

The competency domains reflect the [NHS values](https://www.gov.uk/government/publications/the-nhs-constitution-for-england/the-nhs-constitution-for-england#nhs-values) (<https://www.gov.uk/government/publications/the-nhs-constitution-for-england/the-nhs-constitution-for-england#nhs-values>) and the following diagram shows how they are aligned:

Working together for patients*	Compassion
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
Respect and dignity	Improving lives
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation	Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

*Wherever the word “patient” is used in this document, this refers to patients, service users and carers.

The competency domains are aligned to [Our NHS People Promise](https://www.england.nhs.uk/ournhspeople/online-version/lfaop/our-nhs-people-promise/) (<https://www.england.nhs.uk/ournhspeople/online-version/lfaop/our-nhs-people-promise/>), [Our Leadership Way](#).

(<https://www.leadershipacademy.nhs.uk/organisational-resources/our-leadership-way/>) and the [Seven Principles of Public Life](https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2) (<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>) (Nolan Principles). A high-level summary of the values and concepts from these documents is in Appendix 1.



(<https://www.england.nhs.uk/wp-content/uploads/2024/02/leadership-competency-framework.png>)

1.2 Background

In 2019, the Tom Kark KC review of the fit and proper person test was published. This included a recommendation for ‘the design of a set of specific core elements of competence, which all directors should be able to meet and against which they can be assessed’. This framework responds to that recommendation and forms part of the [NHS England Fit and Proper Person Test Framework](https://www.england.nhs.uk/publication/nhs-england-fit-and-proper-person-test-framework-for-board-members/) (<https://www.england.nhs.uk/publication/nhs-england-fit-and-proper-person-test-framework-for-board-members/>) for board members (FPPT).

The framework takes account of other NHS England frameworks and strategies including:

- [NHS England Operating Framework](https://www.england.nhs.uk/publication/operating-framework/) (<https://www.england.nhs.uk/publication/operating-framework/>)