

Draft Management & Leadership Framework

4 Sept 2025



Management & Leadership Framework - background

- The Management and Leadership Framework is being co-developed by NHS England in response to the Messenger (2022) and Kark (2019) reviews, in collaboration the Chartered Management Institute, FMLM and Florence Nightingale Foundation, a senior representative steering group including patients, and thousands of managers and leaders across health and care.
- The purpose is to equip NHS managers – both clinical and non-clinical - with a code of practice, defined set of standards and competencies, a national development curriculum, and practical, accessible learning resources to enable them to lead and manage with confidence, care, and consistency and elevate NHS management and leadership as a recognised professional discipline.
- Research consistently shows that confident, competent leaders and managers drive better outcomes and improvements in productivity, staff engagement and retention. We also know NHS managers currently lack confidence in some core management areas, such as managing a budget and developing a strategic plan.

Management & Leadership Framework - adoption



- The framework consists of a code of practice, standards and competencies at all levels from entry level manager to executive, and a learning and development curriculum, all under development and to be finalised by September 2025.
- Socialisation of the code and standards is planned in from Autumn 2025, with a digital self-assessment against the standards to be available from early 2026, in time for the next appraisal round.
- A number of resources will be developed to accompany the framework to support its implementation over the course of 2026. These include a national appraisal framework, introductory video, a web-based interactive version of the code and standards, a self-assessment and 360 feedback tool which will signpost to a suite of free, self-directed online learning, fully aligned to the standards at all levels.
- All existing national development offers will also be refreshed to align with the standards, including all Leadership Academy programmes, the NHS Graduate Management Training Scheme, bitesize learning and regional offers.

How will the standards demonstrate good practice?



The standards will improve NHS management and leadership by:

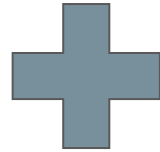
- Reinforcing managers and leaders' accountability requirements to act transparently, ethically and lead with integrity
- Providing a strong and consistent benchmark expectation across the NHS for excellent operational delivery, focussing on performance and financial balance as well as driving improvement, innovation and change in line with the 10 Year Health Plan
- Consistently assessing (via a standard appraisal approach) capability and performance against recognised standards, identifying development needs and enabling access to quality-assured training in order to achieve the standards and prepare managers for future regulation
- Offering structured talent developmental opportunities, transparent expectations and career pathways for progression
- Embedding inclusive, compassionate and collaborative leadership and management skills and behaviours at every level

Draft Stages of the Management and Leadership Framework

Fundamental Stage

This stage outlines the essential competencies expected of every manager and leader who is accountable for operational delivery and the outcomes of others, regardless of their level of seniority or specific role.

It also supports employees preparing for their first steps into a management or leadership position by setting out the minimum standard and expectations for those managing or leading in healthcare settings.



Stage 1: New and First-Line Managers and Leaders

This stage supports individuals in their first supervisory, leadership, or management role, typically with responsibility for just one team or line of accountability.

The competencies help new and first-line managers and leaders understand what is expected of them as they begin to take responsibility for the work of others, in addition to their own.

Stage 2: Mid-Level Managers and Leaders

This stage supports individuals who have been operating as accountable managers or leaders for a number of years.

The competencies enable these experienced professionals to navigate the bridge between senior leadership and frontline delivery, aligning team performance with broader organisational goals.

Stage 3: Senior Managers and Leaders

This stage supports individuals delivering operationally and accountable at a senior management level.

The competencies enable these established leaders to translate organisational strategy into action, lead larger or more complex areas, and influence across functions or systems.

Stage 4: Executive Managers and Leaders

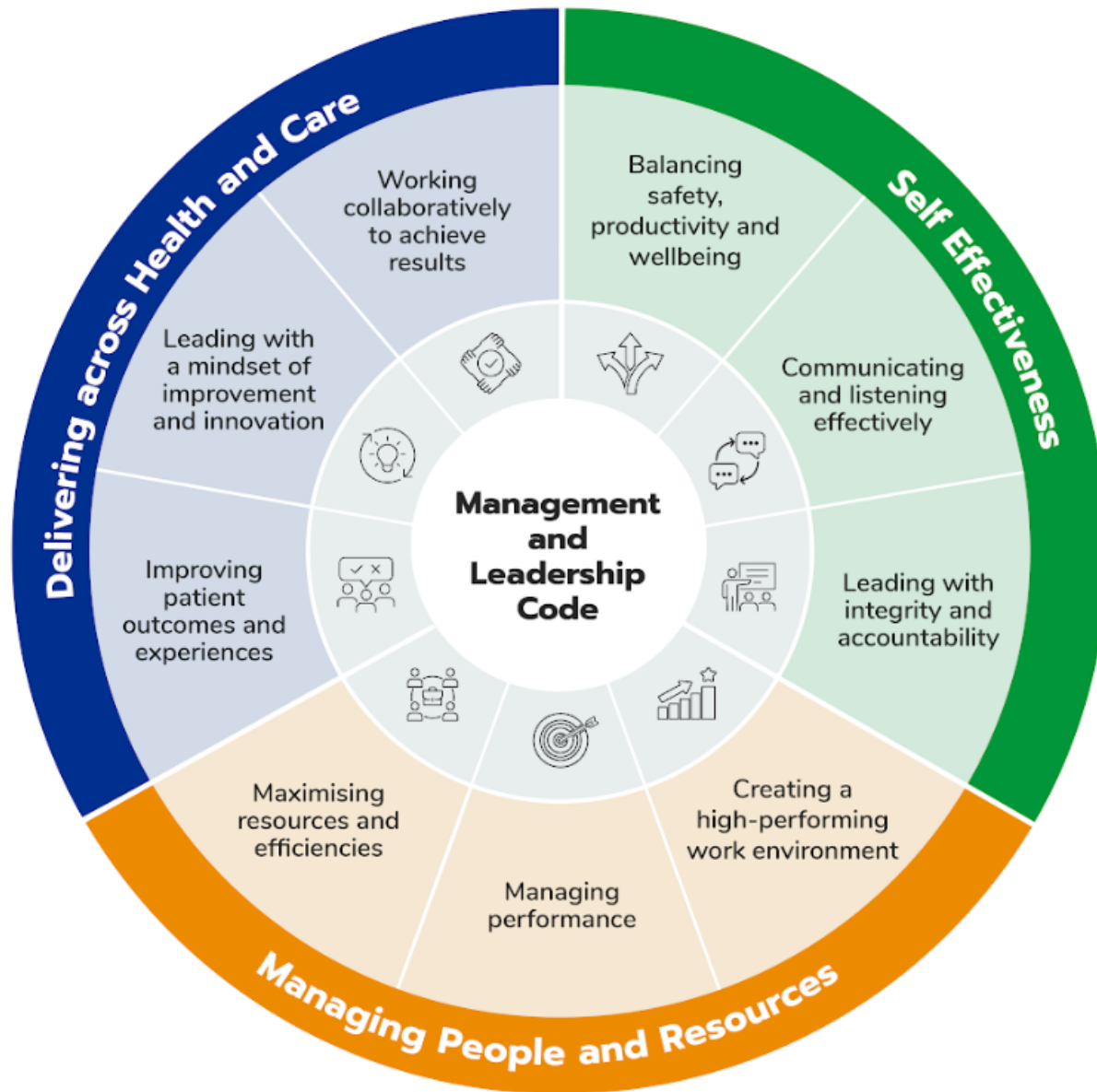
This stage supports individuals operating and accountable at the most senior level of their organisation, including Executive Directors, Non-Executive Directors and Board Members.

The competencies enable these leaders to set or oversee strategic direction and vision, shape organisational culture, and collaborate with peers and stakeholders to deliver national and ministerial priorities.

Draft Management & Leadership Code For Health & Social Care

ACCOUNTABILITY Managers and leaders must: Own their actions and decisions to achieve excellent operational delivery and the best outcomes and experiences for the people they lead, manage and serve. Guided by justice and fairness, they work autonomously while holding themselves and others to account for operational delivery and improvement.	COLLABORATION Managers and leaders must: Foster respectful, trust-based relationships that harness diverse perspectives and reach beyond team and organisational boundaries. They create an inclusive, people-centred, and future-focused environment, acknowledging everyone's contributions, listening to every voice, and guiding others through change.	COMPASSION Managers and leaders must: Create inclusive, respectful environments where individuals feel valued, safe, heard, and supported to grow and thrive. Rooted in self-compassion and guided by courage, wisdom, and justice, they nurture a culture of belonging, continuous learning, and collective responsibility that improves outcomes and experiences for all.
CURIOSITY Managers and leaders must: Maintain a mindset of continuous and ambitious improvement, reflective practice, and a passion for learning. By using evidence, embracing diverse perspectives, and encouraging innovation, they challenge assumptions, positively adopt change, and improve outcomes for the people they lead, manage, and serve.	INCLUSION Managers and leaders must: Lead by example, role model and consciously champion equity, diversity, fairness, and ethical practice. Creating a culture of belonging ensures everyone feels safe to be themselves, while actively challenging injustices, discrimination, bullying, or harassment.	INTEGRITY Managers and leaders must: Role model the values in this Code through their actions and behaviours, even in challenging circumstances. By acting with honesty, transparency, and high professional and ethical standards, they remain true to themselves, their colleagues, their organisation, and the people they serve.

Draft Management and Leadership Standards and Competencies



Format:

3 overarching areas; 9 key standards for all managers and leaders; underpinning competency descriptors for each level of manager

Vision Statement for the NHS Management and Leadership Standards

Empowering current and future leaders to excel, delivering outcomes and supporting staff in driving the shift towards patient-centred community and neighbourhood-based care, preventative strategies, and innovative, digitally-enabled services.

Mission Statement for the NHS Management and Leadership Standards

To define a clear developmental pathway for management and leadership which cultivates accountable, innovative, and collaborative leaders who deliver on all priorities.

Draft competency descriptions within the Framework

Self Effectiveness

Balancing safety, productivity and wellbeing

- Prioritise for productivity
- Keep safe and develop wellbeing strategies
- Commit to continuing professional development

Communicating and listening effectively

- Communicate with clarity and purpose
- Encourage open dialogue and feedback
- Influence, negotiate and manage upwards

Delivering with Accountability and Integrity

- Take accountability for my actions
- Be visible, transparent and present
- Manage with civility and compassion

Managing People and Resources

Creating a High-Performing Work Environment

- Create a sense of engagement
- Support people to feel safe in the workplace
- Manage challenging circumstances

Improving Performance and Operational Delivery

- Provide clear purpose, vision and deliverables
- Manage and measure performance
- Manage conflict and sensitive conversations

Maximising Resources and Financial Value

- Allocate and optimise resources
- Manage public money effectively
- Use data, evidence and critical thinking

Delivering Across Health and Care

Improving patient outcomes and experiences

- Respond to patient safety, needs and preferences
- Prioritise people-centred care to deliver a quality service
- Apply compliance, governance and policy to improve patient outcomes

Leading with a mindset of improvement and innovation

- Drive continuous improvement and innovation
- Transform through technology and innovation
- Support others through change

Working collaboratively to achieve successful outcomes

- Build impactful relationships
- Lead a collaborative team
- Actively share good practice

Self Effectiveness

These competencies focus on the personal attributes, behaviours, and capabilities that underpin effective management and leadership in healthcare, including self-awareness, emotional intelligence, and personal integrity. It enables managers and leaders to sustain their own performance, make ethical decisions, and model inclusive, compassionate leadership.

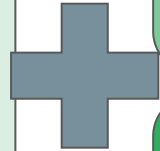
This focus area includes three sections: Personal Effectiveness, Communication Skills, and Self Awareness and Presentation.

Balancing safety, productivity and wellbeing

Prioritise for productivity

Fundamental Stage

I ensure tasks align with organisational priorities, urgent and important tasks are prioritised promptly, cost-effectiveness and the leveraging of digital tools have been considered, and any obstacles to timely and effective task completion are addressed.



Stage 1: New and First-Line Managers and Leaders

I effectively prioritise tasks by maximising resources, including time management and digital tools, to optimise efficiency and productivity within set timeframes for myself and my areas of responsibility.

Stage 2: Mid-Level Managers and Leaders

I ensure the timely completion of tasks, employing forward planning and risk mitigation, considering cost-effectiveness and the appropriate use of digital tools, re-prioritisation, delegation, and managing upwards, to optimise productivity and enable my areas of responsibility to adapt to new and rapidly changing needs and expectations.

Stage 3: Senior Managers and Leaders

I maximise productivity and performance, by managing complex and evolving priorities, such as embedding cost-effectiveness and the innovative use of digital tools, across my areas of responsibility, while adhering to time constraints.

Stage 4: Executive Managers and Leaders

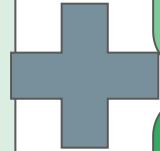
I focus on high-impact tasks which align with strategic objectives, championing a strategic approach to prioritisation and resource allocation at the highest level that ensures financial efficiencies and the transformative potential of digital tools are core considerations, to deliver results and improve sustainable outcomes.

Balancing safety, productivity and wellbeing

Keep safe and developing wellbeing strategies

Fundamental Stage

I take responsibility for managing and maintaining my energy levels and wellbeing, including my emotional, mental, and physical health, recognising its impact on my ability to perform, and ensuring I access available support when needed.



Stage 1: New and First-Line Managers and Leaders

I proactively manage my wellbeing and energy levels, including setting realistic goals and seeking support when needed, to maintain healthy boundaries in an ever-changing and demanding environment.

Stage 2: Mid-Level Managers and Leaders

I lead by example, demonstrating safe and healthy wellbeing practices, promoting open conversations about workplace safety and wellbeing, and encouraging others to prioritise their own wellbeing and energy levels.

Stage 3: Senior Managers and Leaders

I lead on the implementation of strategies that foster a physically and psychologically safe workplace, by identifying and removing barriers to work-life balance, ensuring colleagues have access to appropriate support resources, and proactively addressing future workforce wellbeing needs.

Stage 4: Executive Managers and Leaders

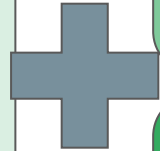
I collaborate with colleagues, and external stakeholders, to embed safety, energy management and wellbeing into the culture, policies, and leadership practices for my organisation, ensuring a sustainable approach to emotional, mental, physical and psychological health for all.

Balancing safety, productivity and wellbeing

Commit to continuing professional development

Fundamental Stage

I commit to continuing professional development, building my own skills and knowledge through learning, including seeking feedback and using reflective and reflexive practice to enhance my management and leadership skills.



Stage 1: New and First-Line Managers and Leaders

I promote a culture of continuous building of skills and knowledge through learning, by participating in benchmarking, peer learning, seeking feedback, and sharing good practice to actively build my knowledge and understanding of effective services and value for money in healthcare.

Stage 2: Mid-Level Managers and Leaders

I regularly seek feedback on my management and leadership approaches, engage in skills and knowledge development, coaching and mentoring, and act with curiosity, staying informed about what good looks like across the system and ensuring my development supports good practice in healthcare.

Stage 3: Senior Managers and Leaders

I model, promote, and embed reflective practice across my areas of responsibility, while also championing skills and knowledge development, curiosity and a deep understanding of good practice and innovation to align growth with organisational and strategic goals.

Stage 4: Executive Managers and Leaders

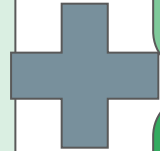
I actively engage in reflexive practice, utilising it to evaluate the impact of professional development initiatives on the organisation, leading with curiosity and insight, and benchmarking internally and externally to embed a culture of lifelong learning and strategic growth.

Communicating and listening effectively

Communicate with clarity and purpose

Fundamental Stage

I communicate clearly, concisely, and respectfully to avoid misunderstandings and ensure effective information sharing.



Stage 1: New and First-Line Managers and Leaders

I tailor my communication style and methods to my audience for maximum effectiveness and actively seek feedback to ensure understanding and equity.

Stage 2: Mid-Level Managers and Leaders

I consistently demonstrate ethical, fair, and inclusive communication, including considering the impact that my words and actions might have on diverse individuals and groups, and proactively addressing any unintentional bias or exclusion.

Stage 3: Senior Managers and Leaders

I provide constructive, ethical, and inclusive feedback, ensuring I listen to diverse perspectives, to promote open dialogue and collaboration.

Stage 4: Executive Managers and Leaders

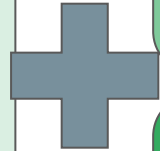
I lead by example, communicating in a mindful, ethical, fair, and inclusive way to foster a culture of open communication, trust, and belonging for everyone, regardless of background or identity.

Communicating and listening effectively

Encourage open dialogue and feedback

Fundamental Stage

I encourage open dialogue and feedback, to foster a supportive environment, by ensuring colleagues and patients feel safe to speak up, and consciously listening to others, sharing concerns and challenge upwards.



Stage 1: New and First-Line Managers and Leaders

I encourage colleagues and patients to speak up and I listen to feedback and follow up on concerns raised, to ensure everyone feels they are heard and valued.

Stage 2: Mid-Level Managers and Leaders

I promote an inclusive and safe environment where open dialogue, speaking up and feedback are embedded as standard practice, and concerns are escalated and responded to.

Stage 3: Senior Managers and Leaders

I model the use of seeking and giving honest feedback, enabling everyone in my areas of responsibility, including patients and staff, to have the opportunity to regularly share their thoughts on my actions and reactions without fear.

Stage 4: Executive Managers and Leaders

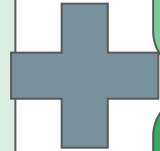
I foster a culture of transparent communication and speaking up across the organisation, embedding accountability at all levels to ensure open dialogue, feedback and problem-solving are used to support a positive, productive and safe working environment.

Communicating and listening effectively

Influence, negotiate and manage upwards

Fundamental Stage

I recognise the value of influencing others, including using storytelling, expertise and lived experiences and knowing how to manage upwards, to effectively gain support and achieve desired outcomes.



Stage 1: New and First-Line Managers and Leaders

I listen to the needs of people within my areas of responsibility, negotiating on their behalf to ensure their voices are heard and concerns escalated, if required.

Stage 2: Mid-Level Managers and Leaders

I advocate on behalf of people within my areas of responsibility to negotiate mutually beneficial outcomes, utilising their expertise and experience, managing upwards only where necessary.

Stage 3: Senior Managers and Leaders

I use influencing, negotiation and expertise (clinical and non-clinical) from the team to drive productivity, improve performance and efficiencies, and act as an advocate across the organisation to improve outcomes and experiences for all.

Stage 4: Executive Managers and Leaders

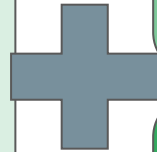
I act as an advocate for the organisation, employing influencing and negotiation skills and subject matter expertise and evidence where appropriate to lobby local, national and political decision-making bodies over changes to the external policy landscape.

Delivering with accountability and integrity

Take accountability for my actions

Fundamental Stage

I reflect on my actions, reactions and biases, both conscious and unconscious, to better understand and manage their impact on myself and others.



Stage 1: New and First-Line Managers and Leaders

I demonstrate accountability and self-awareness, using feedback and self-reflection to inform adjustments to my behaviours.

Stage 2: Mid-Level Managers and Leaders

I ensure how others perceive me does not differ greatly from how I see myself, using social and emotional intelligence and reflexive practice to maintain accountability for my actions.

Stage 3: Senior Managers and Leaders

I take accountability for the actions of people within my areas of responsibility, ensuring inclusivity and fairness are embedded into everything we do, and challenging lack of action or inappropriate actions and behaviours where identified.

Stage 4: Executive Managers and Leaders

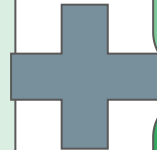
I take accountability for setting the cultural tone of the organisation, embedding inclusivity and ethical behaviours into policies, processes, and practices, and ensuring I have up-to-date and appropriate knowledge and insight to make effective decisions that drive the organisation towards its ambitious vision of excellence.

Delivering with accountability and integrity

Be visible, transparent and present

Fundamental Stage

I develop trust and engagement with others, ensuring that I am approachable, value their input, share information openly, and encourage honest feedback to foster a collaborative and transparent environment.



Stage 1: New and First-Line Managers and Leaders

I actively interact with colleagues and patients, enabling them to feel included by sharing information and updates, and showing empathy for their differing points of view.

Stage 2: Mid-Level Managers and Leaders

I give colleagues and patients my full attention when interacting, including avoiding distractions, showing that I value their time and input, and acknowledging their feelings and perspectives.

Stage 3: Senior Managers and Leaders

I ensure that I make myself readily accessible to others, by organising regular visits, attending team meetings, scheduling open-door hours, and communicating frequently through different media.

Stage 4: Executive Managers and Leaders

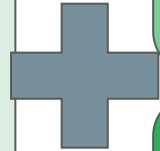
I set the standards for being visible, transparent and present, by making myself available to colleagues, keeping stakeholders well-informed through regular and open communication, and explaining the rationale behind decisions taken.

Delivering with accountability and integrity

Manage with civility and compassion

Fundamental Stage

I role model respectful behaviour, consciously demonstrating what civility and compassion mean within the healthcare workplace and creating a positive and supportive atmosphere.



Stage 1: New and First-Line Managers and Leaders

I show genuine interest in colleagues and patients, leading by example in listening and responding to their concerns while acting with professionalism at all times.

Stage 2: Mid-Level Managers and Leaders

I encourage and celebrate behaviours that exemplify respect and compassion, balancing transparency with sensitivity and professionalism when resolving difficult situations, and addressing performance challenges using supportive, developmental conversations aimed at helping colleagues meet and exceed standards.

Stage 3: Senior Managers and Leaders

I identify and challenge discourteous and inappropriate behaviour, addressing this promptly to mitigate risks to inclusivity, morale, reputation, performance and productivity.

Stage 4: Executive Managers and Leaders

I promote an organisational culture of civility and kindness that enhances team stability, reduces operational disruption, improves the quality of service delivery, and creates a compassionate and effective workplace where colleagues can thrive and have fulfilling careers.

Managing People and Resources

These competencies focus on the support, trust, and shared purpose required to build and sustain high-performing teams that deliver safe, high-quality care. This area prioritises creating safe and inclusive environments, developing others through clear communication and effective performance management, and supporting professional growth.

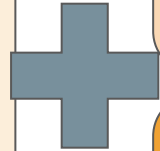
This focus area is broken into three sections: Creating a Safe and High-Performing Work Environment, Managing Performance, and Maximising Resources and Efficiencies.

Creating a High Performing Work Environment

Create a sense of engagement

Fundamental Stage

I foster engagement by clarifying roles, valuing contributions, supporting development, and celebrating successes, including learning from challenges.



Stage 1: New and First-Line Managers and Leaders

I create a sense of engagement within my areas of responsibility, ensuring that all voices are heard and valued, by recognising individual strengths, encouraging collaboration, identifying development opportunities, and celebrating team achievements, in order to boost morale and overall productivity.

Stage 2: Mid-Level Managers and Leaders

I cultivate an engaging and psychologically safe environment in which colleagues feel valued, their achievements are celebrated, and successes and lessons learned are shared across other teams/departments, creating a reliable foundation from which everyone can confidently innovate and excel.

Stage 3: Senior Managers and Leaders

I drive engagement by identifying and removing barriers to motivation and creativity, and by embedding a culture of mutual respect throughout the organisation which values everyone's contributions and learns from mistakes as well as successes.

Stage 4: Executive Managers and Leaders

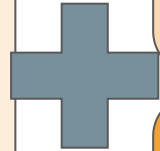
I provide visionary leadership that promotes an inclusive culture, values diverse perspectives, recognises expertise, and leverages organisational successes to inspire engagement and attract talent.

Creating a High Performing Work Environment

Support people to feel safe in the workplace

Fundamental Stage

I identify and remove hazards which could cause harm to myself or others, by dynamically assessing if it is safe to act, considering both physical and psychological safety, and reporting issues, concerns and incidents, including near-misses, promptly.



Stage 1: New and First-Line Managers and Leaders

I ensure that everyone within my areas of responsibility acts safely, feels safe to speak up, and is able to identify physical and psychological safety risks and training needs, including providing protected time to learn about safety practices and updates.

Stage 2: Mid-Level Managers and Leaders

I regularly assess risks and maintain risk registers, ensuring physical and psychological safety issues and incidents are reported and responded to, lessons learned are disseminated across my areas of responsibility, and trends are identified.

Stage 3: Senior Managers and Leaders

I ensure plans and robust physical and psychological safety policies are in place across the organisation, allocating resources for suitable interventions and time for safety training to ensure everyone understands their role in achieving a safe working environment.

Stage 4: Executive Managers and Leaders

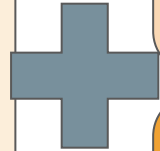
I lead a safe and learning culture that prioritises physical and psychologically safe workplaces and practices at all times, including times of crisis, by taking whistleblowing seriously, and setting the tone and vision for safety across the organisation.

Creating a High Performing Work Environment

Manage challenging circumstances

Fundamental Stage

I approach challenging circumstances calmly, by actively listening to ensure understanding, and seeking help or advice if required, to promptly address difficult situations.



Stage 1: New and First-Line Managers and Leaders

I support colleagues within my areas of responsibility through challenging circumstances, by encouraging them to focus on what they can control when navigating periods of change or crisis.

Stage 2: Mid-Level Managers and Leaders

I manage challenging circumstances and situations that impact my areas of responsibility, by gathering feedback from others, identifying solutions, and escalating upwards if required.

Stage 3: Senior Managers and Leaders

I manage organisational challenges by anticipating potential risks, setting clear expectations aligned with organisational goals, and empowering my areas of responsibility to identify, develop, implement and evaluate solutions which are informed by lessons learned and good practice.

Stage 4: Executive Managers and Leaders

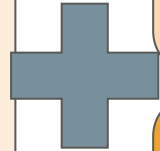
I lead with a visionary, growth mindset to strategically navigate organisational and national challenges, by proactively addressing risks and fostering transparent communication and learning to build a resilient 'can-do' culture.

Improving Performance and Operational Delivery

Provide clear purpose, vision and deliverables

Fundamental Stage

I provide a clear sense of purpose, direction and realistic operational deliverables, anticipating future trends and challenges, ensuring everyone understands how their role contributes to team and departmental objectives, broader organisational goals, and the future of the NHS, including the 10-year plan.



Stage 1: New and First-Line Managers and Leaders

I discuss team, departmental, organisation and national strategy, including future-focused NHS plans, to co-create personal objectives, ensuring everyone understands how their role, deliverables and objectives contribute to the wider purpose and vision.

Stage 2: Mid-Level Managers and Leaders

I work with senior managers and leaders in communicating the organisation's strategic plan and vision, deliverables, objectives and key performance indicators, ensuring colleagues within my areas of responsibility have a clear understanding of their role, purpose and contribution.

Stage 3: Senior Managers and Leaders

I contribute to and articulate a clear vision and purpose for the organisation, working collaboratively with executive leaders to translate strategic and national objectives into achievable plans and deliverables with measurable indicators.

Stage 4: Executive Managers and Leaders

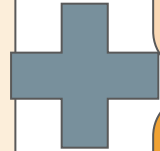
I proactively engage with executive leaders and managers across the sector to envision and co-create an innovative, equitable and resilient future for the NHS, ensuring alignment with strategic directives, providing a clear purpose, and driving excellence in future-focused care.

Improving Performance and Operational Delivery

Manage and measure performance

Fundamental Stage

I manage and measure the performance of colleagues within my areas of responsibility, ensuring provision of constructive feedback, celebrating achievements, and addressing underperformance in a timely and compassionate manner.



Stage 1: New and First-Line Managers and Leaders

I enable everyone within my areas of responsibility to succeed, by providing clear objectives as well as guidance, resources, and support; mitigating risk to performance and productivity by promptly identifying and addressing concerns regarding underperformance.

Stage 2: Mid-Level Managers and Leaders

I model effective performance management that recognises achievements, fosters learning from feedback, mitigates or escalates problems with underperformance, and promotes collaboration to build a culture of mutual accountability where colleagues support each other to meet shared objectives.

Stage 3: Senior Managers and Leaders

I set and monitor progress against strategic performance objectives for my areas of responsibility against organisational goals and national standards, utilising data and digital tools to evaluate the impact of improvement initiatives and changes to working practices to ensure significant risks to long-term performance are mitigated and escalated promptly.

Stage 4: Executive Managers and Leaders

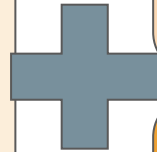
I establish a unified approach to performance management across the organisation, fostering a high-performance culture built on collaboration, accountability, and the consistent application of equitable, fair and transparent processes that are free from bias.

Improving Performance and Operational Delivery

Manage conflict and sensitive conversations

Fundamental Stage

I approach challenging and sensitive conversations with professionalism and composure, actively listening to all parties and identifying mechanisms, including expert support and advice to de-escalate potential or actual conflict.



Stage 1: New and First-Line Managers and Leaders

I remain calm and respectful when managing difficult conversations, ensuring that I balance transparency with sensitivity to achieve the best possible outcome and seeking further expert advice and support where appropriate.

Stage 2: Mid-Level Managers and Leaders

I de-escalate conflict promptly to mitigate risk to safety, performance and productivity, identifying underlying concerns and facilitating solutions that respect individuals while maintaining the organisational mission and seek advice and support when necessary.

Stage 3: Senior Managers and Leaders

I oversee the management of conflict within my areas of responsibility, cultivating open dialogue and resolution which ensures effective communication channels are in place to address concerns stemming from organisational announcements, and providing guidance and support, seeking expert advice, if necessary, to manage complex or escalated conflicts.

Stage 4: Executive Managers and Leaders

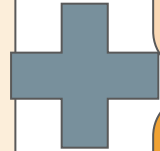
I proactively model and embed a culture of open, honest, and respectful communication across the organisation and NHS, ensuring professionalism, good HR practice and sensitivity are consistently demonstrated when managing conflict and challenging conversations.

Maximising Resources and Financial Value

Allocate and optimise resources

Fundamental Stage

I understand the importance of optimising resources for current and future needs, in support of working more sustainability towards delivering the NHS' net zero ambition, working collaboratively to identify opportunities for improvement and digitalisation, and maximise value for money through effectiveness, efficiency and patient outcomes.



Stage 1: New and First-Line Managers and Leaders

I ensure available resources are utilised within my areas of responsibility, including identifying and escalating risks, to ensure outcomes, financial targets and timeframes are met.

Stage 2: Mid-Level Managers and Leaders

I maximise all resources across my areas of responsibility, including financial, human, and technological; taking proactive measures to mitigate and manage risks, to ensure efficient operationalisation and alignment with organisational objectives.

Stage 3: Senior Managers and Leaders

I use the organisation's governance frameworks to mitigate risk when forecasting and planning for required resources, ensuring their allocation is sustainable, considers a system wide approach to delivering value, and aligns with strategic objectives.

Stage 4: Executive Managers and Leaders

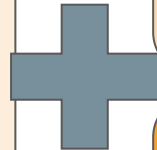
I ensure my organisation has robust and adaptable governance frameworks that optimise resource allocation for both current and future needs, includes strategies for the control and mitigation of risk, breaks down financial silos to deliver a system wide approach to deliver value outcomes and delivers efficiencies and long-term sustainability.

Maximising Resources and Financial Value

Manage public money effectively

Fundamental Stage

I recognise that I work in a publicly funded organisation and ensure that my actions future-proof the NHS, by seeking ways to deliver financial accountability, identify value for money opportunities that benefit the whole system, reduce waste, optimise efficiency, sustainability and responsible spending.



Stage 1: New and First-Line Managers and Leaders

I demonstrate financial awareness by using digital tools to identify efficiencies and reduce waste, ensuring spending within my areas of responsibility aligns with allocated budgets, and contributes to delivering value for public money.

Stage 2: Mid-Level Managers and Leaders

I oversee finances and budgets for my areas of responsibility, identifying concerns regarding funding, and maximise value for money opportunities by proactively considering broader values such as efficiencies, waste reduction and patient outcomes, to maintain quality services and protect patient care.

Stage 3: Senior Managers and Leaders

I lead strategic financial planning and budget allocation for my areas, optimising the value of public funds by considering system wide impacts and proactively managing financial risks, ensuring high-quality, safe and equitable service delivery, driven by the belief that investing in health equity creates long-term value and financial sustainability.

Stage 4: Executive Managers and Leaders

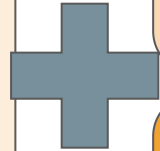
I set the strategic direction for overseeing and managing public resources, by ensuring robust financial control, governance and accountability frameworks are in place, leveraging health informatics and digital transformation, to enable the organisation to deliver optimised value for money and long-term financial sustainability.

Maximising Resources and Financial Value

Use data, evidence and critical thinking

Fundamental Stage

I use appropriate digital tools to interrogate data and evidence, including subject matter experts, applying findings to identify opportunities which future-proof the service, and enable my areas of responsibility to be more innovative, efficient, productive, and sustainable.



Stage 1: New and First-Line Managers and Leaders

I encourage colleagues within my areas of responsibility to use available data, information, expertise and critical thinking skills to make inclusive and evidence-based decisions that enhance the quality and safety of the services we provide.

Stage 2: Mid-Level Managers and Leaders

I foster a data-driven culture within my areas of responsibility, ensuring colleagues are equipped and supported to use digital tools for analysis, apply critical thinking and evidence to identify problems and opportunities, and work collaboratively with clinical and other experts to develop solutions which enhance efficiency and long-long term sustainability.

Stage 3: Senior Managers and Leaders

I champion the use of digital, data-driven insights and evidence together with clinical and other evidence to identify opportunities where my organisation can design more inclusive services to address health inequalities, drive sustainability, and be more productive.

Stage 4: Executive Managers and Leaders

I leverage health informatics and wider evidence to optimise decision-making across the organisation, ensuring data-driven strategies are embedded at all levels to address environmental impact, health inequalities, improve value outcomes, productivity, and efficiency.

Delivering Across Health and Care

These competencies focus on aligning team priorities with the wider strategic objectives, values, and regulatory frameworks of the NHS and health and care systems. This area prioritises strategic planning and looking to the future of health and care, operational delivery, partnership working, and creating a culture of safety, equity, and continuous improvement.

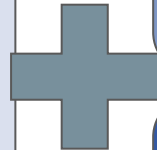
This focus area brings together three sections: Patient Outcomes and Experiences, Innovation and Improvement, and Working Collaboratively, supporting managers and leaders to work across boundaries, influence organisational change, and deliver integrated, person-centred care.

Improving patient outcomes and experiences

Respond to patient safety, needs and preferences

Fundamental Stage

I understand patient uniqueness and diversity, prioritising safety by reporting concerns and incidents, and adapting my approach to individual needs and preferences.



Stage 1: New and First-Line Managers and Leaders

I listen to patient needs and encourage feedback to improve experiences while supporting a culture where safety concerns are raised and responded to effectively.

Stage 2: Mid-Level Managers and Leaders

I champion patient perspectives by prioritising engaging with patients and families, ensuring that systems are in place to prioritise safety, mitigate risk, and respond promptly to incidents, and that innovation aims to improve patient outcomes, especially during periods of service improvement or change.

Stage 3: Senior Managers and Leaders

I use patient feedback and safety data to drive continuous service improvements and organisational changes within my areas of responsibility, ensuring that patient needs, preferences, safety, and evolving healthcare requirements are central to all that we do.

Stage 4: Executive Managers and Leaders

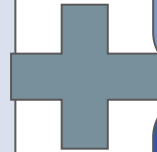
I lead the organisation in building an informed patient-centric culture, where safety is paramount, and patient needs and preferences drive decision-making, in alignment with the national strategy, to ensure exceptional and equitable care for all patient groups.

Improving patient outcomes and experiences

Prioritise people-centred care to deliver a quality service

Fundamental Stage

I proactively support the reduction of health inequalities and improve patient outcomes by recognising and valuing diversity, building trust, and promoting inclusion to provide care that centres on each person's individual needs, recognising that services that include digital components have the potential to digitally exclude patients and our workforce at great scale.



Stage 1: New and First-Line Managers and Leaders

I create an inclusive environment in my areas of responsibility, building a sense of belonging where everyone feels valued and safe to share concerns, to ensure we deliver equitable person-centred care, including digitally-enabled services, that improves the experience and safety of patients.

Stage 2: Mid-Level Managers and Leaders

I develop and implement processes, including the use of technology, to embed inclusivity and equity into my areas of responsibility, fostering an environment where all voices contribute to improving patient outcomes, help to reduce health disparities, and deliver individualised care.

Stage 3: Senior Managers and Leaders

I lead initiatives to address health inequalities and further embed inclusive and equitable practices within the organisation's culture, including collaborating with patients and stakeholders to share lessons learnt and drive systemic improvements in people-centred care.

Stage 4: Executive Managers and Leaders

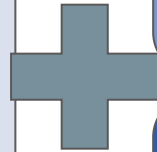
I drive the strategic vision for people-centred care, embedding accountability into organisational culture to ensure good practice, equity and safety are core principles, ensuring that initiatives improve quality and patient outcomes and are delivered in a financially sustainable way to maximise value for public money across the entire organisation.

Improving patient outcomes and experiences

Apply compliance, governance and policy to improve patient outcomes

Fundamental Stage

I understand and identify the policies and procedures relevant to my areas of responsibility, applying these to ensure best practice and continuously improve patient outcomes.



Stage 1: New and First-Line Managers and Leaders

I adhere to all relevant policies and procedures, ensuring everyone within my areas of responsibility are also aware of them, understands how they impact patient outcomes, and has the opportunity to provide feedback on their application.

Stage 2: Mid-Level Managers and Leaders

I support the implementation of compliance, governance and policy changes across my areas of responsibility, ensuring everyone understands the rationale for these changes, and escalating concerns regarding potential impact on patient care and experiences.

Stage 3: Senior Managers and Leaders

I contribute to developing and implementing people-centred care policies and procedures, ensuring they align with organisational, national and regulatory standards and legislation, to drive service improvement and positive patient outcomes.

Stage 4: Executive Managers and Leaders

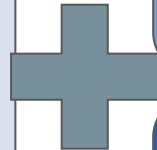
I set the strategic direction for governance, compliance and policy within my organisation, driving a culture of continuous improvement and innovation that ensures all policies and procedures are fit for purpose and have a focus on improving patient outcomes.

Leading with a mindset of improvement and innovation

Drive continuous improvement and innovation

Fundamental Stage

I seek ways to test new ideas, improve processes, and implement continuous improvement solutions, to drive positive change and solve problems within my areas of responsibility.



Stage 1: New and First-Line Managers and Leaders

I encourage colleagues to be curious, empowering them to identify innovative solutions and test suggestions, by leveraging the diversity of thought and experience within my areas of responsibility to challenge the status quo, while ensuring all new approaches are safely integrated with, or thoughtfully improve upon, our core professional and quality standards.

Stage 2: Mid-Level Managers and Leaders

I lead on problem solving, improvement and innovation across my areas of responsibility to enhance overall organisational performance and effectiveness, including gathering insights and key data to demonstrate impact and celebrate successes.

Stage 3: Senior Managers and Leaders

I drive ongoing organisational development and sustainability by facilitating a culture of continuous improvement, that inspires colleagues to work collaboratively when developing new ideas and embedding these into working practices.

Stage 4: Executive Managers and Leaders

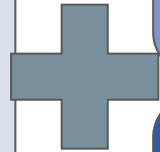
I foster a 'no-blame' culture across the organisation, that champions innovation and healthy competition to achieve positive and sustainable organisational transformation, by providing resources and support for testing and implementing new ideas, and embedding accountability, rigorous learning and integrity throughout the innovation process.

Leading with a mindset of improvement and innovation

Transform through technology and innovation

Fundamental Stage

I develop and maintain my digital skills and use technology and innovation to enhance my areas of responsibility's effectiveness and improve patient outcomes, assessing the positive and negative impact of these changes to minimise risk.



Stage 1: New and First-Line Managers and Leaders

I ensure everyone within my areas of responsibility has the time, support, and opportunity to develop and maintain their digital skills, and encourage them to adopt and test innovations that improve efficiency and patient outcomes, within the governance and guardrails set by the organisation.

Stage 2: Mid-Level Managers and Leaders

I encourage and support colleagues within my areas of responsibility to develop and maintain their digital skills, investigate and implement appropriate technologies which enhance service delivery across systems and improve patient and staff experiences, within the governance and guardrails set by the organisation.

Stage 3: Senior Managers and Leaders

I prioritise the development of digital skills for all, as well as the adoption and implementation of emerging technologies and innovations, such as AI, in line with national strategy across my areas of responsibility, whilst ensuring benefits to patient outcomes and long-term financial efficiencies are realised and risks are mitigated.

Stage 4: Executive Managers and Leaders

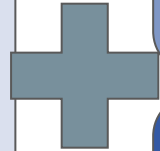
I strategically lead and support digital transformation across the organisation and wider NHS, driving innovation and technological change that benefits patient outcomes and delivers organisational efficiencies.

Leading with a mindset of improvement and innovation

Support others through change

Fundamental Stage

I embrace and support change, demonstrating followership through positive communication, and by signposting help and advice for others, where necessary.



Stage 1: New and First-Line Managers and Leaders

I actively listen to concerns raised by colleagues and patients within my areas of responsibility about change, and help them to navigate change by providing reassurance and practical support.

Stage 2: Mid-Level Managers and Leaders

I proactively manage the implementation of change within my areas of responsibility, by developing collaborative change plans, and communicating effectively to address concerns promptly and minimise disruption.

Stage 3: Senior Managers and Leaders

I lead and manage organisational change across my areas of responsibility, effectively addressing barriers and resistance through inclusive engagement, collaboration, and transparent communication to achieve successful transitions.

Stage 4: Executive Managers and Leaders

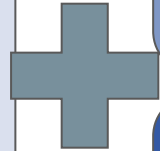
I set and communicate the strategic direction for managing and implementing organisational transformation, ensuring colleagues and patients are supported and engaged to enable change to be embedded effectively.

Working collaboratively to achieve successful outcomes

Build impactful relationships

Fundamental Stage

I build positive working relationships with colleagues, patients, citizens and other stakeholders, treating everyone with respect and valuing their input and perspective.



Stage 1: New and First-Line Managers and Leaders

I proactively build and maintain strong, trust-based relationships with my colleagues and relevant external partners, valuing diverse perspectives, and encouraging collaborative working practices to ensure effective performance and improve patient experiences.

Stage 2: Mid-Level Managers and Leaders

I facilitate effective collaboration across my areas of responsibility and with other teams, building strong working relationships and creating a culture of mutual support and information sharing to deliver efficiencies and improve patient and staff experiences.

Stage 3: Senior Managers and Leaders

I drive a collaborative and systemic environment across my areas of responsibility, leveraging robust networks and influencing strategic relationships with other departments, organisations and the wider community, to achieve shared goals, eliminate redundant processes, accelerate patient pathways, and deliver large-scale improvements.

Stage 4: Executive Managers and Leaders

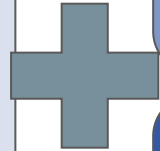
I lead the development of partnerships across health and care systems, collaborating with other organisations and the wider community to forge innovative solutions to complex challenges, transform service delivery, and achieve significant and sustainable improvements to patient outcomes.

Working collaboratively to achieve successful outcomes

Lead a collaborative team

Fundamental Stage

I promote collaborative working within my areas of responsibility, actively contributing to cross-team initiatives and ensuring everyone's input is heard and valued, to build inclusive, innovative and high-performing working environments and relationships.



Stage 1: New and First-Line Managers and Leaders

I encourage everyone in my areas of responsibility to work collaboratively with other teams across the organisation, promoting a culture of shared responsibility and ensuring everyone has the opportunity to contribute their ideas and skills.

Stage 2: Mid-Level Managers and Leaders

I build and lead collaborative teams across the organisation, ensuring clear roles and responsibilities, fostering open communication and information sharing, and empowering team members to identify, test, and implement ideas for improvement and efficiency.

Stage 3: Senior Managers and Leaders

I establish high-performing, cross-team collaborative working environments, which are built on inclusive practices, promote shared ownership, mutual trust and accountability, and where diverse views are actively sought and integrated.

Stage 4: Executive Managers and Leaders

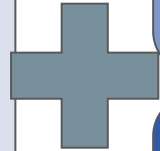
I create a collaborative leadership environment across the health and care system, facilitating teamwork, encouraging partnership working across the wider community, and modelling system leadership to achieve positive, sustainable, and forward-thinking outcomes for patients and staff.

Working collaboratively to achieve successful outcomes

Actively share good practice

Fundamental Stage

I model the sharing of good practice and learning, proactively seeking information and knowledge from others to enhance my understanding and professional development.



Stage 1: New and First-Line Managers and Leaders

I regularly and actively share what I've learned with my areas of responsibility, including offering practical advice based on my experiences, to support the development of skills and improve collaborative working practices.

Stage 2: Mid-Level Managers and Leaders

I actively identify and share good practice with other colleagues, teams and stakeholders to promote continuous improvement and learning.

Stage 3: Senior Managers and Leaders

I lead initiatives to share good practice, lessons learned and innovations across my areas of responsibility and the wider organisation, to support quality improvement, drive efficiencies, and embed consistency.

Stage 4: Executive Managers and Leaders

I promote and facilitate the sharing of good practice across the organisation and NHS, establishing networks and communities that showcase scale, and celebrate innovative and cost effective ideas, and drive learning, consistency and excellence.



England

Thank you

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