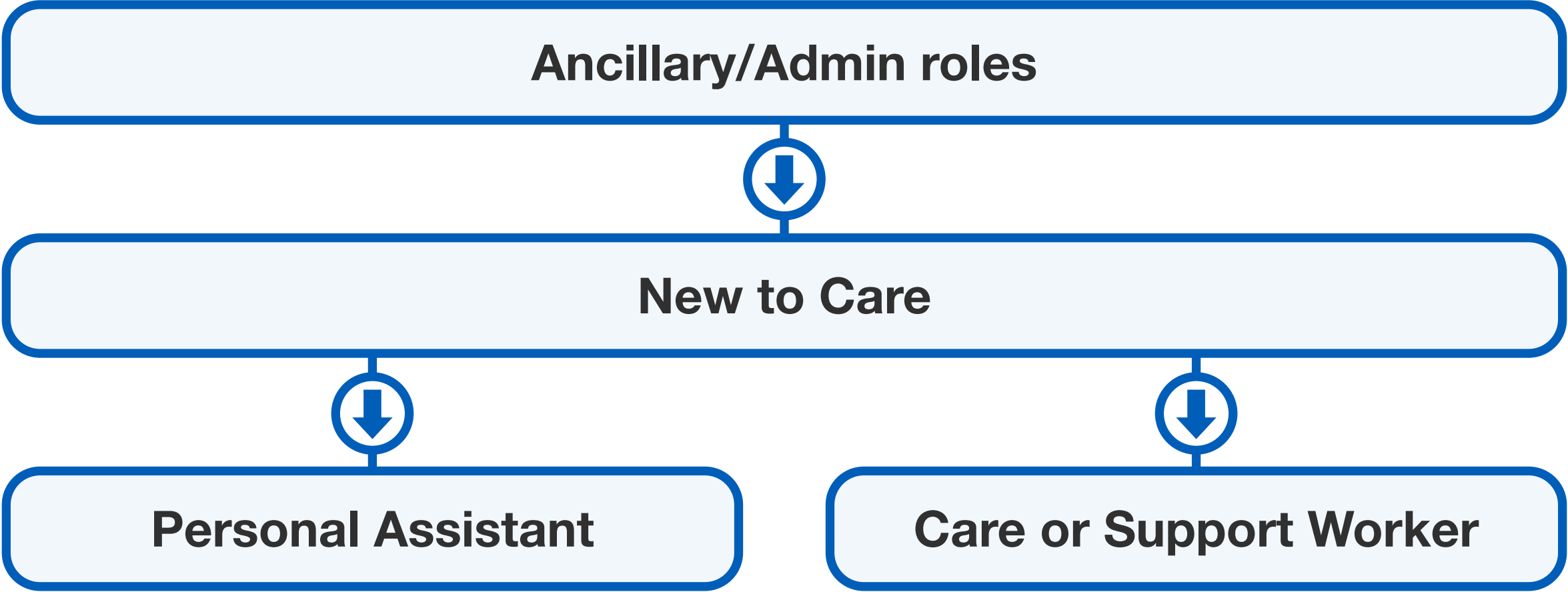
Tip: click on an **arrow** to learn about what changes role-to-role.



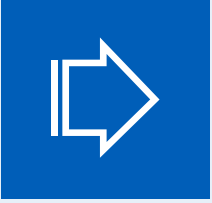
## Adult Social Care Regulated Professional

There may be opportunities to progress into specialist practice in a regulated professional role in adult social care at different stages of your career. See our regulated professional infographics to explore pathways into key adult social care regulated professions (Social Worker, Occupational Therapist, Registered Nurse).

# Progression onto your next role on the Pathway

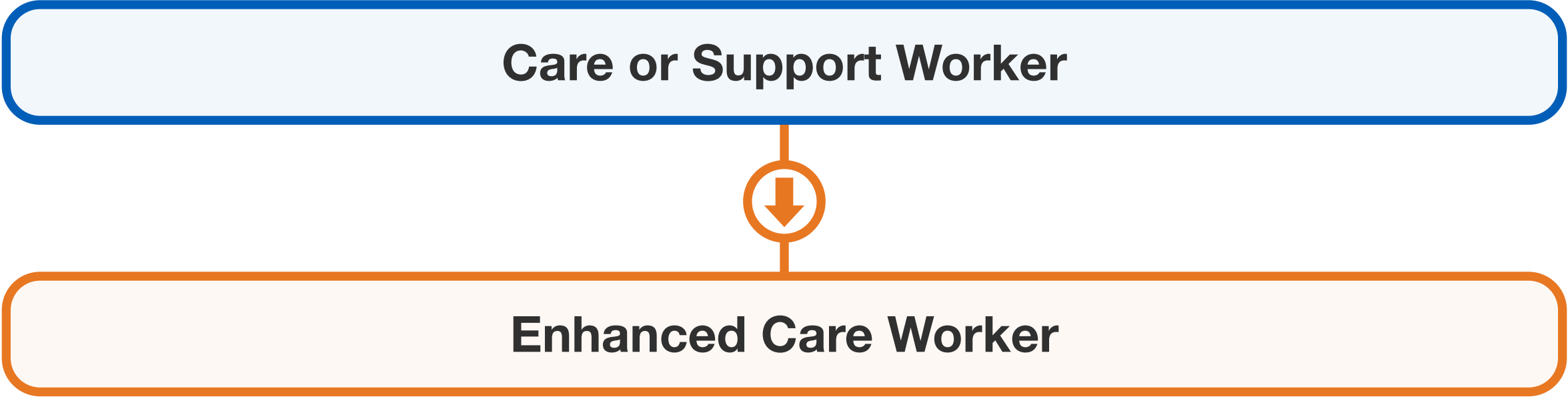


 Tip: Click **here** to go back to the pathways map

|                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                    |
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| <div>What changes?</div> <div></div>                                                                | <p>You shift from learning the basics to being fully established, competent in your role, and trusted to work independently.</p> <p>Knowledge, skills, and behaviours from New to Care become your baseline; you’re now expected to apply them consistently and independently.</p> |
| <div>What helps that move?</div> <div></div>                                                        | <p>Completing induction and Care Certificate level learning.</p> <p>Demonstrating the Pathway’s universal values and behaviours in practice.</p> <p>Taking on slightly more complex tasks and showing you can recognise and report risks or safeguarding concerns.</p>             |
| <div>What key training/ qualifications are available to support your development?</div> <div></div> | <p>Level 2 Adult Social Care Certificate Qualification</p> <p>Level 3 Diploma in Adult Care</p> <p>Level 3 Lead Adult Care Worker Apprenticeship</p>                                                                                                                               |



# Progression onto your next role on the Pathway



 Tip: Click **here** to go back to the pathways map

|                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                          |
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| <b>What changes?</b><br>                                                                | <p>You remain a direct care worker but step into clinical/specialist practice such as undertaking delegated healthcare activities (e.g. insulin administration, PEG feeding, wound-related care) and/or practice at a higher level in your chosen specialism(s) (e.g. autism, dementia, end-of-life care, learning disability, mental health).</p>                       |
| <b>What helps that move?</b><br>                                                        | <p>Achieving Level 3 (and sometimes Level 4) Adult Care qualifications.</p> <p>Undertaking additional training provided under delegation by regulated professionals (e.g. nurses, occupational therapists, etc.).</p> <p>Completing training in chosen specialism.</p> <p>Showing strong awareness of risk, observation, and escalation skills in your current role.</p> |
| <b>What key training/ qualifications are available to support your development?</b><br> | <p>Level 3 Diploma in Adult Care</p> <p>Level 3 Lead Adult Care Worker Apprenticeship</p> <p>Level 4 Diploma in Adult Care</p> <p>Positive Behaviour Support (PBS)</p> <p>Diabetes management</p> <p>Coaching, mentoring, and supervision</p> <p>Care Home Advanced Practitioner programmes to support care staff to assist in routine clinical interventions.</p>       |



# Progression onto your next role on the Pathway

Care or Support Worker

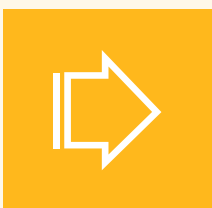


Activity Co-ordinator



Tip: Click **here** to go back to the pathways map

## What changes?



You are shifting to a therapeutic engagement and enrichment role. Your focus will move from delivering frontline care to designing, leading, and evaluating meaningful engagement to enhance wellbeing of people who draw on care and support.

You will be recognised as holding a distinct role independent of frontline care.

You are expected to own the full cycle of activity planning, delivery, and evaluation focusing on wellbeing, engagement, cognitive stimulation, cultural connection, identity, and belonging.

## What helps that move?



Working towards or completion of a robust induction specific to activity co-ordination (not assumed from care experience).

Understanding that activity provision is not an add-on but a structured wellbeing intervention with measurable outcomes.

Having knowledge of the specific conditions (e.g. dementia, sensory needs, learning disability and autism, mental health) and the ability to adapt activities to the different needs of people who draw on care and support.

## What key training/ qualifications are available to support your development?



Level 2 Award in Supporting Activity Provision in Social Care  
Level 3 Certificate in Activity Provision in Social Care



# Progression onto your next role on the Pathway

Care or Support Worker

Enhanced Care Worker

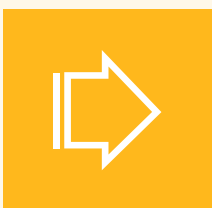


Care Technologist



Tip: Click **here** to go back to the pathways map

## What changes?



You move from providing direct care to using technology to enable independence, safety, and wellbeing of people who draw on care and support.

Your role will focus on digital enablement and Technology Enabled Care (TEC) making care more accessible and personalised through technology.

## What helps that move?



Knowledge of person-centred care, ability to understand and assess individual needs, preferences, and barriers to using TEC.

Being comfortable with using technology and be confident in installing, troubleshooting, and adapting TEC solutions. Skilled in monitoring outcomes and adjusting technology as needs evolve.

Ability to coach, train, and support staff, families, and individuals in using devices and platforms safely and effectively.

## What key training/ qualifications are available to support your development?



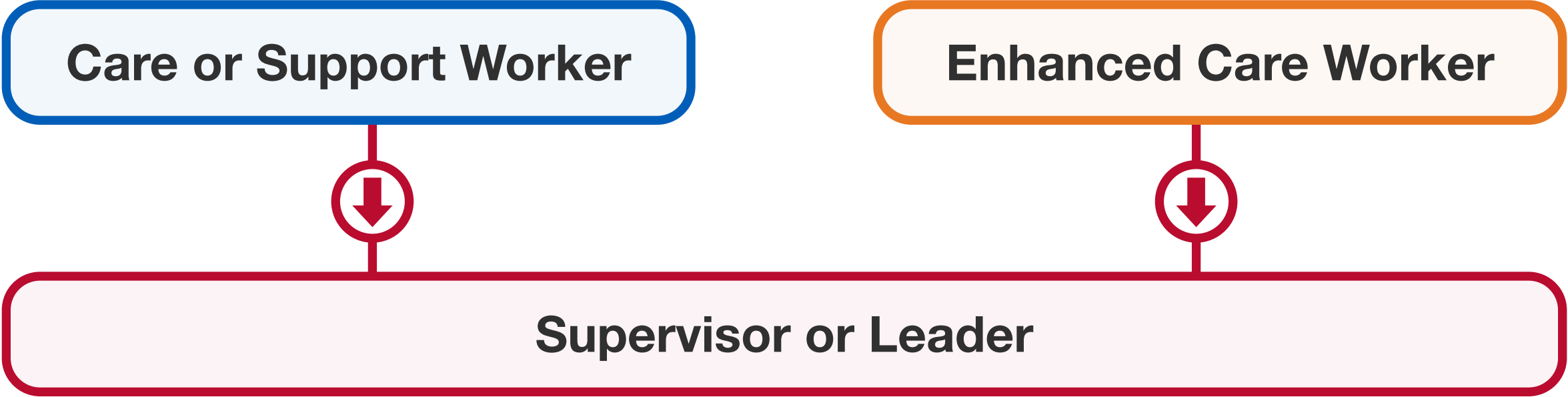
Level 2 Introduction to Assistive Technology in Health and Care

Level 3 Using Assistive Technology in Health and Care

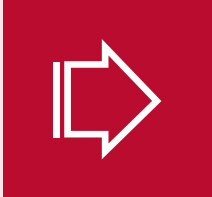
Level 5 Understanding Digital Leadership in Adult Social Care



# Progression onto your next role on the Pathway

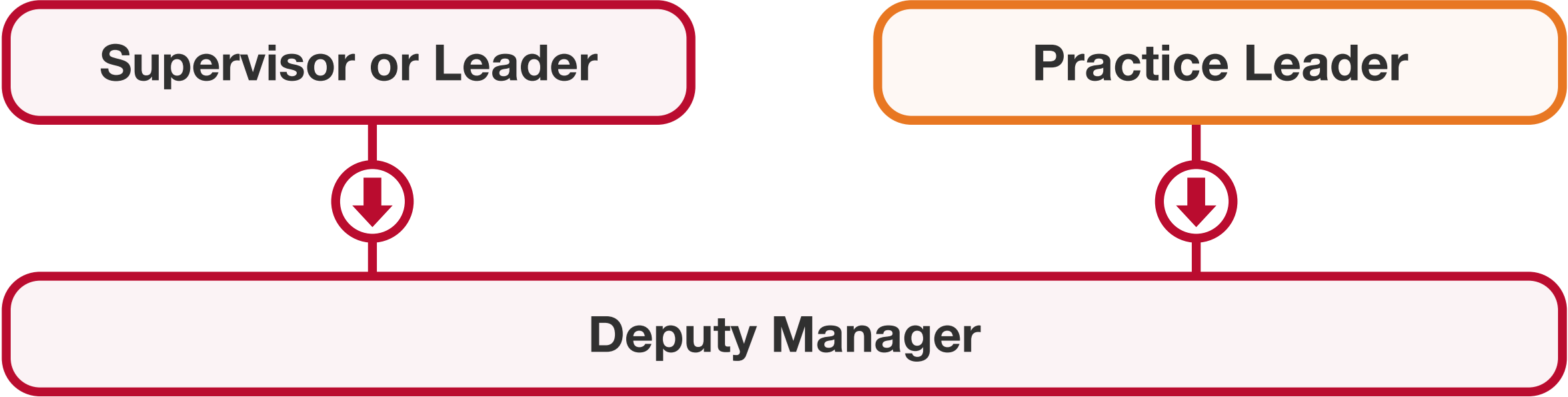


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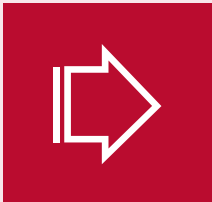
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| <div>What changes?</div> <div></div>                                                                | <p>You start managing people and shifts: supervising a team, doing supervisions, rotas, and spot checks.</p> <p>You still deliver care, but more of your time is spent on supporting others to deliver care.</p>                                                                                                                                                                                 |
| <div>What helps that move?</div> <div></div>                                                        | <p>Demonstrating day-to-day leadership (informal mentoring, taking initiative, calmly handling challenging situations.)</p> <p>Taking on development opportunities, courses, or modules in supervision, performance management, communication, and conflict resolution.</p> <p>Being comfortable with basic digital skills and use of systems (rostering, record-keeping, incident logging).</p> |
| <div>What key training/ qualifications are available to support your development?</div> <div></div> | <p>Level 3 Diploma in Adult Care</p> <p>Level 3 Lead Adult Care Worker Apprenticeship</p> <p>Level 4 Diploma in Adult Care</p> <p>Level 4 Lead Practitioner in Adult Social Care Apprenticeship</p> <p>Level 4 Certificate in Principles of Leadership and Management for Adult Care</p> <p>Lead to Succeed</p> <p>Skills for Care continuing professional development (CPD) modules</p>         |



# Progression onto your next role on the Pathway

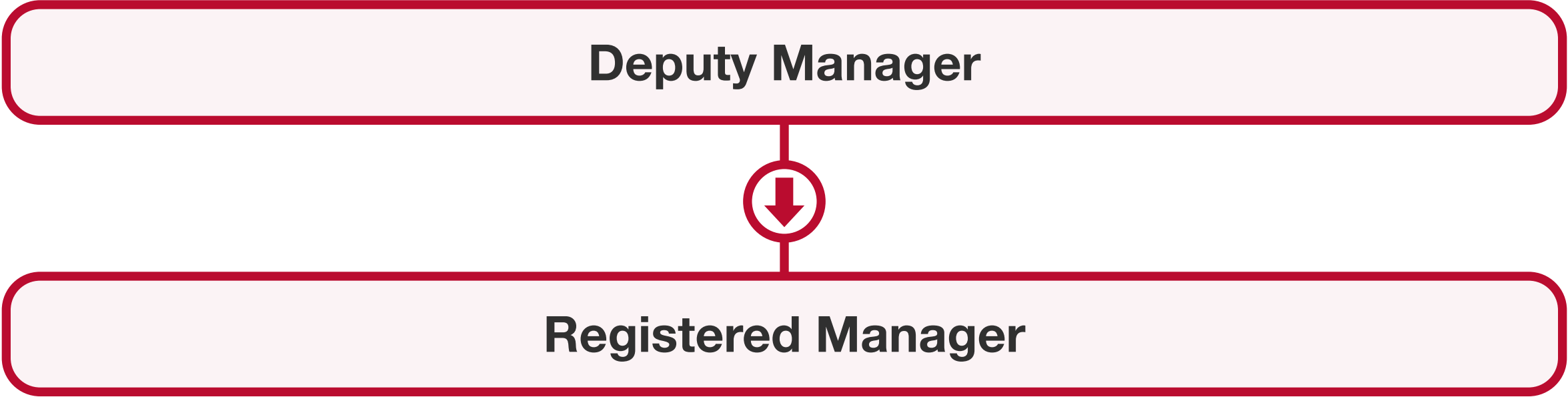


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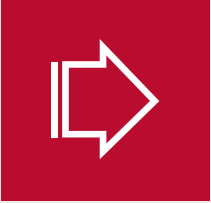
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| <b>What changes?</b><br>                                                                | <p>You become a key link between frontline staff and the registered manager.</p> <p>You will be running the service day-to-day alongside the registered manager handling staffing, audits, complaints, safeguarding responses and liaison with commissioners and Multi-disciplinary Teams professionals.</p>                |
| <b>What helps that move?</b><br>                                                        | <p>Experience in leading teams and supervision and/or driving improvement in practice.</p> <p>Formal management and leadership development, often at Level 4 or early Level 5.</p> <p>A track record of handling complexity such as safeguarding concerns, incident investigations, and quality improvement activities.</p> |
| <b>What key training/ qualifications are available to support your development?</b><br> | <p>Level 4 Certificate in Principles of Leadership and Management for Adult Care</p> <p>Level 5 Diploma in Leadership and Management in Adult Care</p> <p>Level 5 Award in Understanding Digital Leadership in Adult Social Care</p> <p>Lead to Succeed</p>                                                                 |



# Progression onto your next role on the Pathway

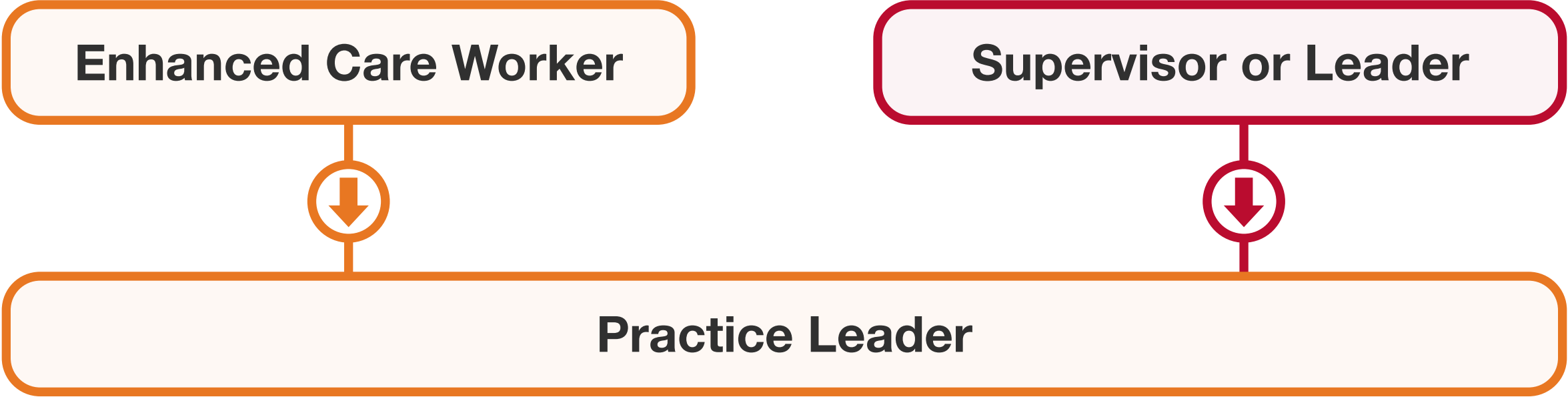


 Tip: Click **here** to go back to the pathways map

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| <div>What changes?</div> <div></div>                                                                | <p>You take on statutory responsibility and accountability - CQC expects you to meet specific requirements as a registered manager (e.g. good character, competence, skills, experience, and appropriate qualifications).</p> <p>You become responsible for: regulatory compliance, financial and strategic decisions, and workforce culture and development as well as ensuring the service meets all relevant standards.</p> |
| <div>What helps that move?</div> <div></div>                                                        | <p>Completing or working towards a Level 5 qualification in Leadership and Management in Adult Care.</p> <p>Being able to demonstrate understanding of regulations, governance, risk, and person-centred, outcomes-based practice.</p> <p>Build strong relationships with external partners (ICS, NHS Multi-disciplinary Teams, social workers, families, etc.).</p>                                                           |
| <div>What key training/ qualifications are available to support your development?</div> <div></div> | <p>Level 5 Diploma in Leadership and Management in Adult Care</p> <p>Level 5 Award in Understanding Digital Leadership in Adult Social Care</p> <p>Lead to Succeed</p> <p>Well Led</p>                                                                                                                                                                                                                                         |

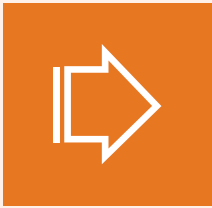


# Progression onto your next role on the Pathway



 Tip: Click **here** to go back to the pathways map

## What changes?



You deepen your practice specialism and take on a formal role in improving practice across the service.

You're less about managing people and more about role modelling and coaching colleagues best practice in your specialism.

You'll strive to stay at the forefront of your chosen specialism and proactively drive improvements in person-centred care practices for the purpose of supporting people with complex/specialist needs.

## What helps that move?



Higher-level specialist training (e.g. dementia, learning disability and autism, mental health, end of life/palliative care, trauma informed care and relational working, drug and alcohol, sensory impairments).

Strong written and verbal communication skills - being able to explain complex concepts clearly, undertake research and evaluation, and suggest and implement improvements.

Evidence that you can influence practice beyond your own caseload.

## What key training/ qualifications are available to support your development?



Level 4 Diploma in Adult Care

Level 4 Lead Practitioner in Adult Social Care Apprenticeship

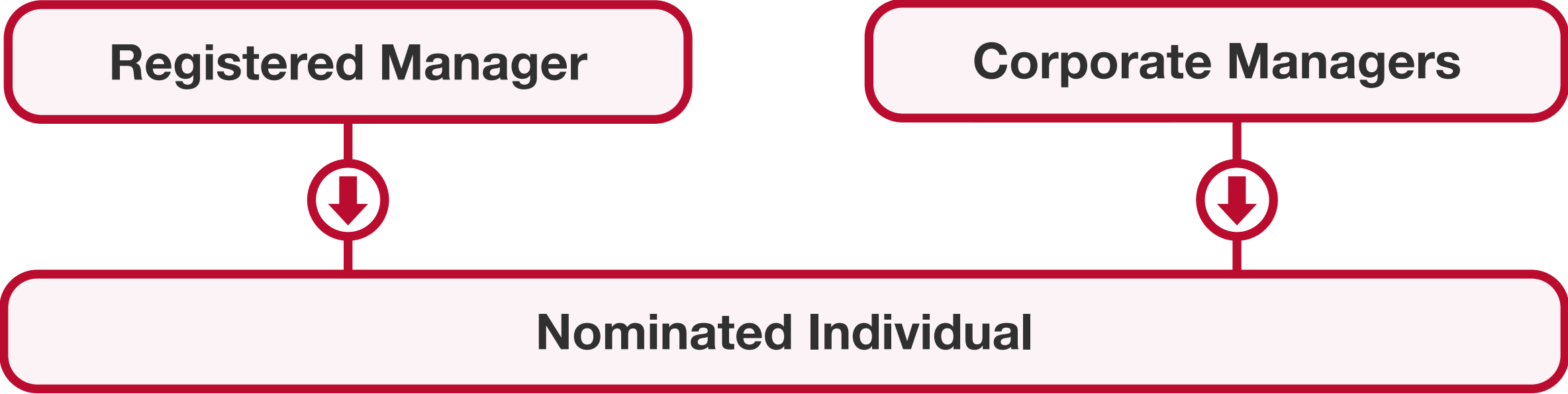
Level 4 Certificate in Principles of Leadership and Management for Adult Care

Higher-level qualification/training in chosen specialism

Qualifications in practice leadership

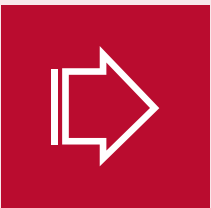


# Progression onto your next role on the Pathway



 Tip: Click **here** to go back to the pathways map

## What changes?



You move from being responsible for operational running of regulated services to providing organisational-level oversight of the regulated activity and being the named point of contact with CQC for service provision as a whole.

Your focus becomes broader than running individual services to encompass strategic oversight and governance leadership, ensuring governance, risk, strategy, and quality systems are effective across the organisation.

\*You may hold both roles as Registered Manager and Nominated Individual where you will be responsible for organisational governance as a Nominated Individual and Registered Manager operational leadership.

## What helps that move?



Having strategic leadership capability, deepened regulatory knowledge, and understanding of strategic planning, business resilience, and organisational level decision-making.

Experience in cross-service quality improvement, audits, and supporting or supervising other managers.

Understanding of governance, quality, risk, and regulatory assurance processes across the whole organisation.

## What key training/ qualifications are available to support your development?



Level 5 Diploma in Leadership and Management in Adult Social Care

Level 5 Award in Understanding Digital Leadership in Adult Social Care

Lead to Succeed

Well Led

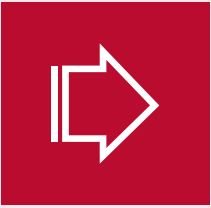


# Progression onto your next role on the Pathway



 Tip: Click [here](#) to go back to the pathways map

## What changes?



You could move from having expertise in leading functions or services to practicing broader system leadership.

You may become accountable for organisational level success, including performance, risk, governance, and outcomes across multiple functions or regions.

## What helps that move?



Experience beyond a single function, exposure to strategy, risk and governance, and broad knowledge of finance, regulation, and people and digital transformation.

Capable of making sound judgement and decisions through balancing evidence, values, and outcomes consistently.

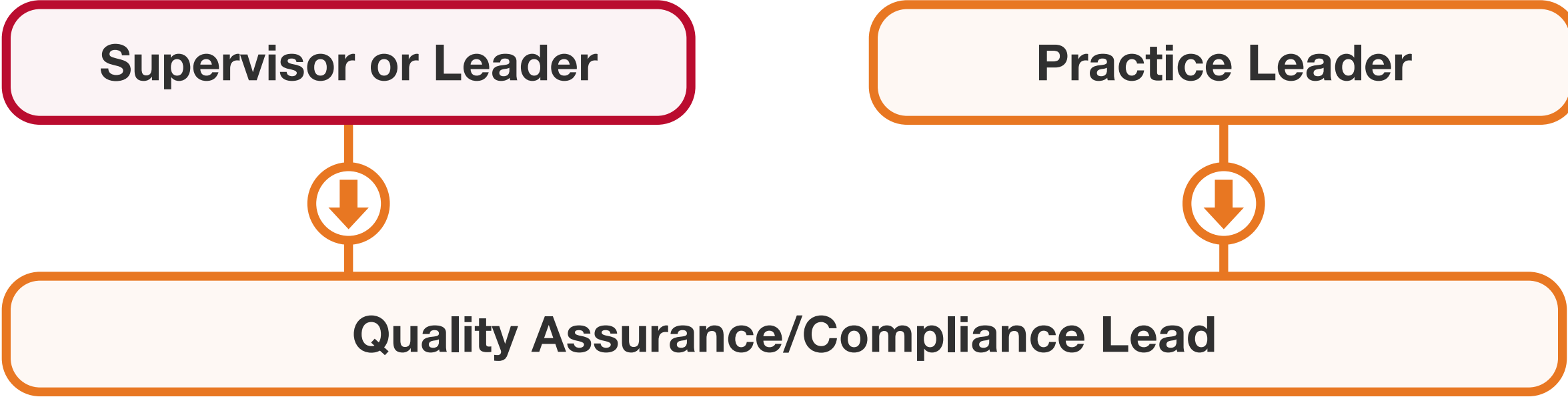
## What key training/ qualifications are available to support your development?



There are many different learning programmes and qualifications that can support development into corporate leadership roles. We recommend exploring the options that best match your development needs and management specialism.



# Progression onto your next role on the Pathway



 Tip: Click **here** to go back to the pathways map

## What changes?



You may move from supervising or leading the delivery of frontline care or leading the improvement of practice standards, to having responsibility for organisation-wide governance, standards, audit, regulatory compliance, and quality assurance

## What helps that move?



Qualified to Level 3 standard in Adult Social Care as a minimum and working towards the Level 5 Diploma in Leadership and Management in Adult Social Care.

Having regulatory knowledge and exposure/experience to audit and inspection processes, organisational improvement planning, policy development, or performance governance.

Be able to think analytically and able to spot themes and risks to quality or compliance.

Be comfortable with using digital tools, data interpretation, and having the confidence to challenge and support other managers.

## What key training/ qualifications are available to support your development?



Level 3 Diploma in Adult Care

Level 5 Diploma in Leadership and Management in Adult Social Care

Lead to Succeed

Well Led



# Progression onto your next role on the Pathway

Quality Assurance/  
Compliance Lead

Practice Leader



Learning and Development Practitioner

 Tip: Click **here** to go back to the pathways map

## What changes?



You may move from roles focused on improving standards and quality of care through quality assurance, or from providing practice leadership within frontline teams, into roles that support workforce capability. This may include delivering structured learning, providing training, undertaking competency assessments, and co-ordinating learning programmes.

## What helps that move?



Knowledge of adult social care or specialist care topics (e.g. dementia, learning disability and autism, mental health, end of life/palliative care, trauma informed care and relational working, drug and alcohol, sensory impairments)

Experience in coaching, mentoring, and supporting staff development.

Deep understanding of how learning translates into practice and confidence in addressing gaps in skills through training.

Strong planning, co-ordination, and relationship building skills and digital confidence.

## What key training/ qualifications are available to support your development?



Level 3 Award in Education and Training (AET)

