



National Talent and Succession (Operational) Group 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 – 2027, was ratified by NHS Wales Chief Executives in 2017 with an ambition 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 Management 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. Strategy: Key Aims

The overall aim of the NHS Wales Succession Strategy is to ensure a future pipeline of outstanding performers across service, with at least three NHS Wales applicants shortlisted 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 Management 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.



4. Talent & Succession Operational Group – Terms of Reference

The Talent and Succession Group will be key in operationalising 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 so there is a clear sustainable pipeline of talent at very senior and executive levels. The Group will include a wide range of clinical, professional and organisational representatives to ensure that it's work reflects the multi professional nature of Executive Teams.

The Group will support HEIW in developing and progressing its statutory function regarding leadership development, and the agreed deliverables in its IMTP. The Group will report to the National Talent Management Board which will be responsible for approval of talent management plans for these tiers.

4.1 Outcomes:

Outcomes for the first 12 months of the Group's term will be as follows:

1. Support and advise HEIW in the co-design of a talent management framework which will describe how we identify, select, develop, deploy, support and evaluate talent within NHS Wales, meeting the needs of all professional groups.
2. Support and advise HEIW in the development and establishment of the agreed talent management process for executive and critical to fill leadership roles, providing NHS Wales clear talent pipelines to support succession planning.
3. Support and advise HEIW in the design of an assessment process to determine 'readiness' for Executive positions, aligned to the NHS Wales Executive Success Profile.
4. Approve and evaluate the establishment of senior leadership development programmes and resources to support 'ready soon' aspiring leaders, including those in clinical positions, allowing them to develop the skills knowledge and behaviours to successfully transition into Executive positions.
5. Contribute to innovative ideas and creative solutions for experiential opportunities at Board level, allowing aspiring Directors the opportunity to develop practical experience at the appropriate levels and in sufficient quantities to allow demonstration of effective working this level.



4.2 Membership

Chair – Julie Rogers, Deputy CEO and Executive Director Workforce and OD, HEIW
Vice Chair – Helen Thomas, Assistant Director Leadership & Succession, HEIW
Jackie Parsons, National Talent Management and Succession Planning Lead, HEIW
Rachel Gidman, Executive Director of People and Culture, Cardiff & Vale UHB
Gareth Hardacre, Director of People, Organisational Development and Employment Services, NWSSP
Sarah Morley, Executive Director Workforce and OD, Velindre NHS Trust
Shikala Mansfield, Associate Director Organisational Development, DHCW
Sian Lewis, Managing Director, WHSSC
Ellen Greer, Acting Associate Director of Organisational Development, BCUHB
Hywel Daniel, Executive Director of People, CTM UHB
Christine Davies, Assistant Director of Organisational Development, Hywel Dda UHB
Alison Clarke, Assistant Director Therapies and Health Sciences, Swansea Bay UHB
Neil Lewis, Director of People and Organisational Development, Public Health Wales.
Rebecca Richards, Director, NHS Wales Finance Academy
Bethan Johnson, Head of Leadership and Development, Academi Wales, Welsh Government
Hugh McDyer, Vice Chair (Healthcare Trade Union), Welsh Partnership Forum.
Hayley Thomas, Director of Primary Care, Community & Mental Health Services, Powys THB
Linda Alexander, Deputy Director of Nursing, ABUHB (Nurse Director Peer Group nominated representative)
Kate Wright, Medical Director, Powys THB (Medical Director Peer Group representative)
Jayne Spence, Talent and Leadership Development Manager, HEIW (Secretariat)

4.3 Attendance at Meetings

The Talent and Succession Operational Group may invite individuals to attend meetings, to speak to items relevant to the agenda.

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

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4.4 Frequency of Meetings

Meetings will be held initially on a 6-8 weekly basis for 6 months in order to establish and operationalise the Talent Management and Succession Planning framework. Frequency of meetings will then be reviewed.

4.5 Duties of Group Members

Collaborative decision making and engagement will be required from the group in support of the design, implementation and evaluation of the refreshed succession planning and talent management model for NHS Wales, and its accompanying systems and processes.

As organisational representatives, local information will be key to ensuring the systems and processes, implemented by HEIW, map to local and national needs and meet current and future business priorities.

Ensure the talent management process is one which promotes diversity and inclusiveness and compliance with the Equality Act 2010.

Members may provide and present reports to the NHS Wales Talent Board and other stakeholder groups on behalf of the Talent and Succession Group 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 Talent and Succession Group, or more frequently should this be required by national guidance or legislation.

Approved: 1.7.2021

Membership Updated 11.5.2022

