

1.2 Messenger Review: Table of Recommendations

Type of recommendation	No.	Details of Recommendation	Implementation	Source	Extent of Implementation	Updated notes on implementation (DHSC and NHS England)	Reviewed extent of Implementation
Improving NHS culture and governance	1	<p>Targeted interventions on collaborative leadership and organisational values: There should be a move to greater integration, different skills, and more collaborative behaviours. New training interventions and programmes should be introduced.</p> <p>Action 1.1: A new, national entry-level induction for all who join health and social care.</p> <p>Action 1.2: A new, national mid-career programme for managers across health and social care. (June 2022)</p>	<p>Currently outstanding; the government has confirmed its acceptance of all 7 recommendations and that 'publication of the report will be followed by a plan committing to implementing the recommendations'.</p> <p>The plan itself is not yet published.</p> <p>The Government response in June 2023 to the House of Commons Health and Social Care Committee's report on 'Integrated care systems: autonomy and accountability' mentions the planned response to the Messenger review and that '[a] senior advisory group across health and care has been brought together to advise and help to plan a 3 year roadmap of leadership and management support and development in response to this and other reviews.'</p>	<p>Department of Health and Social Care</p> <p>Government response to the House of Commons Health and Social Care Committee's seventh report of session 2022 to 2023 (June 2023)</p>		<p>NHS Long Term Workforce Plan</p> <p>The NHS Long Term Workforce Plan (June 2023)² sets out a series of interventions to train, retain and reform the workforce, and put the NHS on a sustainable footing into the future. NHS England has committed to review the plan at least every two years.</p> <p>Induction Framework</p> <p>An induction framework for all new staff has been developed and is currently undergoing final review for publication later in 2024.</p> <p>Leadership development</p> <p>A range of eight national development programmes exist for entry level to mid-level managers. These train around 20,000 participants per annum. Further information on programmes offered via the NHS Leadership Academy can be seen here³.</p> <p>Work is developing on mid-career support, with a version of the Code of Practice for managers currently undergoing final developments. Standards/competencies are expected to be finalised in Spring 2025 following engagement and feedback from stakeholders. A curriculum for leadership and management training for all levels of managers will follow thereafter, linking to both the Code and the standards. Once these have all been agreed, current NHS England programmes and products for leaders and managers' development will be refreshed to align with the curriculum and standards as well NHS strategic priorities.</p> <p>Related detail on the Code of Practice and Standards is set out in recommendation 3.</p>	In progress
	2	<p>Positive equality, diversity and inclusion (EDI) action: Leaders at every level should cultivate the conditions or individuals to overcome disadvantage; ensure staff recognise and remove subtle exclusionary practices; and work to remove the unspoken assumptions in favour of certain groups in terms of career advancements.</p> <p>Action 2.1: Embed inclusive leadership practice as the responsibility of all leaders.</p> <p>Action 2.2: Commit to promoting equal opportunity and fairness standards.</p> <p>Action 2.3: More stringently enforce existing measures</p>	<p>Currently outstanding; the government has confirmed its acceptance of all 7 recommendations and that 'publication of the report will be followed by a plan committing to implementing the recommendations'.</p> <p>The plan itself is not yet published.</p> <p>The Government response in June 2023 to the House of Commons Health and Social Care Committee's report on 'Integrated care systems: autonomy and accountability' mentions the planned response to the Messenger review and that '[a] senior advisory group across health and care has been brought together to advise and help to plan a 3-year roadmap of leadership and management support and development in response to this and other reviews.'</p>	<p>Department of Health and Social Care</p> <p>Government response to the House of Commons Health and Social Care Committee's seventh report of session 2022 to 2023 (June 2023)</p>		<p>The NHS EDI Improvement plan⁴ was published on 8 June 2023. This sets out high impact actions for EDI including:</p> <ol style="list-style-type: none"> That every board and executive team member must have EDI objectives that are specific, measurable, achievable, relevant, and timebound (SMART) and be assessed against these as part of their annual appraisal process (to be assured via the Board Assurance Framework) <i>Action 2.1 (In progress)</i> Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity, to be measured via the Workforce Race Equality Standard, Workforce Disability Equality Standard, National Education and Training Survey and NHS Staff Survey (<i>Actions 2.2 and 2.3, In Progress</i>) <p>NHS England is currently reviewing progress on the EDI plan in the first year after publication.</p> <p>In relation to action 2.4, CQC updated detail within their single assessment framework on workforce equality, diversity and inclusion in 2024⁵. The CQC has appointed Professor Sir Mike Richard to review the Single Assessment Framework. The aim of this short-term review is to support CQC in addressing the concerns relating to the SAF and its implementation identified in the interim report by Penny Dash (July 2024).</p>	In progress

² [NHS Long Term Workforce Plan](#)

³ [Programmes – Leadership Academy](#)

⁴ [NHS EDI Improvement plan](#)

⁵ [Workforce equality, diversity and inclusion - Care Quality Commission \(cqc.org.uk\)](#)

Type of recommendation	No.	Details of Recommendation	Implementation	Source	Extent of Implementation	Updated notes on implementation (DHSC and NHS England)	Reviewed extent of Implementation
		to improve equal opportunities and fairness. Action 2.4: Enhance the Care Quality Commission's role in ensuring improvement in equality and diversity outcomes. (June 2022)					
Regulation and oversight of NHS managers	3	Consistent management standards delivered through accredited training: specifically, within the NHS, but there is scope for the standards and core content developed to be used more widely in social care. Action 3.1: A single set of unified, core leadership and management standards for managers. Action 3.2: Training and development bundles to meet these standards. (June 2022)	As above. Currently outstanding; the government has confirmed its acceptance of all 7 recommendations and that 'publication of the report will be followed by a plan committing to implementing the recommendations'. The plan itself is not yet published. The Government response in June 2023 to the House of Commons Health and Social Care Committee's report on 'Integrated care systems: autonomy and accountability' mentions the planned response to the Messenger review and that '[a] senior advisory group across health and care has been brought together to advise and help to plan a 3-year roadmap of leadership and management support and development in response to this and other reviews.'	Department of Health and Social Care Government response to the House of Commons Health and Social Care Committee's seventh report of session 2022 to 2023 (June 2023)		Board Competency Framework The NHS Leadership Competency Framework for Board members ⁶ , was published in February 2024 and has been designed around six competency domains to support the recently refreshed Fit and Proper Persons ⁷ regime. An independent evaluation is planned for 2025. Framework for all managers in all the NHS As set out in Recommendation 1, NHS England is leading work on the co-development of a management and leadership framework. This will include a Code of Practice for all leaders and managers, standards, and competencies at all defined levels of manager and a core curriculum to ensure all leadership and management training contains the most impactful elements as defined in the standards. This is being co-designed with key health and social care stakeholders, and engagement commenced over summer 2024, supported by a national steering group. Wider stakeholder engagement is planned over autumn/winter 2024/25. Training for Boards A directory of support offers for executive and non-executive Board members was developed in August 2023 ⁸ and has been refreshed and updated recently. Training for all managers in all the NHS Once the curriculum is finalised, a new nationally consistent training and development delivery model is planned, involving a framework of quality assured / accredited providers. The ambition is that this will ensure that all NHS-funded leadership and management training, whether locally, regionally or nationally delivered, is focused on the right areas of development to enable managers to achieve the core standards. All of NHS England's leadership and management offers, including the NHS Leadership Academy programmes, the NHS Graduate Management Training Scheme, online resources and other products to support leaders and managers at all levels up to and including CEOs, will be refreshed in line with the curriculum.	In progress
Regulation and oversight of NHS managers	4	A simplified, standard appraisal system for the NHS: All staff in the NHS should have an annual appraisal. Improvement is needed to the process and quality of appraisals, irrespective of whether	As above. Currently outstanding; the government has confirmed its acceptance of all 7 recommendations and that 'publication of the report will be followed by a plan committing to implementing the recommendations'. The plan itself is not yet published.	Department of Health and Social Care Government response to the House of Commons Health and Social Care		All staff (clinical and non-clinical) The NHS Terms and Conditions of Service ⁹ (as updated February 2024) require that the annual system of performance appraisal review be provided to all staff The new pay progression framework introduced from April 2019 remains underpinned by a mandatory annual appraisal process to ensure that all staff within each band have the appropriate knowledge and skills they need to carry out their	In progress

⁶ NHS Leadership Competency Framework

⁷ Fit and Proper Persons

⁸ NHS England » Directory of board level learning and development opportunities

⁹ NHS Terms and Conditions of Service