



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 continuously 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. **Participate in a collaborative COP on a quarterly basis to share best practice.**
- b. **Establish an environment that encourages succession planning and talent management as standard practice.**
- c. **Develop a range of guides and tools to use nationally to assist in succession planning and talent management.**
- d. **Evaluate the 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 nationally work on succession planning and talent management.**

4. Membership

The table below identifies the membership of the COP:

Community of Practice Members		
Organisation	Name	Role
ABUHB	Hannah Williams	Head of Organisational Development
	Helen Knight	Senior Organisational Development Practitioner
	Debbie Murray	Retention Lead
BCUHB	Joy Lloyd	Organisational Development Manager
	Gillian Cooper	Organisational Development Project Manager
CTMUHB	George Shouler	Learning and Development Manager
	Emily Summerhayes	Attraction and Resourcing Lead
CVUHB	Rebecca Corbin	Senior Education, Culture and Organisational Development Manager
	Lisa Franklin	Senior Nurse for Nurse Education
DHCW	Shikala Mansfield	Head of People & Organisational Development
	Sarah Brooks	Organisational Development, Culture and Engagement Lead
PHW	Matthew Browne	Leadership and Organisational Development Manager
PTHB	Rhys Brown	Head of Organisational Development
SBUHB	Margaret Lake	Graduate Trainee and Internship Manager
HDUHB	Catherine Rees	Head of Organisational Leadership Development
	Leanne Slaymaker	Talent Management and Succession Planning Lead
HEIW	Foula Evans	Head of People and Facilities Management
	Claire Smith	Head of Wellbeing at Work
	Helen Thomas	Assistant Director of Leadership & Succession
	Jodie Davey	National Succession Planning and Talent Management Lead
	Lucy Forde	Leadership and Succession Programme Manager
	Victoria Davies	Leadership and Succession Programme Manager
	Laura Price	Talent and Leadership Development Manager
	Zoe Gibson	National Retention Lead
	Matthew Brayford	Mental Health Leadership and Succession Programme Manager

Community of Practice Members		
Organisation	Name	Role
NWSSP	Julia Denyer	Head of Organisational Development
NHS Execs	Gill Lingwood	Programme Manager (National Imaging Programme)
NHS Wales Finance Academy	Rhiannan Elliott	Assistant Recruitment Manager
	Jeni Brown	Deputy Director
VUNHST	Claire Budgen	Head of Organisational Development
WAST	Sara Mills	Head of Culture & OD

Other individuals from within organisations will be invited.

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:
