

NHS Leadership and Management Framework:

Communications toolkit for NHS organisations

July 2026



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This toolkit explains what the new NHS Leadership and Management Framework and self-assessment tool are, and what you need to do to support your trust/organisation



About the NHS Leadership and Management Framework

- The new NHS Leadership and Management Framework consists of:
 - A code of practice
 - Standards and competencies for leaders and managers at 5 levels
- The Framework is published as part of the new NHS College of Leadership and Management's establishment as the national home for NHS leadership, management and talent excellence.
- It has been developed to recognise, support and professionalise leadership and management across the NHS, in response to the [Messenger Review \(2022\)](#) and sets consistent, professional standards and competencies across all levels of NHS management, clinical and non-clinical.
- During 2026/27, we ask NHS organisations to begin embedding the Framework into development, appraisal, recruitment and talent processes, and to support leaders and managers to use the self-assessment tool as part of their normal appraisal and development conversations.
- Use of the framework will be monitored through both formal and informal governance processes. This will include tracking access to the self-assessment tool, gathering ongoing feedback and evaluation, supporting communities of practice, and using existing data collection and survey opportunities.

What does it look like?

The framework comprises a number of resources, which will build over time. These include:

- an accessible microsite including interactive “wheel” for the standards and the code (illustrated here)
- a self-assessment tool
- a comprehensive suite of free, self-directed online learning, fully aligned to the standards at all levels (expected Winter 2026)
- 360 feedback tool (expected Winter 2026)
- additional resources and materials will be developed and shared to help support implementation



NHS Leadership and management framework

If you lead or manage people in the NHS, this framework is designed to help you succeed.

It applies across clinical and non-clinical leadership and management roles and defines the principles, behaviours and skills the NHS expects from all its leaders and managers. The code also applies to leaders and managers working in social care.

What you get

- clear expectations – what good looks like
- practical help – development tools to help you grow
- support at every level – whether you are new to management or are a senior leader





Calls to Action

We want all leaders and managers in your organisation/ region/ system to take the following actions. Please include these in your internal communication channels where relevant.

Call to action – For Managers

- Read the code and framework; visit the [microsite](#) and explore its contents
- Plan how you will demonstrate the behaviours personally and embed with your own organisation
- Undertake the self-assessment
- Create a personal development plan informed by the self-assessment tool

Call to action – For Organisational Leads

- Encourage your Chief People Officer (CPO) and/or Chief Executive Officer (CEO) to champion the framework and self-assessment tool. You can find more information in our briefing doc on CommsLink
- Support embedding the framework and self-assessment tool as part of the 2026/27 appraisal cycle, recruitment processes, learning and development etc
- Agree the measurable actions your organisation will take

Three ways to facilitate communications in your organisation



1. Support your executive lead and peer lead

- Support your executive lead and peer lead to communicate directly to your workforce about the framework and code and self-assessment tool.
- Bulletin copy and an exec briefing document have been developed to help with this. Please support them in **cascading this directly** to your workforce.

2. Profile your peer lead

- Hold short “framework introduction” sessions for managers.
- Add Framework updates as a standing item at team meetings.
- Encourage teams to share examples of good leadership behaviours aligned to the code.

3. Gather and use examples

- Gather examples of your trust’s progress, including board members, executives and managers
- Celebrate progress that builds on your values and recognises achievement across your whole workforce.

Communication Materials



Key messages for you to use

- The NHS Leadership and Management Framework is a new national initiative which will consistently support managers at all levels to improve their working practices and improve standards across the system.
- For the first time in its history, the NHS now has a single national framework to support all leaders and managers, both clinical and non-clinical at every level, to meet set required standards.
- To deliver the ambitions set out in the 10 Year Health Plan we must ensure the NHS has leaders and managers who are confident, capable, and future-focused to respond to the evolving needs of staff, patients, and communities.
- System integration, the move from hospital-centred to community-based care requires leaders and managers who can work across traditional boundaries, coordinate between different care settings, and develop new neighbourhood health services.
- Leaders and managers can now use a transparent and consistent set of national standards that defines what good looks like at every level and feel supported in meeting them.
- The NHS Leadership and Management Framework will enable leaders and managers to develop with ambition and help staff to focus on what matters most: better care for patients and communities.



Key messages for you to use (continued)

- To help embed the framework, colleagues will have access to a self-assessment tool enabling evaluation against the expected standard of managers. This will support a clearer understanding of strengths and development areas ahead of appraisals.
- The framework will form the backbone of the NHS College of Leadership and Management, providing a consistent foundation for leadership and management development across the NHS.
- By supporting high-quality development and diverse talent pipelines into senior leadership and executive roles, the college will help ensure the NHS has the skills, behaviours and capabilities needed to improve patient outcomes.
- The NHS Leadership and Management Framework has been co-developed with NHS managers, leaders and patient representatives, alongside key partners including the Chartered Management Institute, Faculty of Medical Leadership and Management and Florence Nightingale Foundation.



Example bulletin copy for you to use

- Short copy (120 words)

The new NHS Leadership and Management Framework aims to drive improvements in leadership by setting clear, consistent, and professional standards across all levels of NHS management, from ward to board, clinical, medics and non-clinical.

To help embed the framework, colleagues will have access to a self-assessment tool enabling evaluation against the standard. This will support a clearer understanding of strengths and development areas ahead of appraisals.

By supporting our managers and leaders, the NHS will attract, develop and retain the best talent and increase public confidence and a sense of pride across all staff groups with managerial responsibilities – helping us work towards the ambitious goals set out in the [10 Year Health Plan](#).

If you have any queries, please email: england.leadershipandmanagement@nhs.net



Example bulletin copy for longer articles

- Long copy (180 words)

The new NHS NHS Leadership and Management Framework aims to drive improvements in leadership by setting clear, consistent, and professional standards across all levels of NHS management, from ward to board, clinical, medics and non-clinical.

All leaders and managers will have access to a self-assessment tool to support annual appraisals and enable evaluation against the standard. The tool provides a structured starting point for meaningful development conversations and ongoing, personalised improvement, helping individuals better understand their strengths and areas for development.

By supporting our managers and leaders, the NHS will continue to attract, develop and retain the best talent, help contribute to a sense of pride across all staff groups with managerial responsibilities and support the ambitions set out in the [10 Year Health Plan](#).

With this framework we seek to further drive improvements in leadership by setting clear standards and expectations to ensure all leaders across the NHS, have access to high-quality development.

To support, resources have been developed to accompany the framework to support its implementation. These include an interactive microsite, management leadership code and standard and competencies

If you have any queries, please email: england.leadershipandmanagement@nhs.net

Example social media - X

The NHS Leadership and Management Framework sets consistent standards aligned to the 10 Year Health Plan. It's for managers at every level, from ward to board, clinical and non-clinical, and includes a supporting self-assessment tool: <https://lmframework.leadershipacademy.nhs.uk>

 *Calling all NHS managers and leaders. The new NHS Leadership and Management Framework will help to strengthen your impact and support your team:
<https://lmframework.leadershipacademy.nhs.uk>*

*The NHS Leadership and Management Framework includes a self-assessment tool designed to support reflection against the standards and appraisal conversations:
<https://lmframework.leadershipacademy.nhs.uk>*

 *Calling all NHS leaders and managers. No matter your area of work, the new NHS Management and Leadership Framework will help to strengthen your impact and support your team:
<https://lmframework.leadershipacademy.nhs.uk>*

Example tailored social media - X



The NHS Leadership and Management Framework provides a unified standards aligned with the goals of the 10 Year Health Plan. It integrates the skills required for effective clinical leadership. Find out more about how this framework can support your professional growth and impact: <https://lmframework.leadershipacademy.nhs.uk>

Allied Health Professionals are vital to the success of our multidisciplinary teams. The new NHS Leadership and Management Framework will help to provide a clear path for your development, ensuring quality leadership across all levels: <https://lmframework.leadershipacademy.nhs.uk>

The NHS Leadership and Management Framework, with its self-assessment tool, provides a consistent benchmark for development. It supports nursing and all NHS leaders to drive service improvement and manage resources: <https://lmframework.leadershipacademy.nhs.uk>



Example social media – Facebook/LinkedIn

The new NHS Leadership and Management Framework is now live. You can find it here:

<https://lmframework.leadershipacademy.nhs.uk>

The framework sets clear and consistent professional standards to support the ambitions of the [10 Year Health Plan](#). It's for leaders and managers at every level, from ward to board, clinical, medics and non-clinical.

The framework includes a set of consistent professional standards across all levels of NHS management, as well as a single, national code of practice. To help embed the framework, colleagues will have access to a self-assessment tool enabling evaluation against the standard. This will support a clearer understanding of strengths and development areas ahead of appraisals.

This will provide clarity and consistency nationally in setting the expectations of NHS leaders and managers and will act as a common thread running through development, career planning, talent identification and performance appraisal.

Example social media – Instagram for nursing colleagues

The new NHS Leadership and Management Framework is now live.

The framework sets clear and consistent professional standards to support the ambitions of the 10 Year Health Plan. It applies to managers at every level across the NHS, including nurse leaders and those managing teams, services or departments.

The framework includes a set of consistent professional standards across all levels of NHS management, as well as a single, national code of practice. To help embed the framework, colleagues will have access to a self-assessment tool enabling evaluation against the standard. This will support a clearer understanding of strengths and development areas ahead of appraisals

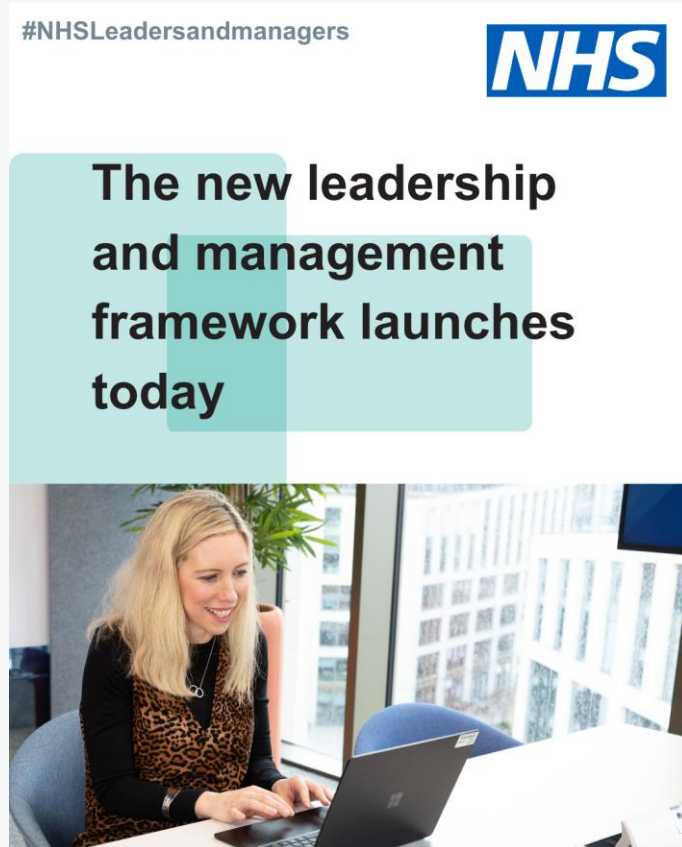
This will provide clarity and consistency nationally in setting the expectations of NHS managers and will act as a common thread running through development, career planning, talent identification and performance appraisal.

Find out more at: <https://lmframework.leadershipacademy.nhs.uk>

Wheel graphic



Social media graphics



Instagram example

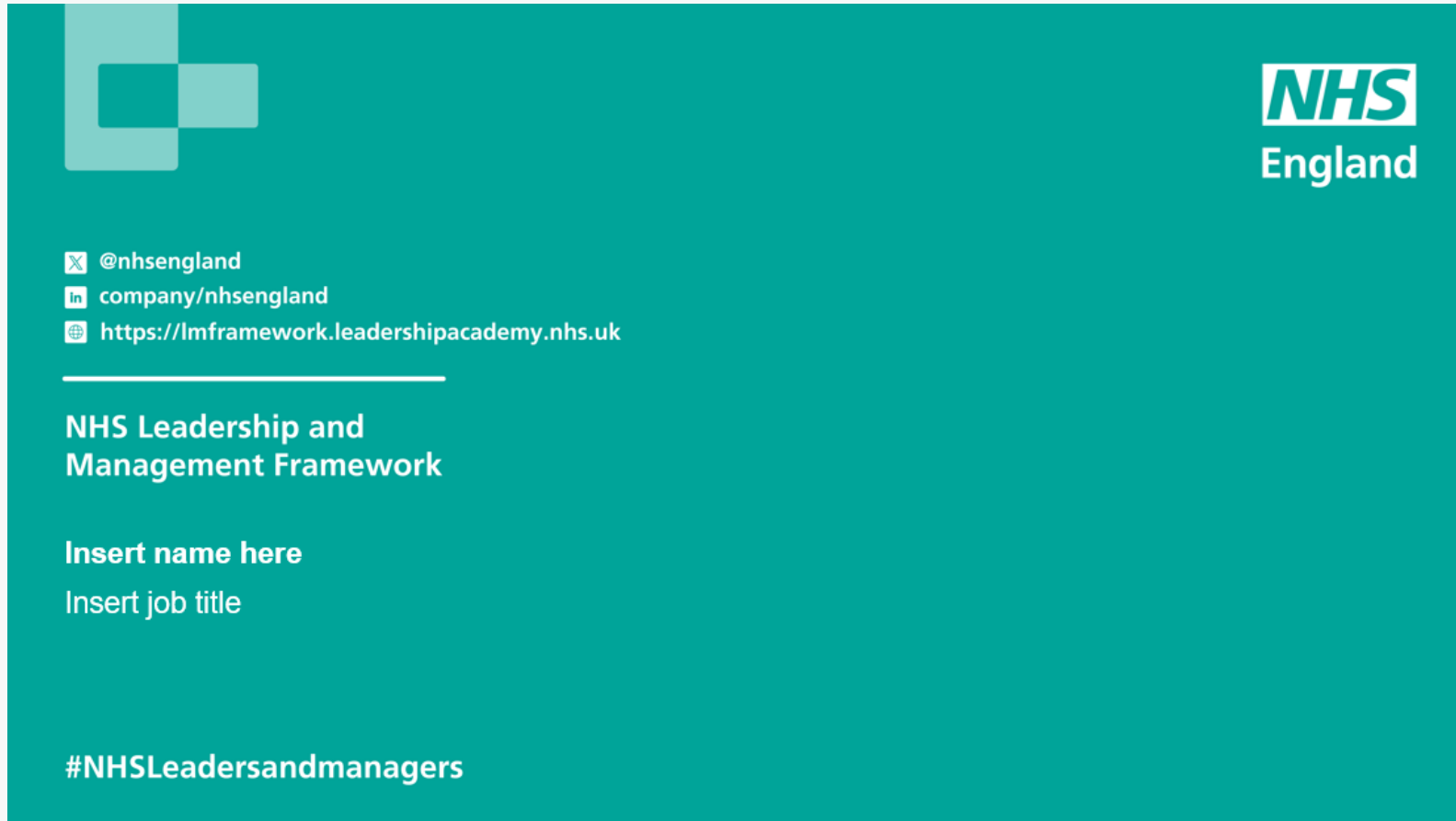
Please click on the image to access a downloadable version and more graphics.



X/Facebook/LinkedIn examples

Please click on the image to access a downloadable version and more graphics.

Teams Background



*Please click on the images to access
downloadable versions.*

Email Signatures



*Please click on the images to access
downloadable versions.*

Leadership and management programme timeline



- **Ongoing**
Regular annual assessment against the standards via appraisal and review points, career conversations and development
- **From spring 2026**
Self-assess against the framework as part of 2025/26 appraisal and create personal development plan
- **Throughout 2026/27**
Undertake personal development, including access to free online modular content to enable achievement of standards
- **January – April 2027**
Reassess as part of 26/27 appraisal together with 360 feedback and refine personal development plan
- **Throughout 2027/28**
Further personal development with a view to achieving expected level of competence by March 2028

Contact details and further links



For information on the Management and Leadership programme and further guidance, please contact england.leadershipandmanagement@nhs.net

For communications and stakeholder help, please contact england.maldcommunications@nhs.net

[Access the microsite here](#)



Thanks to our communications working group

If you'd like to be part of the management and leadership communications working group, please reach out to us at england.maldcommunications@nhs.net.

You will be involved in shaping the communications materials for the next stage which will include the self-assessment tool and appraisals.

Thank you

Contact us:

england.leadershipandmanagement@nhs.net