



NHS Wales Talent Management Board Terms of Reference

1. Background

There is a considerable body of evidence to suggest that a vibrant blend of talent management and succession planning provides an important dual function. It lifts individual performance beyond the impact of conventional programmes of learning and at the same time provides an assurance of quality and capability at the point of recruitment into business-critical roles.

The NHS Wales National Succession Strategy 2017 – 2020, was ratified by NHS Wales Chief Executives in 2017 with an ambition is to deliver a pipeline of senior talent with the confidence, competence and motivation to work in the most senior leadership posts in NHS Wales. The Talent Management Board is a key vehicle to implement the strategy, supported by HEIW and its leadership development function.

The ability to ensure a robust talent and succession process supports the achievement of NHS Wales ambitions outlined within 'A Healthier Wales' which clearly states " We will continue to invest in our approach to improving quality, including through strengthening our talent and leadership, and planning on a national basis to ensure that good practice is widely shared".

The approach and resources developed to support talent management and succession planning will also be able to be utilised within local NHS organisations to better support consistent mechanisms for talent identification and inform senior level succession planning.

2. Strategy Vision

The vision for the Strategy proposes a refresh of our national approach to talent management and succession planning, to ensure a future pipeline of outstanding performers across services within NHS Wales.

Planning for what is needed now will ensure there is effective capability and capacity in the future. This will support NHS Wales to identify, develop and fully utilise the potential of NHS staff in delivering the ambitions of 'A Healthier Wales'.

For the purpose of this document, and to provide clarity, the following definitions of talent management and succession planning (The Kings Fund 2015) are used.

"Talent management is a set of integrated workforce processes designed to attract, develop, motivate and retain productive, engaged employees. The goal of talent management is to create a high performance, sustainable organisation that meets its strategic and operational goals and objectives".

"Succession planning is the process of identifying critical positions within each organisation and across NHS Wales and assessing current staff members who might be able to fill these positions".

The implementation of the strategy will be managed in two distinct ways:

The process of succession planning for Tier's 1 and 2 will be managed nationally through HEIW and this will be overseen and supported by the National Talent Board and the National Talent and Succession Operational Group.

All other tiers will be managed locally by respective organisations through a local approach to talent management and succession planning. HEIW will support local implementation through OD Practitioner development and a co-produced Talent Management toolkit, utilising research-based models and best practice tools.

3. Succession Strategy: Key Aims

The overall aim of the Succession Strategy is to ensure a future pipeline of outstanding performers across services within NHS Wales, with at least three shortlisted NHS Wales applicants for every Board level position by 2025.

This will be supported by:

- Provision of opportunities to develop management and leadership skills and competence aligned to the NHS Wales Leadership Principles supporting compassionate and collective leadership.
- Clarity of expectation provided through an Executive Leader Success Profile.
- Effective appraisal processes with clear methodology for the identification of those with ambition, ability, a pattern of achievement and agility.
- Talent management and succession planning processes which are equitable, fair and which widen access to support and opportunities, resulting in greater diversity within the leadership of NHS Wales.
- Greater understanding of which executive leadership positions across NHS Wales require prioritisation for succession planning.
- Procurement of an appropriate digital platform to support national mapping of talent pipelines.
- Establishment of a national Talent Board to advise, influence and steer activity to support the achievement of the Succession Strategy objectives.
- Establishment of a national Talent and Succession Group to support strategy implementation and operationalise the refreshed succession planning and talent management model and accompanying systems and processes.

The National Succession Strategy will assist in shaping these outputs. The Talent Board will steer and approve the establishment of the refreshed succession planning and talent management model for NHS Wales and accompanying systems and processes, which will be ethical, support diversity and socio-economic agendas as well as creating sustainable pipelines.

4. NHS Wales Talent Management Board – Terms of Reference

The Talent Board will be key in steering the National Succession Strategy with an initial focus on succession planning for Tiers 1 - 2 and Talent Management and development for Tiers 2 and 3.

4.1 Outcomes

Outcomes for the first 12 months of the Board are as follows:

1. Oversee developments of the Executive Talent Management Framework which will describe how we equitably identify, select, develop, deploy, support and evaluate executive talent within NHS Wales.
2. Agree national succession planning proposals for executive and critical to fill leadership roles, providing NHS Wales clear and diverse talent pipelines to support current and future need.
3. Approve the assessment process to determine 'readiness' for Executive positions, aligned to the NHS Wales Executive Success Profile.
4. Agree the senior leadership development framework to support 'ready soon' aspiring leaders, including those with clinical backgrounds and in portfolios at risk.
5. Implement plans to improve inclusiveness within the talent management and succession planning processes with a focus on increasing diversity in the senior leadership pipeline.
6. Agree national processes which allow individuals the opportunity to develop practical Board level experience at the appropriate levels and in sufficient quantities to demonstrate effective working at this level.
7. Agree KPIs to measure success of the talent management approach, including a focus on diversity and inclusion.

An Operational Group will support the Board, drawing representation from all NHS organisations and other key stakeholders.

4.2 Membership

- Chair – Judith Paget, Chief Executive NHS Wales /Director General Health and Social Care
- Vice Chair – Alex Howells, Chief Executive, HEIW
- Steve Moore, Chief Executive Hywel Dda UHB (CEO lead for Workforce)
- Ann Lloyd, Chair Aneurin Bevan UHB (All Wales Chairs Group)
- Sue Green, Chair - All Wales Workforce and OD Directors / Director of Workforce and OD, Betsi Cadwaladr UHB.
- Julie Rogers, Deputy CEO / Director of Workforce and OD, HEIW
- Helen Arthur, Director NHS Workforce and OD, Welsh Government
- Sue Tranka, Chief Nursing Officer for Wales and Nurse Director NHS Wales
- Nicky Hughes, Chair, Welsh Partnership Forum (Healthcare Trade Union)/ Associate Director RCN
- Helen Thomas, Assistant Director Leadership and Succession, HEIW
- Jackie Parsons, National Talent Management and Succession Planning Lead, HEIW (Secretariat)

Members of the Talent Management Board will meet jointly with the Operational Group twice a year to review progress and discuss future plans.

4.4 Attendance at Meetings

Approval of proposals will require appropriate member engagement to validate decisions made by the Talent Board.

The Talent Management Board may invite individuals to attend to speak to items relevant to the agenda.

The Talent Management Board Secretary will be the National Talent Management and Succession Planning Lead, HEIW, who will provide appropriate support to the Chair and Group members.

4.5 Frequency of Meetings

Meetings will be held every 6 – 8 weeks (6 times) in the first year, due to the level of development required to establish and implement the Talent Management and Succession Planning framework. This will be reviewed and may reduce in subsequent years.

Meetings will be aligned to allow timely receipt of reports, action plans, policies and procedures from the Talent and Succession Operational Group and endorse as required.

4.6 Date of Review

The terms of reference and objectives are subject to annual review, 12 months following sign off by the Board, or more frequently should this be required by national guidance or legislation.

Approved May 2021
Membership Updated 11 May 2022