



GIG
CYMRU
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Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board



CYNLLUN POBL PEOPLE PLAN

2025-2030

CREATING A CWM TAF MORGANNWG
WHERE EVERYONE CAN THRIVE.



CONTENTS

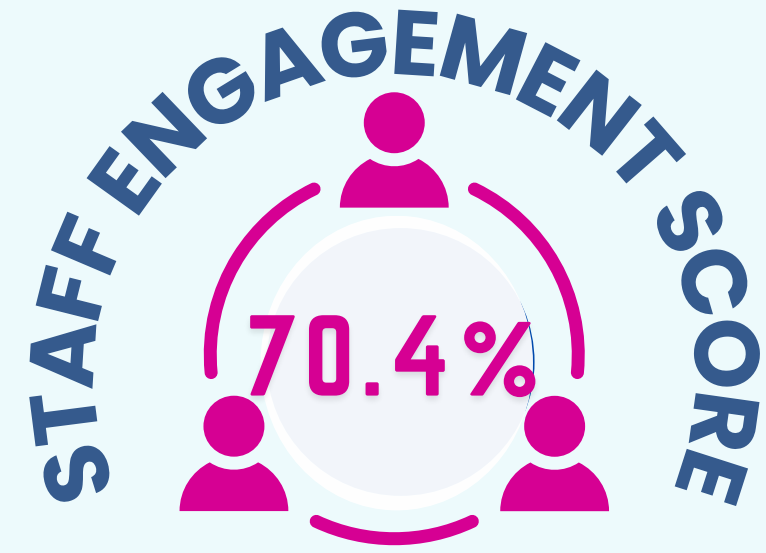
PAGE		LINK
03	WE ARE CWM TAF MORGANNWG	↻
04	FOREWORD FROM CHIEF EXECUTIVE & CHAIR	↻
06	WELCOME TO OUR PEOPLE PLAN	↻
08	OUR PEOPLE PROMISES	↻
	08- GETTING THE BASICS RIGHT	
	08- GREAT MANAGEMENT AND LEADERSHIP	
	09- BUILDING AN INCLUSIVE AND HEALTHY ENVIRONMENT	
	09- MODERN WORKFORCE - SKILLS FOR THE FUTURE	
10	DELIVERING OUR PEOPLE PLAN	↻
	10- GETTING THE BASICS RIGHT	
	12- GREAT MANAGEMENT AND LEADERSHIP	
	13- BUILDING AN INCLUSIVE AND HEALTHY ENVIRONMENT	
	14- MODERN WORKFORCE - SKILLS FOR THE FUTURE	
17	GOVERNANCE SUCCESS MEASURES	↻
	18- STAY INVOLVED IN THE CONVERSATION	



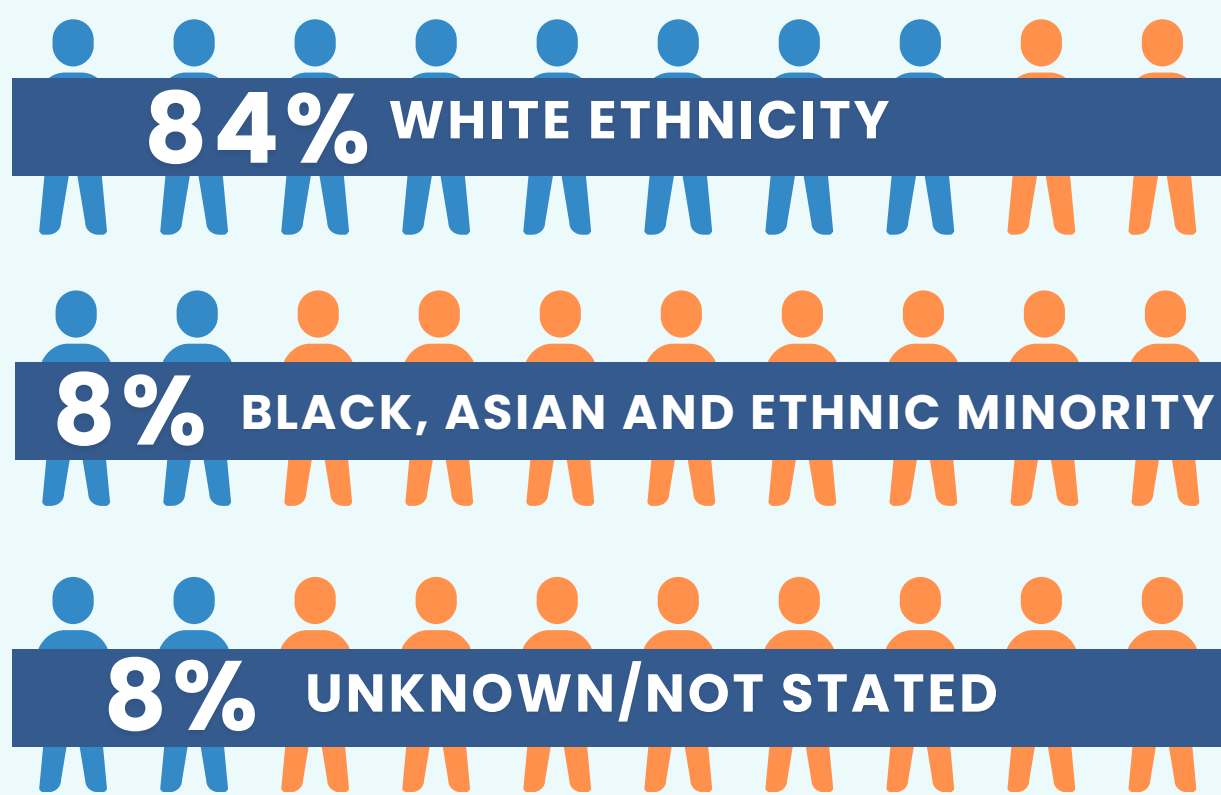
WE ARE CWM TAF MORGANNWG

BASED ON DATA CAPTURED FROM ESR MAY 2025, WHICH HAS BEEN CORRECTED FOR ACCURACY. THIS DATA SUPERSEDES THAT SUPPLIED PREVIOUSLY.

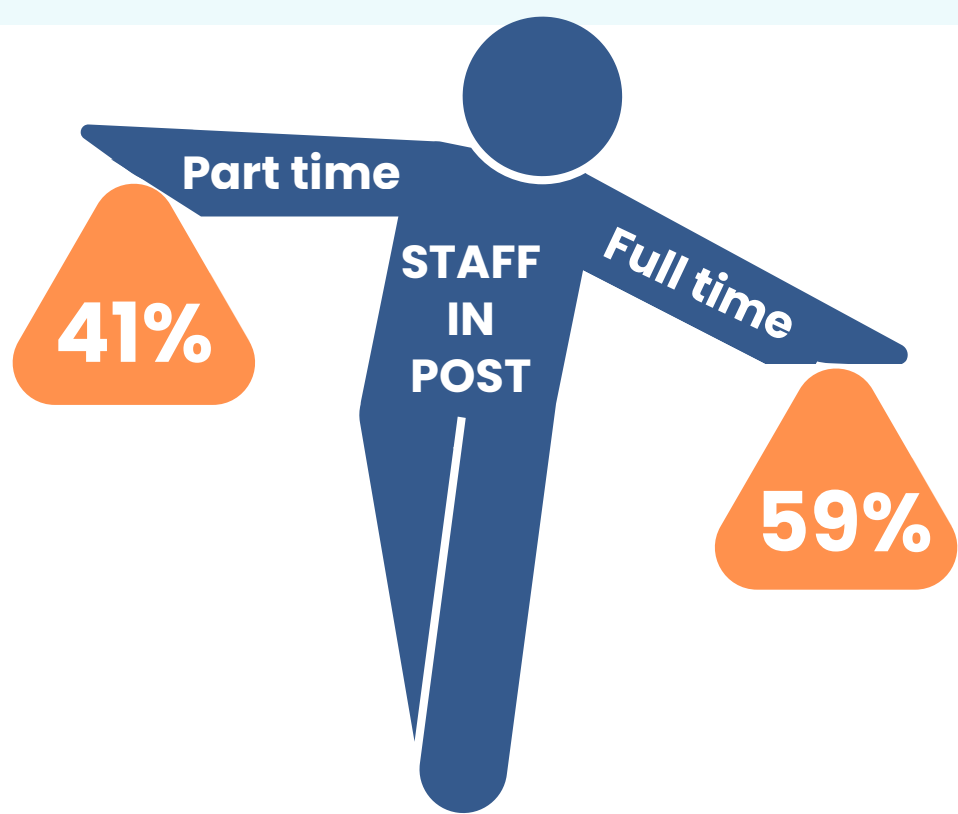
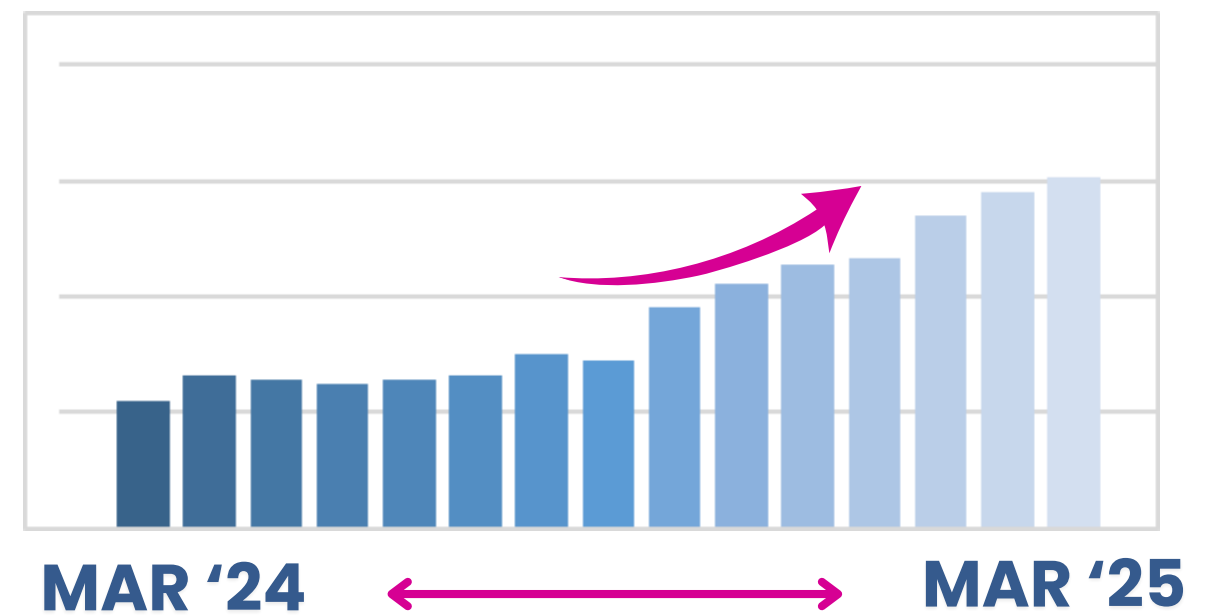
THE HEALTH BOARD EMPLOYS
13,207 STAFF IN POST
 WHICH TRANSLATES TO
11,511 WTE
 (WHOLE TIME EQUIVALENT)



OUR STAFF ENGAGEMENT SCORE IS BASED ON RESPONSES TO SEVEN SURVEY QUESTIONS.



STAFF IN POST HAS INCREASED
 2.6% (292 STAFF WTE = 2.6%)

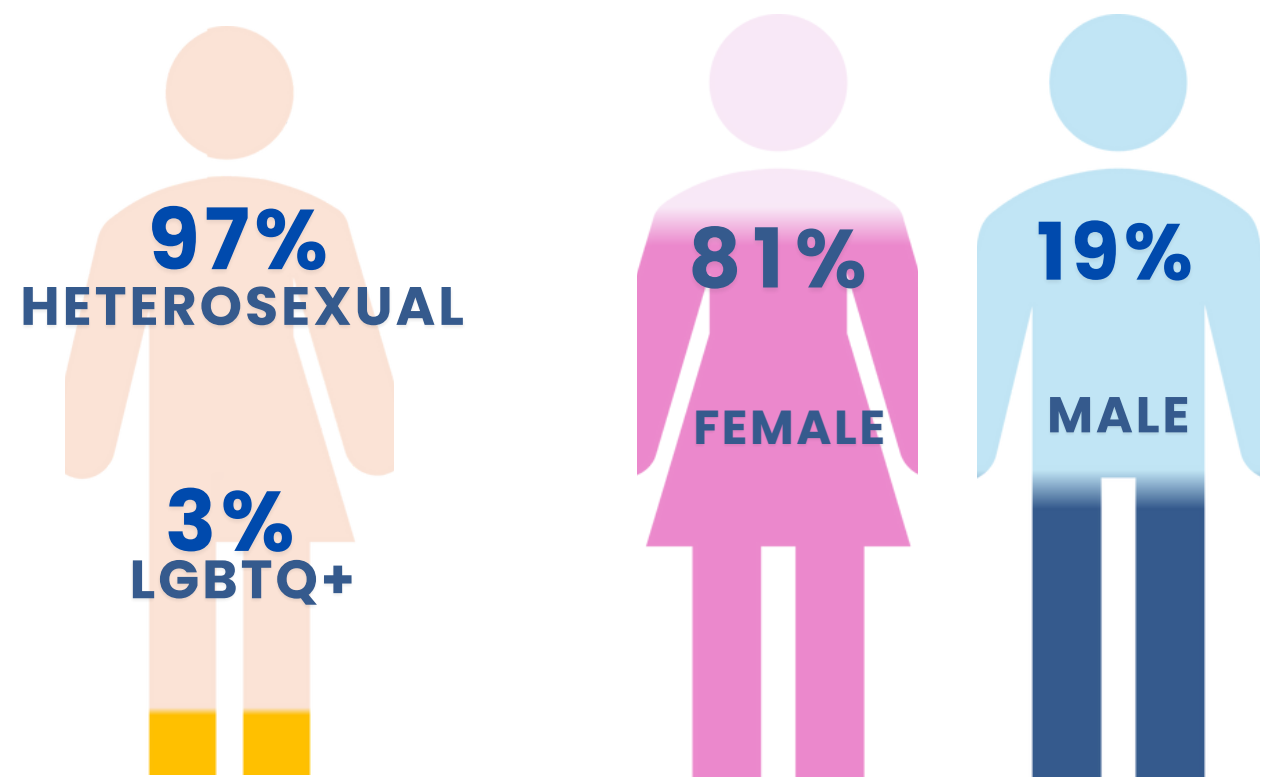
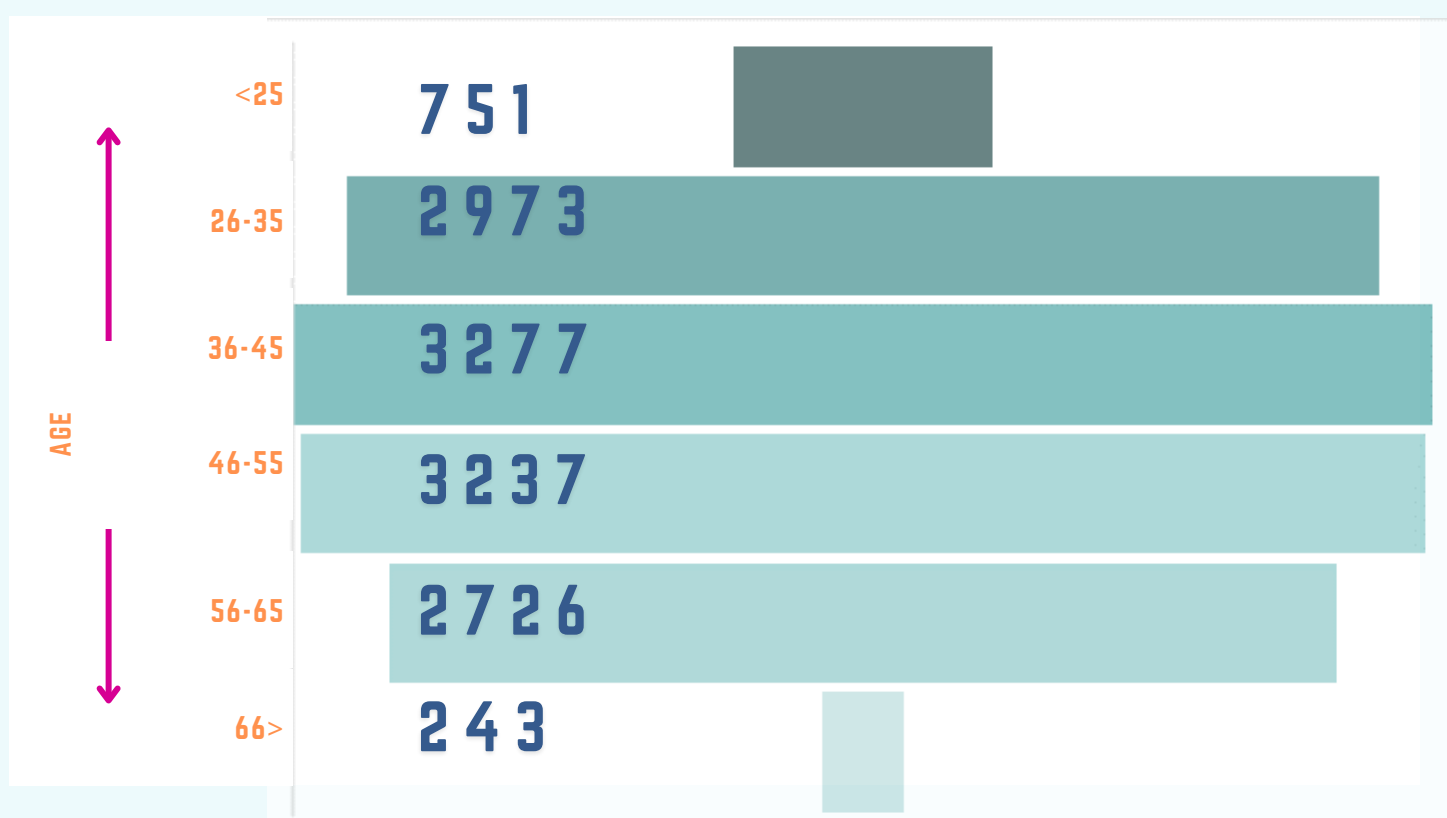


76% OF STAFF LIVE WITHIN THE CWM TAF MORGANNWG REGION



GENDER PAY GAP
 The median hourly pay gap narrowed from 13.86% (2020/21) to 12% (2025).

22% OF STAFF ARE OVER THE AGE OF 55.



THIS DATA IS BASED ON OUR CURRENT DECLARATION RATES. WE'D ENCOURAGE ALL STAFF TO COMPLETE THEIR DIVERSITY DATA IN ESR, IN ORDER TO BUILD A MEANINGFUL PICTURE OF CTM.

FOREWORD FROM CHIEF EXECUTIVE AND CHAIR



We are pleased to introduce our People Plan 2025-2030 for Cwm Taf Morgannwg University Health Board (CTMUHB). Our People Plan summarises the priority actions that we need to take to support the achievement of our 10-year strategy, CTM2030 Our Health, Our Future, and to create a CTM where everyone can thrive.

Firstly, this foreword is an opportunity for us to record our sincere thanks to the 13,207 colleagues who make up the CTMUHB workforce and demonstrate exceptional dedication to our patients and our organisation every day. The last year has been marked with significant operational challenges that have demanded unprecedented levels of resilience, flexibility, and collaboration from teams. We are justly proud of the way in which staff have responded, and continue to respond, to the demands upon us. Thank you.

We know that the CTM of 2030 will be fundamentally different from the organisation we work in today. The world of work is changing at a pace never imagined, with growing evidence of links between staff wellbeing, quality of care and retention. This is evolving alongside digital technologies, automation, remote working and new advances based on artificial intelligence. Meanwhile, existing ways of working, models of care and regional boundaries are being transformed, as we adapt to the changing needs and expectations of our population. We know we will need to work in radically different ways if we are to be able to tackle waiting lists and deliver the care that our communities need. This has been reinforced by the recent recommendations from the Ministerial Advisory Group on NHS Wales Performance and Productivity.

Meeting these future challenges relies heavily on you, our colleagues. Therefore, our People Plan needs to be shaped by you, for you. In February, we received the high-level results of the annual NHS Staff Survey. We were pleased to see that the overall CTM response rate increased this year, representing the voices of 3,560 staff - the highest rate of any similar sized health board in Wales. We will strive to continue to improve our response rate, year on year, to ensure the feedback generated is as representative as possible.

The priority now is responding to the feedback you provided, and our People Plan will help to inform how we make meaningful and lasting action. Local managers and leaders remain accountable for addressing local issues via their staff survey action plans, but we recognise that our collective efforts are required, via the People Plan, in order to address cross-cutting themes and deliver ongoing improvements.



Working in partnership remains a cornerstone of CTMUHB's values and consequently this plan was co-created by those most impacted by our work: our staff, trade union colleagues, leaders and members of the people profession itself. It draws on the diversity of voices from across our workforce and sets out a roadmap for action. The People Plan places a much sharper focus than we've ever had before on our people priorities up to 2030. It will be a living document and we will continue to seek your views on what we can do to make the biggest difference.

Meeting the challenges and opportunities of work and healthcare in 2030 will involve transforming our ways of working, as we accelerate opportunities for regional working across Wales, move care from hospitals to the community, shift from treatment to prevention, and embrace new forms of technology. This will be fundamental to the CTM that we all want to see, and be part of, in 2030.

Thank you for taking the time to both contribute to and read our People Plan, which we hope will resonate with you.



**PAUL MEARS,
CHIEF EXECUTIVE**



**JONATHAN MORGAN,
CHAIR**

CROESO I'N CYNLLUM POBL | WELCOME TO OUR PEOPLE PLAN

Our People Plan for 2025-2030 has been created with input from across our workforce and trade union partners. It describes our hopes, ambitions, and the steps we need to take to continue to build a CTM that we are proud of and where everyone can thrive. We want our People Plan to provide a sharper focus, through a more robust list of people priorities, all enabled by practical, deliverable actions.

Throughout March and April 2025, we had the opportunity to speak with over 550 frontline staff and leaders, through a variety of site visits, team meetings and engagement sessions. We asked you to share what matters most to you and what we need to do in the next five years to bring our vision for a great CTM to life. We have also drawn upon the wealth of information from the 2024 Staff Survey, 3,560 staff responses, in addition to internal and external evidence reviews. Relevant strategy, policy and planning frameworks were also taken into consideration, including the Ministerial Advisory Group report on NHS Wales Performance and Productivity. Our sincere thanks go to all who have engaged in the People Plan's development so far.

What we heard from you is that, when we are at our best, CTM feels like family. This sense of community sets us apart from other organisations and is what keeps many of us working here. We are welcoming, friendly, team-oriented and connected to one another. We regularly go above and beyond our duties and we unite to deliver extraordinary things for our patients. We heard a consistent theme about dedication to your immediate team and the unwavering passion for providing the best possible care. You shared incredible examples of the difference we are making for patients and communities, even under immense pressure.

You also described examples of great managers who have made an impact on your experience at CTM. These stories shared some common ingredients; visible, approachable leaders and managers, who provide you with clear direction, understand you as individuals, keep you well informed and instill hope and reassurance even when things are difficult.

'I absolutely love being a nurse. I'm proud of the care I and my colleagues give. We are under immense pressure every single day but support each other in and out of work.'

'CTM is like a family. The camaraderie is brilliant. Your team lifts you and you take that home with you.'



However, we also heard your frustrations about cumbersome processes, policies and systems that hinder rather than help. You want things to be simple and user-friendly, with better equipment, estates and facilities, allowing you more time to focus on what truly matters.

You expressed the need for managers who coach and develop you, who recognise everyone's contributions, connecting you to the wider organisation and who make tough prioritisation decisions about what is feasible. Many staff are tired and in need of rest and respite, yet pressing workloads and competing priorities continue to be an issue. And, while CTM's sense of family is something to be proud of, it can also mean we sometimes shy away from having challenging conversations with one another. We also heard the need to reduce inequities between teams and to continue to strive for fair, consistent, and inclusive treatment across CTM, making sure everyone feels that they belong within CTM and can voice their ideas and concerns.

To address this feedback, our People Plan has been built around four core themes that require focused attention. These four themes are:

1. Getting the Basics Right;
2. Great Management and Leadership;
3. Building an Inclusive and Healthy Environment;
4. Modern Workforce - Skills for the Future.

Each theme will be supported by a People Promise, which sets out our overarching ambition, and a delivery plan, alongside our local Staff Survey action plans, which are tailored to each area of our organisation. There is little within our People Plan that could be described as new or radical, but we are confident, based on the best available evidence, that these actions will make a difference.

Our People Plan is rightly ambitious – but we know it is achievable if we work together.

“I want to stop having to fight IT systems and complicated policies and processes. Less time on tick-boxes means more time could be spent with patients and families”

“We need to give staff hope and reassurance. The media often paints the NHS as a ‘broken’ system and this takes its toll.”






OUR PEOPLE PROMISES

1. GETTING THE BASICS RIGHT

Everything within our People Plan is underpinned by **getting the basics right**. We know that time is precious. By reducing the amount of effort required to navigate processes and systems, we can help our people to deliver their very best where it matters most.

Our People Promise - what this means for you:



-  We will strive to provide you with modern, reliable IT systems and well-maintained facilities, making your working day easier and more efficient.
-  We will have simple policies in one place, and provide you with access to meaningful information and effective communications.
-  We will simplify bureaucracy, allowing you to dedicate more time to what truly matters.



2. GREAT MANAGEMENT AND LEADERSHIP

The second core theme in our People Plan is to enable and ensure our people experience **great management and leadership**. With the right leadership, we believe that everyone can flourish.

Our People Promise - what this means for you:

-  Everyone in CTM has a great line manager, ensuring you feel supported and inspired to perform at your best.
-  Our line managers have the tools, time and development to create an empowering environment for their teams, by knowing them as individuals, setting clear expectations and having regular and effective conversations about the things that matter.



3. BUILDING AN INCLUSIVE AND HEALTHY ENVIRONMENT

Our third theme is to build **an inclusive and healthy environment**. The NHS was built on the principles of social justice and equity, yet we know this is not always the lived experience for some groups of staff.

Our People Promise - what this means for you:

- ✔ An environment where you can belong, where every voice is heard, every contribution is valued, and where you feel accepted for the difference you make.
- ✔ We look after each other, but we also hold each other to account for our actions and behaviours, learning and rebuilding from mistakes.
- ✔ Together, we make CTM a workplace to be proud of.



4. MODERN WORKFORCE – SKILLS FOR THE FUTURE

Finally, we know we need to enable a **modern workforce**, with **the right skills and resources** to meet both the challenges of today and of the future. We know that workload remains a pressing concern for many. We also know that delivery of care is changing. Our efforts need to focus on moving care from hospitals to the community, shifting from treatment to prevention, embracing new forms of technology, and working more collaboratively with other Health Boards within our region. This will require all of us to work differently, increasingly in multi-professional teams and with more varied roles.

Our People Promise - what this means for you:

- ✔ Our services are appropriately resourced to meet the needs of our population and we offer modern, flexible and fulfilling career paths and adequate rest and recovery measures.
- ✔ Everyone is supported to learn, grow, and get ready for what is next - so the whole of CTM is prepared for the future.



DELIVERING OUR PEOPLE PLAN

Getting the basics right

Our ambitions for CTM's People Plan depend on strong foundations. In a better CTM, we will strive to deliver modern, reliable IT systems and equipment that all work well together. We will be able to reduce reliance on paper and will only need to input the information we need to capture once – simply, quickly and easily. We will do things once for CTM, wherever practical, to reduce duplication of effort. Our policies and processes will make things easier, rather than more confusing. And we will strive to have an improved estate and sufficient facilities for staff.

'I love my job but I'm so very tired of not being given what I need to do my role safely and effectively.'

'A good day is one in which the basics are right- I can park, the computer switches on first time, and I get a break.'

To get the basics right, by 2026, we will:

- Create more concise, user-friendly and easily accessible people policies and procedures, simplifying forms and streamlining administrative processes;
- Make it easier for you to contact the right support teams, so that you can get the help that you need quickly and efficiently through accessible, credible and expert people services;
- Review our recruitment and selection approaches to speed up vacancy filling. Embed fair, efficient and inclusive vacancy filling processes, underpinned by improved automation and process simplification, helping to address staff shortages;
- Review and streamline our Core Learning offer, removing requirements that are not adding value to free up your time;
- Explore opportunities with Welsh Government to enable a fair and consistent approach to protected time for learning and professional development;

- Review our internal communications mechanisms and channels to ensure we get the right messages to you at the right time;
- Introduce a coordinated room booking system and process across the whole CTM estate to make organising ourselves easier;
- Reduce the number of meetings and volume of emails, which can often feel overwhelming. We will ensure meeting invites have a clear purpose and agenda, make 25/ 55-minute meetings the default and actively plan breaks into longer meetings encouraging staff to get up and walk about;
- Reduce bureaucracy and simplify our governance frameworks, so that reporting lines and accountabilities for effective and empowered decision making are clear and understandable;
- Review options for car parking facilities/ active travel. We will look at innovative and creative solutions, and encourage staff to consider different commuting options;
- Review our estates footprint, considering the Acute Clinical Services Plan and aspirations within the Fatigue and Facilities (F&F) Charter. We will highlight any facilities and estates requirements through the financial planning process, prioritising capital investment accordingly.



Between 2027 and 2030, we will:

- Take steps towards delivering modern, reliable IT systems that talk to one another, enabling us to input and access meaningful information simply, quickly and easily;
- Influence the design and successful implementation of the new ESR2 (Electronic Staff Record) system, with a focus on the end-user so it is accessible and easy to navigate, improving workforce data and reporting;
- Complete the roll-out, evaluation and continued improvement of all of our people policies and procedures, ensuring all policies are in the new simple, streamlined format.

Great Management and Leadership

We have heard your feedback that having access to great management and leadership is not a ‘nice to have’ - it is essential. Our line managers are vital to how we feel at work and to our ability to provide high-quality clinical services, and we need to set them up for success.

There are already many examples of inspirational and impactful managers and leaders across CTM. Our challenge is to ensure that all our managers are given the skills and time to effectively lead and manage their teams, so that all our people are supported to perform at their best.

To deliver this ambition, by 2026, we will:

- Develop a new line management induction programme, recognising the critical influence that direct line managers have on employee engagement;
- Develop a bite-size learning and development offer for line managers. This will include modules on our key people policies and processes, plus a focus on core skills such as having difficult conversations;
- Create appropriate support mechanisms for managers and offer a safe space for advice, reflection, and challenge. This will include signposting to existing resources, establishing peer networks of managers and developing proposals for a coaching community;
- Promote our targeted management support offer, which includes bespoke interventions for teams that are struggling;
- Enable clear communications routes from the Executive Leadership Team, to ensure all managers are clear on our long-term vision for CTM and feel equipped to regularly talk about this with their teams.

Between 2027 and 2030, we will

- Radically improve our change leadership capability, ensuring managers and leaders at all levels feel equipped to successfully lead their teams through change;
- Review and benchmark how many direct reports managers have across CTM, to ensure an effective and efficient management structure;

“
‘Effective leadership must go beyond visibility- coaching, staff recognition and transparent decision-making are essential for building trust.’
”

“
‘We need to set our managers up for success. Great management cannot be the exception to the rule- it is essential.’
”

- Create a clear view of what we expect from line managers in CTM, including a review of job design/ job planning and objectives;
- Review our recruitment and selection processes into management roles;
- Complete the roll-out, evaluation and continued improvement of our management learning and development offer, reaching all managers in CTM;
- Continue to embed great Leadership, through the completion and evaluation of our Inspire (Leading Systems) programme, and the development of a revised learning offer for Ignite (Leading Self) and Aspire (Leading Others) programmes.

Building an inclusive and healthy environment

We know that you want to feel safer to speak up, and to feel heard when you share ideas, suggestions, and concerns. You also want to see that timely action is taken to address feedback, without fear of repercussions.

You want to see our Values consistently embedded in everything we do. And you want to see a fairer and more inclusive CTM, where we tackle bullying, harassment, discrimination and bias. Tackling these issues is crucial to fostering a safe and respectful workplace, where all staff feel heard and supported, including when something goes wrong, and where everyone's contribution is recognised.

To enable this, by 2026, we will:

- Raise the bar on our behaviours and bring our Values to life, by clearly articulating our expectations under each of our Values and actively holding one another to account for living up to these;
- Develop an environment where we all feel safe and confident to call out inappropriate behaviour. We will implement well-defined, easily accessible reporting routes, including anonymous reporting channels, and ensure that concerns are met with support and action;
- Develop our commitment to an anti-racist CTM, in line with our Workforce Race Equality Standard (WRES) objectives. This will start with awareness training for CTM's Board members and the roll-out of mandatory Anti-Racism e-learning for all staff;

'We need to act on and learn from issues when they arise, not wait and hope it goes away.'

'Individual success is nice, but a sense of team success creates a real buzz.'

- Support our people through sickness, helping them to successfully stay well and return to work. This will be enabled via easily accessible and proactive Occupational Health and Wellbeing services, ensuring expert guidance is readily available;
- Review and evaluate our reward and recognition schemes, ensuring that achievement and contribution are valued at both a team and individual level, long service is recognised, and that we actively provide feedback and celebrate success.

Between 2027 and 2030 we will:

- Actively tackle the diversity gap in entry into disciplinary and casework proceedings, and in appointments and progression, ensuring a fairer CTM;
- Understand and reduce our pay gaps year-on-year, with an initial focus on reducing our gender pay gap in 2026, before moving our attention to piloting ethnicity and disability pay gap reporting from 2027 onwards;
- Continue to develop, enable and effectively communicate evidence-based health and wellbeing lifestyle choices for our people, including the provision of staff vaccinations, healthy food choices, sleep, hydration and activity levels.

Modern workforce - Skills for the Future

Delivering our People Plan relies on having people with the right skills, in the right place, to deliver the current and future health and care needs of our population. Outside of work, people are increasingly used to interacting digitally via high-quality apps and chatbots, and we are not keeping pace with this. We know we need to embrace digital transformation and artificial intelligence (AI), alongside moving care from hospitals to the community, maximising opportunities for regional collaboration, and shifting from treatment to prevention. This will provide us all with the opportunity to work differently.



We have also heard your feedback that workload continues to be an issue and that you need your teams to be resourced appropriately and vacancies to be filled quickly. You want to have time for development, greater transparency about opportunities to grow in CTM, and more flexibility about how to do your work. We heard examples of people joining bank rotas, becoming locums, or leaving CTM all together, and we know that if we do not take radical action to become a modern and flexible employer, we risk continuing to lose good people.

We know we need to build flexibility into our ways of working and create capacity for you to develop, by reviewing the number and experience of staff working in different settings; developing more advanced and extended clinical roles and providing more clarity on career pathways within CTM.

To achieve this, by 2026, we will:

- Enhance and expand our lateral moves scheme, to support flexible working and aid retention;
- Address key skills shortages, reducing our reliance on locums, agency and overtime. We will fill pressing gaps and develop sustainable future pipelines in key areas such as Emergency Medicine, Stroke and Endoscopy;
- Review inconsistencies in our shift pattern arrangements, to ensure our people have fair and sufficient rests and breaks away from work. Our initial focus will be on our nursing, midwifery and HCSWs;
- Through digital enablement, transform the way we deliver patient contact, with less reliance on paper systems;
- Remove silo working within and across our Care Groups and review the effectiveness of our new structure;
- Overhaul the quality and accessibility of our workforce data and embed establishment controls by Care Group, to manage and monitor the staffing structure within each area and ensure our services are appropriately staffed;
- Track workforce productivity and enable efficiencies via our Savings Delivery Programme, including a reduction in the reliance on agency workforce, to enable investments where they will have the biggest impact;
- Evolve our flexible and hybrid working offer, giving staff more choice (wherever possible) over when, where and how they work, to improve work-life balance, productivity, job satisfaction and retention.

“*We stay on unpaid to manage our workload- datix, liaising with GP for end-of-life patients, getting antibiotics for someone you visited at 3pm. These things cannot wait.*”

Between 2027 and 2030 we will:

- Develop long-term workforce plans so that we fully understand our staffing needs and are properly prepared for future trends and risks. This work will consider the current and future shape and skills of our workforce, and how we maximise opportunities to attract, recruit, retain and develop talent;
- Work together as one CTM, to consider the wider impact of our workforce plans, ensuring alignment across our whole system. Our workforce plans will be co-produced from primary to secondary care, across services, Care Groups and professional groups, and with input from our partners. They will consider our skills and Welsh Language requirements so that we have people with the right skills in the right place to support our population;
- Make it easier to understand the full variety of future career options available to you, and the skills and development required to get you there, via publishing clear career pathways;
- Review our entry points into CTM (apprenticeships, internships, work experience), and our partnership engagement, to ensure these opportunities support our long-term workforce planning ambitions;
- Accelerate the design, development, and implementation of regional collaboration opportunities, including Llantrisant Health Park (LHP) in the immediate term (2025/26), introducing multi-disciplinary teams who have the skills to design and deliver cutting-edge diagnostics and treatments, improving patient experience and reducing hospital stays;
- Work with our Board to enable strong regional relationships beyond CTM boundaries. Develop our leaders to spot opportunities for wider collaboration, moving increasingly from a ‘One CTM’ approach, to a ‘One Region / System’ approach;
- Enhance the use of artificial intelligence (AI) and robotics to improve efficiency, assist with diagnostics and streamline processes. Prepare our people with the skills they need to work effectively alongside new technologies and complete everyday tasks in a different ways, freeing up your time to focus on other activities.

“
‘Our career paths need to better consider people’s experience and skills and help them move around CTM. There is so much we can offer.’
”

GOVERNANCE

Our People Plan will be governed through a structured and transparent framework, with regular staff updates on progress. Accountability for delivering outcomes is cross-cutting and must sit at all levels of CTM, however progress will be formally monitored via [CTM's Strategic Development Committee](#).

Each of the four core themes will be supplemented by a detailed delivery plan, with named action owners, timelines, and success measures.

We will ensure there are regular opportunities for staff input and will formally refresh and revise the People Plan on an annual basis, in consultation with our workforce. Ongoing discussion between CTM leadership and trade union partners will take place via regular updates at [Local Partnership Forum \(LNC\)](#) and the [Local Negotiating Committee \(LNC\)](#).

We recognise that our People Plan will need to adapt through its 5-year lifecycle and will learn, innovate and improve based on evolving staff needs and evidence of what works.



SUCCESS MEASURES

To determine the success of our People Plan, and enable us to course-correct and identify new actions, we will track several key workforce metrics and indicators.

Our success measures include quantitative data, such as our vacancy and retention rate, diversity pay gaps, sickness absence rates and casework statistics, in addition to more qualitative data sources, such as our Staff Survey results, regular pulse checks, feedback from staff and Trade Union colleagues, and the stories we tell one another about how it feels to work at CTM.

Our full list of success measures can be accessed [here](#).





GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board

Stay involved in the conversation

Hearing your feedback is crucial. We'll keep talking regularly about our People Plan topics. We'll also update you on the progress of the listed actions.

To find out more, or if you would like this information in a different format, please contact ctm.employee-experience@wales.nhs.uk

