



GIG
CYMRU
NHS
WALES

Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Succession Planning and Talent Management community of practice

Terms of reference

1. Role/purpose

Succession planning and talent management is an integral part of the workforce strategy for NHS Wales. Our need to identify, develop and retain our talent alongside system wide succession planning has never been more important. Previously the definition of talent was mainly associated to recruitment whereas its boundaries have now broadened to organisational capability, individual performance, performance enhancement, workforce planning and succession planning & talent management.

Our vision is to support leads across NHS Wales to develop and embed inclusive, sustainable approaches to succession planning and talent management for staff at all levels.

The **succession planning and talent management community of practice** was established in April 2022. The purpose of the Community of Practice (COP), is to nationally connect with local Succession and Talent Leads from across NHS Wales organisations, bringing members together to knowledge share, connect, collaborate and learn together as a community.

The aim of the community of practice is to develop a best practice approach to succession planning and talent management across NHS Wales.

The Community of Practice will develop a best practice approach by discussing current thinking around succession planning and talent management, co-create national resources and constantly learn from each other's local strategies.

2. Responsibilities of the group

The core function of the Community of Practice is to support with developing and embedding a best practice approach to national succession and talent management processes across all NHS Wales organisations.

This will require the COP to:

- 🔗 Collaborate and work together as nominated local leads and peers, striving for the same end goal.
- 🔗 Promote and utilise national succession planning and talent management resources hosted by HEIW.
- 🔗 Provide insight, feedback and evaluate proposed national resources.
- 🔗 Share experiences and learning from local succession planning and talent management cycles.
- 🔗 Highlight and share examples of best practice and evidence-based resources.
- 🔗 As nominated local leads, share local information to ensure the systems and processes, implemented by HEIW, serve both local and national needs whilst meeting current and future workforce priorities.
- 🔗 Assess quality and impact of national resources at local organisational level.
- 🔗 Continuously improve the approach to succession planning and talent management nationally.

3. Strategic deliverables

- a. **Create and host a collaborative COP on a quarterly basis to share best practice on the local delivery of the local talent strategy.**
- b. **Establish an environment that is adopting succession planning and talent management as standard practice.**
- c. **Develop a range of guides and tools to use locally to assist in succession planning and talent management.**
- d. **Evaluate the local talent cycle and deployment of succession planning and talent management processes including the usage of guides and tools.**
- e. **Assess quality and impact of the work on succession planning and talent management.**

4. Membership

The table below identifies the membership of the COP:

Community of Practice Members		
Name	Organisation	Role
Helen Thomas	Assistant Director of Leadership & Succession	HEIW Member
Jodie Davey	National Succession Planning and Talent Management Lead – HEIW	HEIW Member
Lois Jones	Mental Health Leadership & Succession Project Manager	HEIW Member
Debbie Murray	Transformation Officer	ABUHB Member
Katie-Lynn Williams	Organisational Development Manager	BCUHB Member
Vikki Davies	NQP	WAST Member
Margaret Lake	Graduate Trainee and Internship Manager	SBUHB Member
Rhiannan Elliott	Assistant Recruitment Manager	ABUHB Member
Gemma Littlejohns	Learning & Development Manager	H DUHB Member
Julia Denyer	Head of Organisational Development	NWSSP Member
Nia Harris	Organisational Development Manager	BCUHB Member
Foula Evans	Head of People and Facilities Management	HEIW Member
Rhiannon Windsor	Assistant Director of Organisational Development, Wellness and Inclusion	HEIW Member
Shikala Mansfield	Head of People & Organisational Development	DHCW Member
Angela Voyle-Smith	Organisational Development Manager	NWSSP Member
Michelle Hurley-Tyers	Assistant Director of Employee Experience and Wellbeing	CTMUHB Member
Claire Budgen	Head of Organisational Development	VUNHST Member
Helen Knight	Senior Organisational Development Practitioner	ABUHB Member
Matthew Browne	Leadership and Organisational Development Manager	PHW Member
Sarah Brooks	Organisational Development, Culture and Engagement Lead	DHCW Member
Claire Whiles	Assistant Director of OD, Wellbeing and Culture	CVUHB Member
George Shouler	Learning and Development Manager	CTMUHB Member
Emily Clarke	Climb Business Programme Manager	CVUHB Member
Sara Mills	Head of Culture & OD	WAST Member
Gill Lingwood	Programme Manager (National Imaging Programme)	NHS Executive Member
Lucy Forde	Leadership and Succession Programme Manager HEIW	Secretariat

Other individuals from within organisations will be invited to attend for specific agenda items as the group considers necessary or appropriate.

5. Frequency of meetings

The Community of Practice will meet on a quarterly basis over a 12-month period.

Meetings may take place virtually or in person depending on the content of the agenda and collaboration required.

Where necessary the Community of Practice may also function between meetings through correspondence via the Gwella network or Microsoft Teams. Decision(s) taken will be formally ratified and minutes will be taken. Any assigned actions will also be noted.

An agenda and any supporting material for the meeting will be issued to group members as required to allow members to consider these items prior to the meeting.

6. Review and evaluation

The terms of reference are subject to annual review, 12 months following sign off by the **succession planning and talent management community of practice** or more frequently should this be required by national guidance or legislation.

Ratified:

Membership Updated: