

Talent Community of Practice

Terms of Reference

Version 2, 12 February 2024

Introduction

This document sets out the purpose, aims, core principles and roles of respective contributors of the East of England (EoE) Talent Community of Practice (TCoP).

Our Ambition for Talent is that it mobilises the many, rather than a special few, which unleashes potential across the whole workforce driving greater retention, skill development, mobility and pipelines to critical roles within and across each ICS, enabling and supporting whole system talent management.

Purpose of the Talent Community of Practice

A community of practice is an informal network that emerges from a desire to work more effectively, or to understand work more deeply among members of a particular specialty or work group. At the simplest level, communities of practice are small groups of people who've worked together over time to develop a common sense of purpose, and a desire to share work-related knowledge and experience through extensive communication.

'Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.

The practice of a community is dynamic and involves learning on the part of everyone'. As described by [Etienne and Beverly Wenger- Traynor](#)



Our purpose is to work collaboratively to agree and embed a common approach to identifying, developing and deploying our talented people across the system. This will enable us to deliver a health and social care system around the needs of patients and communities. We do this through inspiring new thinking, sharing expertise and fostering new initiatives that create and spread new knowledge practices and capabilities. Our aims and objectives are to:

- Agree our definition of talent management
- Co-create and make the best use of the tools and resources we have available to us to identify, develop and retain our talented people
- Jointly identify our current and future people/leadership requirements
- Build local talent footprints at ICS level responsive to local workforce needs and priorities supporting systems and organisations to identify and grow their own talent, deploy and retain talent across organisational boundaries and systems.
- Know where our critical vacancies are, and work together to share and deploy our talented people to fill our critical roles
- Influence our organisations and systems to engage more effectively in local talent management approaches as well as influencing a shift in mindset to a system wide approach and influence a culture of seeing all our people in terms of talent and potential.

Our Ways of Working

Aligned to regional and national talent priorities, the vision of the TCoP is to foster outstanding leadership at every level of the NHS and contribute to shifting local culture that improves lives in local communities.

The activities and work of the Talent Community of practice will support the delivery of the [NHS Long Term Workforce Plan](#), [the Messenger review](#), [NHS People Plan](#) and the [NHS People Promise](#) operating in line with key elements of the NHS Leadership Compact – our Leadership Way members will:

- Be inclusive, promote equality and diversity and will always challenge discrimination.
- Be kind and treat each other with compassion, courtesy and respect.
- Collaborate with fellow members, forming strong partnerships to achieve the aims and priorities of the community of practice.
- Celebrate success, promote and share best practice and support members to be their best.

Our approach:

- We have an agreed shared purpose which we regular review and update

- We demonstrate our values of inclusive collaborative working and have a mindset of sharing and deploying our talent
- We support the growth and ambitions of our services to our patients across health and social care
- We are non-hierarchical and empower members to make changes take responsibility and for setting our own agendas and running our TCoP
- We make sure agendas and topics for wider discussion are linked to our core work
- We keep up to date with new developments and inspire each other to think differently
- We foster and support new initiatives and by doing so create and spread new knowledge, practices and capabilities as well as creating a safe place to share our successes and learning
- We convene a vibrant, innovative learning community and utilise evidencebased approaches together with responding collectively to our greatest talent management challenges.
- We influence local, regional and national talent management agendas

We make the best use of wide range of communication channels including emails, social media groups, teleconferences and face-to-face events which are codeveloped, planned and well facilitated by the community.

Membership

The members of the TCoP reflect talent leads with responsibility for supporting and implementing talent practices across our local organisations and systems. The community is non-hierarchical and open to members with a vested interest in talent from organisations and systems across the EoE.

Convenors

The Community of Practice will be convened by the Head of Talent and Leadership for EoE and supported by a TCoP steering group.

Steering Group

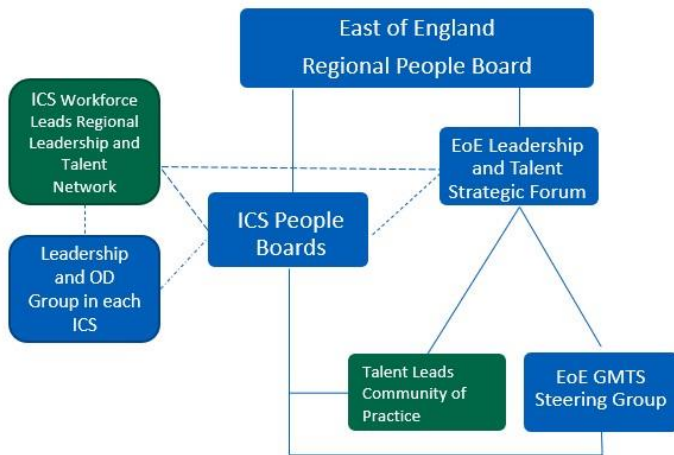
Members of the steering group use their experiences, skills and knowledge of talent management and leadership to co-design meeting agendas and share strategic decisions around the purpose and direction of the TCoP. The steering group is led by an external consultant in Talent and Organisational Development.

Administration support

The regional Talent and Leadership Manager and Talent and Leadership Co-ordinator will support all aspects of administration.

Governance and Accountability

The Talent Community of Practice links with the EoE Leadership and Talent Strategic Forum and will receive updates from the forum and submit papers, proposals and feedback to the forum. Governance structures are outlined in Diag1.



Diag1. Governance Diagram

Quorum

For the TCoP event to be quorate the following members must be present:

- The Head of Talent and Leadership or Talent Lead or their nominated deputy must always be present for an event to proceed
- The regional Talent and Leadership Manager or Talent and Leadership Co-ordinator
- A minimum of 10 number of community members

Frequency of meetings

The Talent Community of Practice will meet between 4 to 6 times during the year for 2.5 hours. Members are encouraged to continue conversations and share learning outside meetings as necessary.

Attendance

Members are invited to attend all meetings. Membership will be reviewed on an annual basis by the regional talent team.

Participation will usually be in person or virtually via Microsoft Teams or Zoom, dependent on circumstances.

Notice of meetings

TCoP events will be scheduled and arranged by the regional talent team for EoE. Notice of meetings confirming the time and date will be circulated to members with a minimum of 4 weeks' notice.

Review of the Terms of Reference and version control

These Terms of Reference will be reviewed annually. Version control will be maintained by the regional talent team following agreed conventions for records management.