

CURRICULUM SEQUENCE

Team leader

ST0384 · Level 3 · Business and administration

Themed phases with logical progression and clear endpoints

STANDARD

ST0384

VERSION

1.4

LEVEL

3

GENERATED

30 March 2026

DURATION

15 months

MIN. HOURS

348 hours

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Phase 1: The team leader remit and professional expectations

Approximately 1.25 months. Apprentices establish what the team leader role is for, how leadership approaches are used in routine situations, and how professional habits shape day-to-day decisions.

KSBs: K17, K18, K10, B1, B3, B4

OTJ clusters: Leadership identity and policy application

Key Topics

- K18: the purpose of the team leader role, the limits of authority, and when to escalate.
- K17: choosing appropriate leadership and management approaches in routine supervisory situations.
- K10: applying core people policies, conduct expectations and team culture standards consistently.
- B1, B3 and B4: acting with integrity, taking ownership of tasks, and using feedback to improve practice.

Teaching Methods

- Taught workshops
- guided discussion
- line-manager shadowing
- reflective coaching

By the end of this phase

By the end of this phase, apprentices will be able to explain their remit, use a suitable leadership approach in routine situations, apply core people policies consistently, and reflect on their own practice.

Phase 2: Organising daily work, time and resources

Approximately 1.5 months. Apprentices learn to convert operational demand into workable schedules, resource allocations and cost-conscious routines using the team's systems.

KSBs: K7, K8, K22, S1, S2, S8, K14

OTJ clusters: Resource planning and scheduling with digital tools

Key Topics

- K7 and S1: matching staff, materials, equipment and time to the operational plan.
- K8 and S2: prioritising, sequencing and allocating daily and weekly work using practical planning tools.
- K22: making cost-conscious choices and spotting waste in routine resource use.
- K14 and S8: using the team's digital systems, spreadsheets and presentation tools to organise work and communicate plans.

Teaching Methods

- Mini-lectures
- worked examples
- spreadsheet practice
- workplace planning tasks

By the end of this phase

By the end of this phase, apprentices will be able to build and adjust a workable rota or task plan, deploy resources within constraints, and use digital tools to support routine operational control.

Phase 3: Coaching performance and growing capability

Approximately 1.75 months. Apprentices move from supervising tasks to managing performance, development and early responses to change with fairness and confidence.

KSBs: K1, K2, S4, S9, S10, B2

OTJ clusters: Performance check-ins and development support

Key Topics

- K1 and S9: setting measurable objectives, monitoring progress and giving feedback that supports improvement.
- K2 and S4: identifying learning needs and linking them to coaching, mentoring or formal development.
- S10 and B2: supporting people through change fairly, respectfully and in a way that sustains an inclusive culture.

Teaching Methods

- Role play
- coached one-to-ones
- peer feedback
- supported workplace application

By the end of this phase

By the end of this phase, apprentices will be able to run a productive performance conversation, agree next steps for development, and support a team member through change inclusively.

Phase 4: Using data to improve operational decisions

Approximately 2 months. Apprentices collect, interpret and present operational data so they can diagnose issues and recommend practical action.

KSBs: K12, K20, S3, S5, S8

OTJ clusters: Operational data, reporting and problem-solving

Key Topics

- S3 and K20: gathering the data that matters, interpreting patterns and tailoring information for different audiences.
- K12 and S5: analysing problems, comparing options and shaping a justified recommendation.
- S8: using spreadsheets and presentation software to present findings clearly and professionally.

Teaching Methods

- Data workshops
- case study analysis
- spreadsheet labs
- workplace data review

By the end of this phase

By the end of this phase, apprentices will be able to turn operational data into a clear report, explain what it means, and recommend a proportionate next step.

Phase 5: Influencing across teams and stakeholders

Approximately 1.5 months. Apprentices build the communication and influencing skills needed to brief stakeholders, coordinate across functions and negotiate next steps.

KSBs: K9, K11, K19, S13, S14, S15, S16

OTJ clusters: Stakeholder communication and cross-functional coordination

Key Topics

- K9 and S13: choosing the right channel, tone and structure for briefings, emails, meetings and presentations.
- K11 and S14: identifying who needs to be involved and coordinating effort across functions.
- K19 and S15: building trust across teams, understanding dependencies and maintaining effective relationships.
- S16: negotiating and challenging appropriately when priorities conflict.

Teaching Methods

- Briefing simulations
- cross-functional shadowing
- negotiation role play
- structured discussion

By the end of this phase

By the end of this phase, apprentices will be able to brief stakeholders, coordinate with other teams, and negotiate workable outcomes when priorities conflict.

Phase 6: Applying policy and compliance in practice

Approximately 1.75 months. Apprentices apply operational policy, regulation and people-policy expectations to real team decisions and explain what compliance means in practice.

KSBs: K3, K5, K10, S12, B1

OTJ clusters: Operational policy, legislation and compliance

Key Topics

- K3 and K10: understanding the operational processes and people policies that shape how work flows through the organisation.
- K5 and S12: interpreting relevant legislation and regulation, then applying it to everyday team decisions.
- B1: maintaining professional, ethical conduct when following rules, raising concerns or escalating issues.

Teaching Methods

- Policy clinics
- guided reading
- scenario analysis
- supervised workplace application

By the end of this phase

By the end of this phase, apprentices will be able to interpret the relevant rules for their area, act on them in routine decisions, and explain the requirements clearly to the team.

Phase 7: Leading projects, change and improvement

Approximately 2.25 months. Apprentices contribute to projects and continuous improvement, using planning tools to track change and adjust course when needed.

KSBs: K4, K13, S6, S7, B5

OTJ clusters: Project planning, change and process improvement

Key Topics

- K4 and S6: using project planning tools to define tasks, track milestones and respond when plans slip.
- K13 and S7: understanding change management, reviewing work processes and testing better ways of working.
- B5: adapting priorities and helping others adjust when circumstances change.

Teaching Methods

- Project workshops
- action learning sets
- digital planning tool practice
- improvement trials

By the end of this phase

By the end of this phase, apprentices will be able to track a project or change initiative, adjust the plan when risks emerge, and help embed a practical improvement in the workplace.

Phase 8: Strategic and integrated team leadership

Approximately 3 months. Apprentices lead more independently in realistic live work, connecting strategy, sustainability, inclusion and wider external change to complex operational decisions.

KSBs: K6, K13, K15, K16, K21, K23, S11, S17, S18, S19, B2, B4, K9, K12, K17, S3, S5, B3, B5

OTJ clusters: Sustainability, EDI and sector scanning · Strategy interpretation and self-development · Integrated complex operational leadership

Key Topics

- K6, K13 and S11: interpreting organisational strategy, recognising when priorities are changing, and explaining what that means for the team.
- K15, K16, K21 and S18: scanning sustainability, internal constraints and wider external forces such as technology, economics and sector change.
- K23, S17, B2 and S19: leading inclusive practice, challenging bias, and making small practical changes that reduce waste and energy use.
- K9, K12, K17, S3, S5, B3, B5 and B4: bringing together data, judgement, leadership approach and ownership to handle a complex live issue, adapt to change and keep improving.

Teaching Methods

- Masterclasses
- live case clinics
- supported workplace leadership
- reflective supervision

By the end of this phase

By the end of this phase, apprentices will be able to interpret strategy and external change, lead an inclusive and sustainable response, and handle a complex operational situation with greater independence and accountability.

Teaching Themes

Leading self and the team leader remit

Apprentices learn what the team leader role is for, how their authority and accountability work in practice, and how to model professional conduct, ownership and reflective improvement from the start of the programme.

KSBs: K17, K18, K10, B1, B3, B4

Planning work, resources and digital tools

Apprentices learn how to turn operational demand into workable rotas, task lists and resource allocations, using the team's systems and digital tools to keep work on time and within budget.

KSBs: K7, K8, K22, S1, S2, S8, K14

Managing performance and developing people

Apprentices progress from supporting routine check-ins to using objectives, feedback and coaching to build individual capability, while handling change in a fair and inclusive way.

KSBs: K1, K2, S4, S9, S10, B2

Using data to make operational decisions

Apprentices collect, interpret and present operational data, then use structured problem-solving to shape proportionate recommendations that different audiences can act on.

KSBs: K12, K20, S3, S5

Communicating and influencing across stakeholders

Apprentices learn how to brief different audiences, build cross-functional working relationships and negotiate practical outcomes when priorities conflict.

KSBs: K9, K11, K19, S13, S14, S15, S16

Applying policy, legislation and compliance

Apprentices learn to interpret the rules that govern the team's work, including operational processes and people policies, and translate them into safe, compliant day-to-day practice.

KSBs: K3, K5, K10, S12, B1

Projects, change and continuous improvement

Apprentices use project tools to plan and monitor change work, then review processes, test improvements and adapt when circumstances shift.

KSBs: K4, K13, S6, S7, B5

Strategy, sustainability, inclusion and future-facing leadership

Apprentices connect organisational strategy, change, sustainability, wider external forces and inclusion to everyday leadership decisions, while continuing to build their own reflective practice as the role becomes more complex.

KSBs: K6, K13, K15, K16, K21, K23, S11, S17, S18, S19, B2, B4

Integrated decision-making in live operations

Apprentices bring together data, leadership style, judgement, ownership and adaptability when handling complex live operational issues and agreeing the next practical action.

KSBs: K9, K12, K17, S3, S5, B3, B5