

- ACT Nursing and Midwifery Leadership Capability Framework

Guide – How to use the framework

Acknowledgement of Country

The Health and Community Services Directorate acknowledges the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region.

We respect the Aboriginal and Torres Strait Islander people, particularly our Aboriginal and Torres Strait Islander staff, and their continuing culture and contribution they make to the Canberra region and the life of our city.

© Australian Capital Territory, Canberra 2026

Material in this publication may be reproduced provided due acknowledgement is made.

Produced by the [Health and Community Services Directorate]. Enquiries about this publication should be directed to the [Office of the Chief Nursing and Midwifery Officer].

GPO Box 158, Canberra City 2601
act.gov.au

The ACT Government is committed to making its information, services, events and venues accessible to as many people as possible. If you have difficulty reading a standard printed document and would like to understand the alternative formats available for documents or publications, please call 13 22 81.

If English is not your first language and you require a translating and interpreting service, please call 13 14 50.

If you are deaf, or have a speech or hearing impairment and need the teletypewriter service, please call 13 36 77 and ask for 13 22 81.

For speak and listen users, please call 1300 555 727 and ask for 13 22 81.

For more information on these services, contact us through the National Relay Service.

Purpose (of this guide)

The purpose of this guide is to provide an overview for nurses and midwives on how to apply the ACT Nursing and Midwifery Leadership Capability Framework in practice. It serves as a quick reference to support understanding and meaningful use of the framework across a range of healthcare settings and roles. By doing so, it aims to assist nurses and midwives at all career stages to strengthen their leadership capability, enhance professional practice, and contribute to improved patient and service outcomes.

ACT Nursing and Midwifery Leadership Capability Framework

The ACT Nursing and Midwifery Leadership Capability Framework provides a practical guide to building leadership capability across nursing and midwifery roles in the ACT.

Developed by the ACT Nursing and Midwifery Leaders Network and endorsed in March 2026, the framework supports a consistent leadership culture while providing flexibility for different services, settings and career stages.

The framework provides a common language for leadership capability while recognising the diverse contexts in which nurses and midwives work. The framework reflects leadership that is ethical, evidence informed and grounded in professional identity and emotional intelligence.

It is designed to complement existing leadership approaches across organisations and the professions, not replace them.

The framework supports a nursing and midwifery workforce that is:

Confident and capable at all career stages

Values-driven, inclusive and culturally safe

Adaptive within complex health systems

Focused on quality, safety and service improvement

How to use the framework

The framework has been designed to be used across the ACT for all nurses and midwives regardless of their career stage or organisation.

The framework may be used to:

- Reflect on leadership strengths and areas for growth
- Identify development opportunities
- Support career planning and readiness for future roles
- Guide conversations with managers, mentors or peers
- Take ownership of leadership development over time
- It supports leadership development from early practice through to senior leadership roles.

The framework is a practical tool to:

- Clarify leadership expectations
- Support staff development beyond technical skills
- Identify and support emerging leaders
- Guide discussions about growth and readiness
- Align leadership development with service needs
- Use consistent leadership language in recruitment and development
- It can be used alongside existing processes and does not add new reporting requirements.

Applying the Framework in practice

The framework is designed to be embedded within existing work, including:

- Performance development conversations

- Career and progression planning
- Recruitment and selection
- Mentoring, coaching and education
- Role expectations and service improvement activities

Each organisation determines how best to integrate the framework in line with local priorities.

The following example illustrates how the framework can be applied to practice.

Example 1: Using the Framework for career development

A Registered Nurse (RN) preparing for a senior role uses the framework to reflect on leadership capabilities related to team support and service improvement. During a performance development discussion, they use the framework to guide a conversation with their manager about leading a quality improvement initiative. Over time, this supports the development of leadership capability and readiness for progression.

Example 2: Applying the Framework in a Leadership Role

A Nurse Manager (NM) uses the Framework to support team development and strengthen leadership capability within their unit. They incorporate the Framework into performance discussions, helping staff identify strengths and areas for growth. The NM also uses the Framework to guide delegation, mentoring, and succession planning, identifying emerging leaders and supporting their development. Over time, this contributes to a more capable, engaged workforce and improved team performance.

Talk

- Use the framework to guide shared conversations

Act

- Take practical steps to build leadership into everyday work

Small, consistent actions build leadership capability over time.

What success looks like

Effective use of the framework contributes to:

- Strong leadership at all levels
- Engaged and supported staff
- Clear and consistent expectations
- Sustainable career pathways
- Improved quality and safety outcomes

Accessing the Framework

The ACT Nursing and Midwifery Leadership Capability Framework is available on the Office of the Chief Nursing and Midwifery Officer (OCNMO) webpage, providing a central access point for nurses, midwives and managers across the ACT. The webpage hosts the framework and supporting information to assist individuals and services to incorporate leadership capability development into everyday practice.

Access the framework at: [Office of the Chief Nursing and Midwifery Officer - ACT Government](#)

A simple way to use the framework

Reflect

- Consider the leadership capabilities relevant to your role

