

The Development Bank of Wales
People strategy

2020-2023

Contents

Overview	3
Our brand family	4
Context	5
Strategic aim	6
Attracting talent	7
Performance	8
Wellbeing	9
Culture and values	10
Development and engagement	12
Delivering this strategy	14

“

*We believe our colleagues are our most important asset. As a growing business we will ensure we continue to **recruit, retain and develop** our colleagues, positioning ourselves as an employer of choice.*

”

Overview

The Development Bank of Wales launched in October 2017. The DBW Group consists of the Development Bank of Wales Plc, FW Capital Ltd and a number of subsidiaries. The core focus of the Development Bank is to deliver the Welsh Government objectives to help build an economy based on strong foundations, to supercharge our industries of the future and to empower all of our regions to become more productive.

We come to work to help to make Wales a better place to work, live and do business.

We did not have a standing start; we had the advantage of building on 17 years' experience of our predecessor Finance Wales. This meant we built on the culture, values and experience of a dedicated workforce with a strong track record of delivering for our regions.

To achieve these important goals we require dedicated colleagues who are motivated to deliver our vision. In order to attract this talent, we recognise we need

a culture and environment in which our colleagues can thrive and learn. We pride ourselves on offering a personal service to businesses across Wales and our objective is to develop high quality online services whilst continuing to offer personal face to face support.

We also have to remain competitive and so over the coming years we will undergo a transformation to become a development bank for the digital world.

This strategy sets out our approach to develop and build our capability to deliver our vision and unlock potential in the economy of Wales and the regions. This is carried out by increasing the provision of sustainable, effective finance for micro-to-medium businesses. We are a unique resource for Wales, creating long-term value, enhancing a dynamic, competitive Welsh economy.

The strategy covers three years to 2023 and sets out our commitments to create a work environment that is recognised as an employer of choice.



Our brand family

The DBW Group provide loans and equity investments across Wales. We also have the capacity and expertise to support the economy by delivering other investment services and financial administration.

These are carried out in Wales and elsewhere in the UK by the Development Bank and a number of our other businesses.

Development Bank of Wales

Our mission is to unlock potential in the economy of Wales by increasing the provision of sustainable, effective finance in the space between the demand and the market.



Angels Invest Wales (AIW)

AIW is focused on enabling, co-ordinating and supporting angel investment activity across Wales.



FW Capital

FW Capital is the Development Bank of Wales Group’s FCA authorised fund management arm and operates primarily in the North of England.



Economic Intelligence Wales (EIW)

EIW is a collaboration between the Development Bank, Cardiff Business School, and the Office for National Statistics providing specific research focus on the demand and supply of finance for Welsh SMEs.



Help to Buy-Wales

Launched in 2014 by the Welsh Government, the Help to Buy – Wales scheme supports the purchase of new build homes across Wales.



Self Build-Wales

Launched in 2020 by the Welsh Government, the Self Build Wales scheme supports people who want to build their own homes across Wales.



Context

HQ

Wrexham office opened in 2018

50%

total growth of workforce in our first few years

Whilst we have the privilege of delivering our mission to create a better Wales, we recognise we need to compete with the wider market to attract talent. We do so by offering colleagues an attractive reward package which includes competitive salaries and incentives, excellent development opportunities and flexible working.

Full list of rewards and benefits. ▶

Our offices present a modern, bright and collaborative environment. Colleagues are continually engaged through forums, structured events and varied social activities throughout the year. We are proud that each year our colleagues raise significant sums for charities by organising and participating in numerous challenges and events.

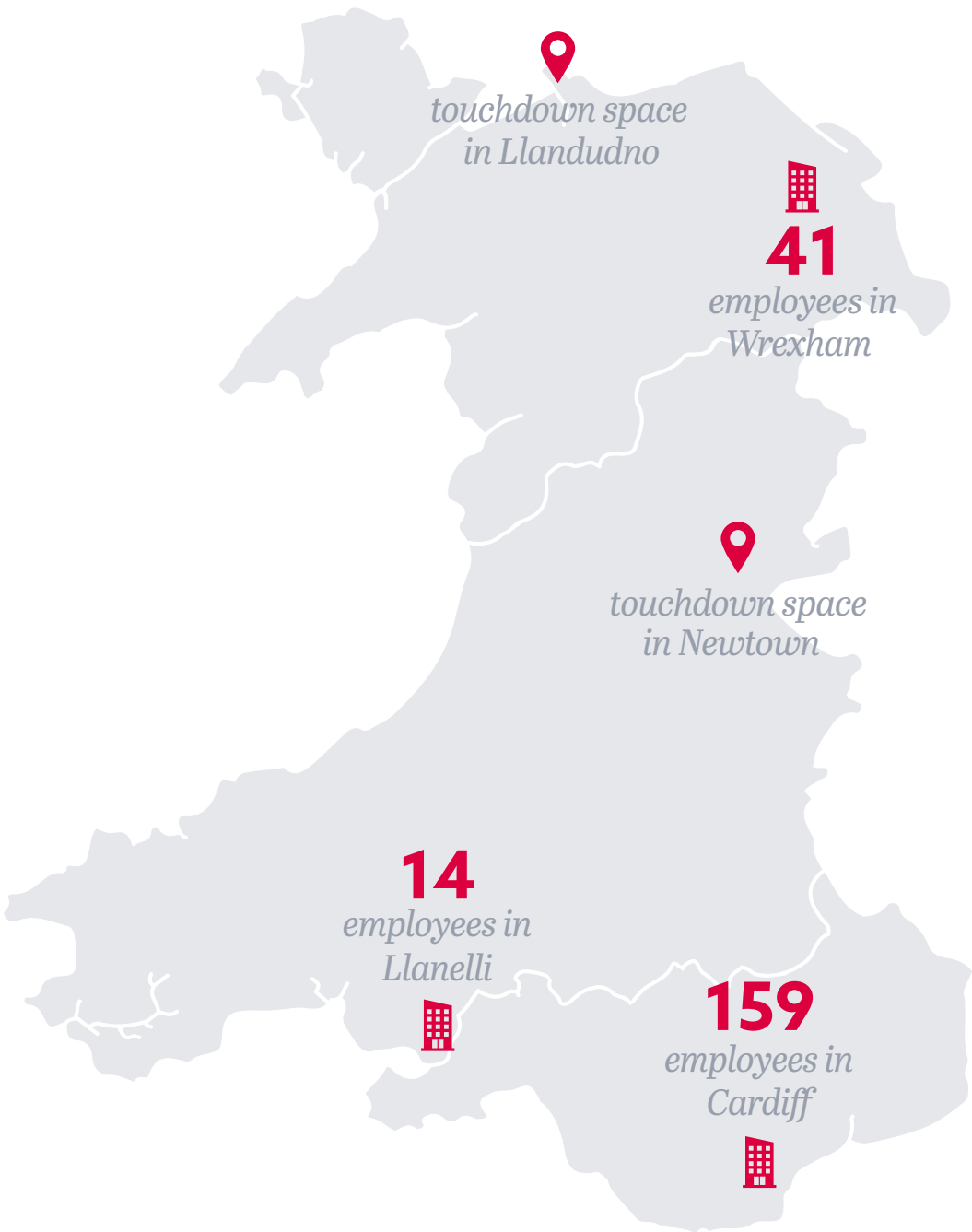
“ This is an organisation with the customer at the heart of the business model and where our own team has a voice. **It’s a great place to be and I’m proud to be a part of it.** ”

Our goal through this strategy is to share our vision of an inclusive organisation which achieves great things for Wales and the other regions it operates in, whilst being an inspiring and fun place to develop and work.

One of our greatest strengths of the DBW Group is the professional yet familial atmosphere that has been created over many years. Maintaining and building upon our innovative and friendly culture is at the core of our People strategy.

We have a presence in all parts of Wales through our offices in Wrexham, Cardiff, Llandudno, Llanelli and Newtown. FW Capital has offices across the North of England.

The economy and the world of business is experiencing significant change and the DBW Group needs to continue to evolve alongside this. The comprehensive transformation programme will ensure our colleagues are equipped and prepared for this change through training and the provision of IT to operate effectively. We see this transformation as a continuous process as technology evolves.



and 32 employees in the North of England

Strategic aim

Our strategic aim is to become an employer of choice by

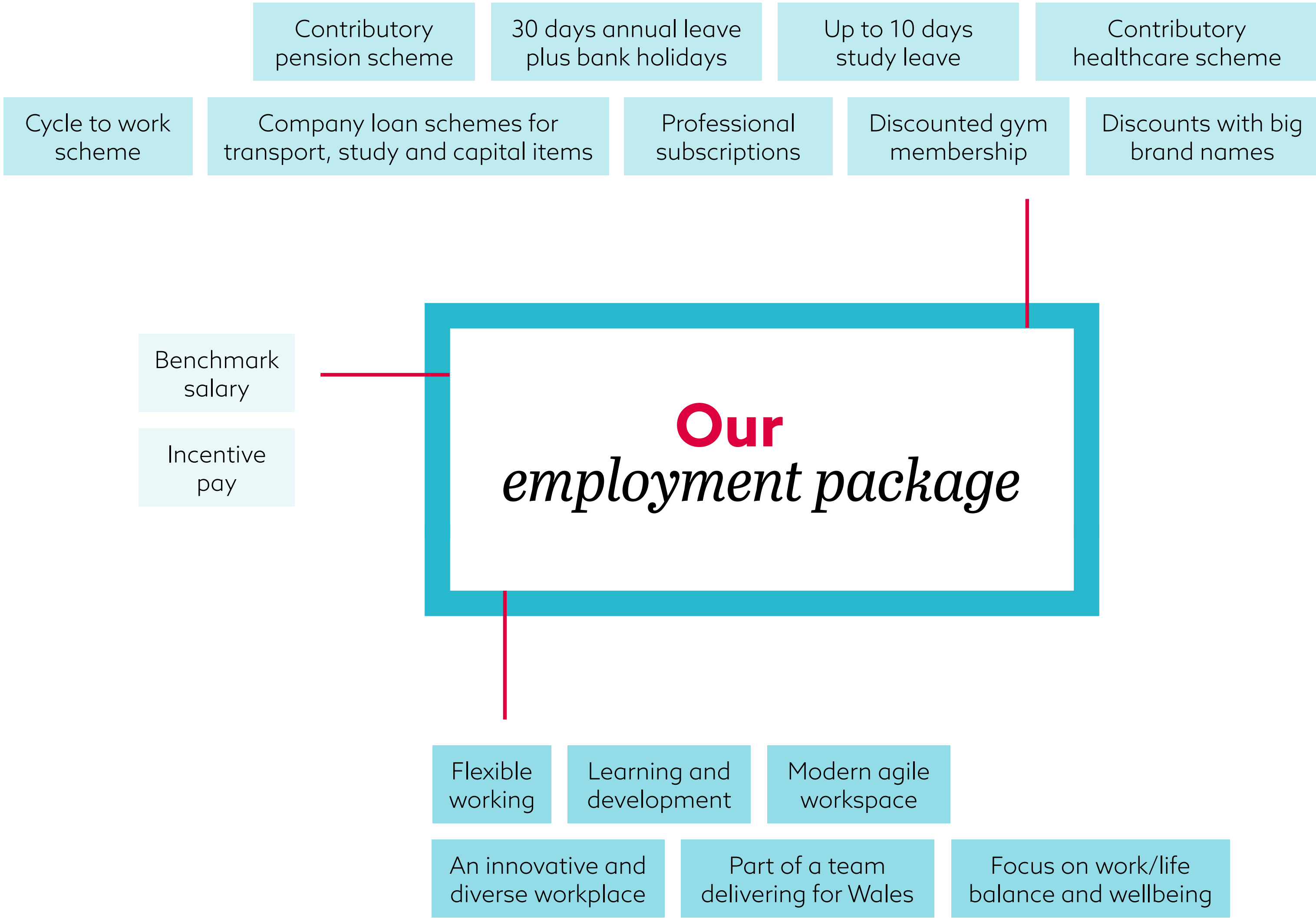
- Attracting and developing talent
- Offering an attractive and competitive employment package
- Continuously developing a workplace that promotes physical and mental wellbeing
- Working in partnership, being a responsible business and acting in an open and transparent way
- Being a place where colleagues can enjoy work, developing to their full potential
- Creating an innovative and diverse organisation who deliver for Wales
- Enabling us to take full advantage of the opportunities offered through digital transformation
- Fostering an inclusive and truly diverse organisation
- Meeting our requirements to deliver our services in Wales through the medium of Welsh

Attracting talent

Our pay and benefits are continuously benchmarked with private sector peers. However, we recognise that there is much more to work than just the salary, which is why we strive to offer a work environment and a comprehensive range of benefits aimed at delivering a rewarding and enjoyable place to work develop and grow.

Find out more about our employment package. ▶

“We work hard, we pull together and we support those around us.”



Performance

We take pride in delivering for our stakeholders, customers and the regions within which we do business. To do so we have a structured performance management process which drives delivery of our goals and is based on supporting our colleagues to thrive and grow.

We believe it is essential that our colleagues understand what is expected of them, and to achieve those goals they need to be motivated, have the necessary skills, resources and support and to enjoy their work.

Individual and team goals are aligned to the strategic goals and values of the organisation. We review and assess progress on an ongoing basis.

Our competencies are confident leadership, business focus, working together effectively and personal effectiveness, so that we operate in line with our company values.

Learning and development reviews also take place to ensure we are providing the very best training, mentoring and support.

Our incentive scheme is aligned to both organisational and individual performance. Twice a year we bring together colleagues from across the organisation to discuss the upcoming priorities for the DBW Group, gather feedback and ideas and network.

“ I love the fact that I am working with a team at the Development Bank that **shares the same values and customer relationship ethos as myself**; we genuinely benefit from a positive cando attitude. ”

Our performance process:



Wellbeing

Supporting our colleagues’ physical and mental wellbeing is central to them feeling engaged and reaching their full potential. As an employer, we create and promote a workplace environment that supports and promotes positive physical, mental and social health, wellbeing behaviours and activities for all colleagues. We have provided free fruit, shoulder massages, flu jabs, yoga and blood pressure checks and will continue to do more for our colleagues’ wellbeing.

We are committed to ensuring a happy and healthy working environment.

We also have an Employee Assistance Programme (EAP) which specialises in supporting colleagues’ mental and physical health and can help in their return to work. In addition, there is a contributory healthcare scheme that colleagues can sign up to, as well as mental health first aiders. The mental health first aiders are colleagues who have volunteered and have been trained to be a point of contact for other colleagues to access the help they may need.

“The environment is agile, colleagues are supportive and the culture is open and transparent.”

Creating a happy and healthy working environment:



Culture and values

The DBW Group exists to deliver a better future for our communities and country. Many of the new products and services provided by us came from ideas put forward by colleagues. These services and funds are often a first for Wales and lead the UK in terms of how to deliver sustainable support to businesses.

We live our values of working in partnership, being a responsible business and acting in an open and transparent way. We maintain a sense of belonging and high-trust atmosphere, where colleagues can be creative and their efforts recognised.

We strive to be open, inclusive and embrace diversity, creating a culture where colleagues feel respected and safe. Our ambition is to have a workforce which is truly representative of the people in our regions.

We strive to create a wholly inclusive organisation. We are accredited with a Chwarae Teg silver award and will be working towards accreditation with Stonewall and the Corporate Health Standard to ensure we minimise any perceived barriers to applications or progression.

Values

Open

Transparent and accountable, a free exchange of ideas, listening to our customers and stakeholders, keeping them at the heart of what we do.

Responsible

Sustainable, effective finance, working alongside the private sector. Strong governance and oversight.

Partnership

With customers, the Welsh Government, co-investors and stakeholders. We believe that working together can bring about real, lasting change.

“There’s a real heart to the organisation. Every year colleagues pull together to raise money for great charitable causes.”

Culture and values

Welsh Language

The Welsh language is an important element of the culture of Wales. As such we are committed to the promotion and use of Welsh across our organisation. To that end we are accredited by the Welsh Language Board and are working with companies such as LinguaSkin to ensure our processes such as our careers application process welcomes our Welsh applicants in an equal and inclusive way. We provide support for training to learn Welsh aligned to the needs of the business. We are developing specific tailored training and development focused on further improving diversity.

Smart Working

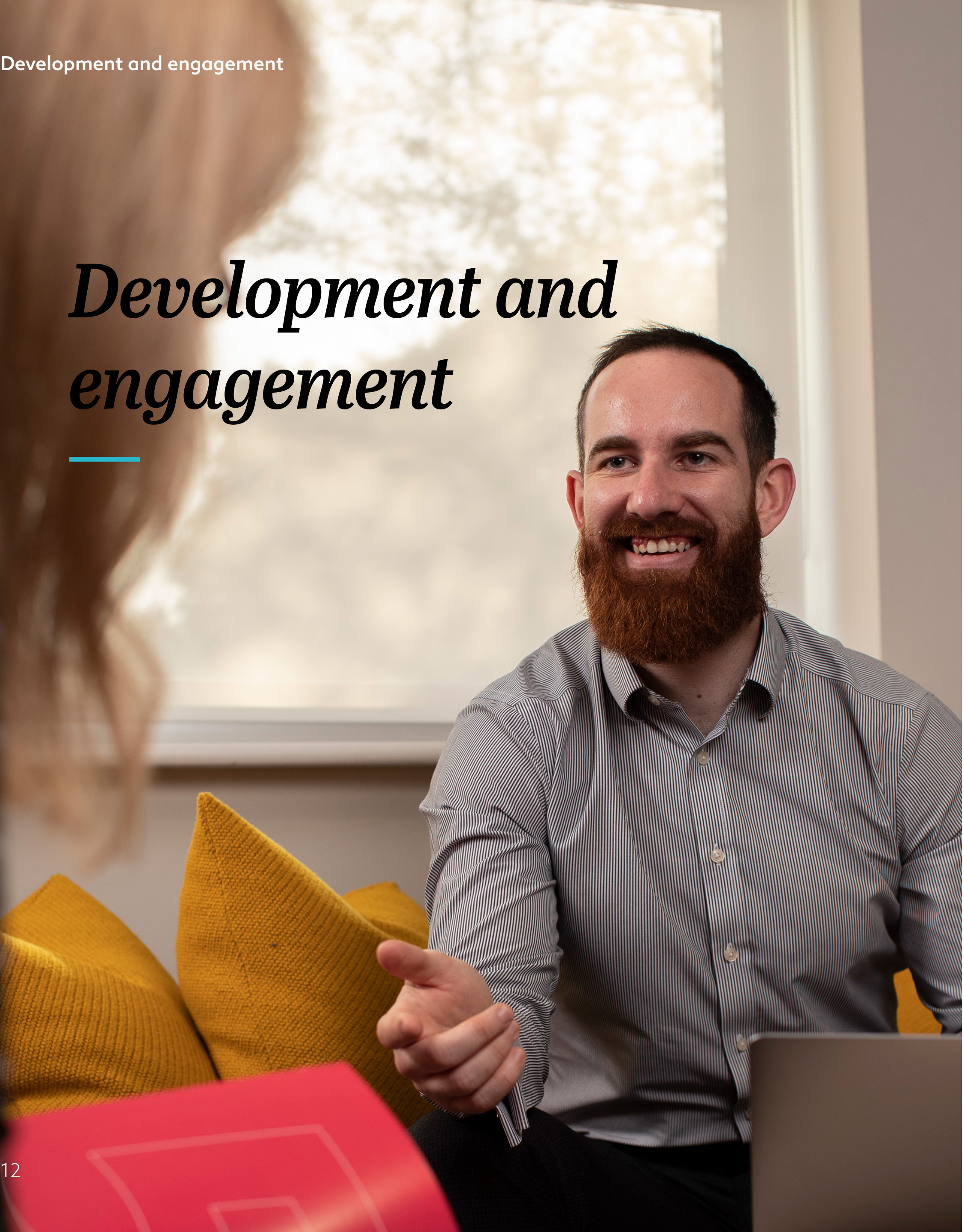
Our office spaces and culture are designed to promote a smarter working environment. We encourage colleagues to adopt a working pattern that fits in with their circumstances, this may include flexible hours, locations and workspace.

Smarter working also positively impacts the environment with a reduced number of work related journeys. This is particularly pertinent in light of our response to the Covid-19 pandemic which has seen a major transition across our organisation to remote working. We implement our projects in a dynamic, inclusive and collaborative way – delivered with PACE where they are productive (energetic, dynamic), agile (momentum, lithe, spirited), comprehensive (accurate, inclusive, rigorous) and efficient (decisive, economical).

We look to support innovation, motivation and an inquisitive approach. We believe work must be balanced with other life priorities. Each year our colleagues vote to choose the charity we will support, and we encourage colleagues to continually ‘do their bit’ through various events and activities. Our purpose is to benefit Wales not just through our organisational objectives, but also as the people of Wales.



Development and engagement



We want our colleagues to achieve their true potential and a major part of our offering is a commitment to developing the skills and careers of everyone who works with us.

We help our colleagues realise their potential and invest in developing them to build and enhance their ability to deliver the very best products and services for our customers.

Development needs are identified through regular development reviews alongside corporately driven learning needs identified by us. We have a continuous learning environment. We deliver training in a number of ways including; on the job training; face-to-face; online; coaching and mentoring; further and higher education courses and through daily updates. Put simply, we invest in our colleagues.

In addition to individual development needs, areas of focus for all colleagues include:

- Relevant experience to undertake their roles
- Relevant professional qualifications
- Compliance training
- Senior managers regime
- Equality and diversity training
- Welsh language skills
- Training linked with introducing digital transformation
- Our writing skills/tone
- Career pathways
- Dignity at work

Development and engagement

We are committed to supporting the continuing professional development (CPD) of those with dedicated professions by funding professional membership fees and funding appropriate courses, as well as encouraging attendance at peer networks. We want to grow our colleagues to be able to contribute to the success of Wales.

During the period of this strategy, we will develop career pathways across our teams to deliver a structured approach for colleagues to gain relevant experience and progress with us. In doing so, we are able to support our colleagues to keep developing for the company, for their team, but most importantly, for themselves. This focus on each colleague specifically is the driving factor to the success for us as a whole.

We develop our leadership through coaching, mentoring, leadership courses and training workshops.

Our office space is bright and open planned, without hierarchy and our approach is collaborative and open.

Over 40% of all funds under management have originated from an employee idea – with us, your ideas can really make a difference to bring us a step closer to better support the growth of our economy.

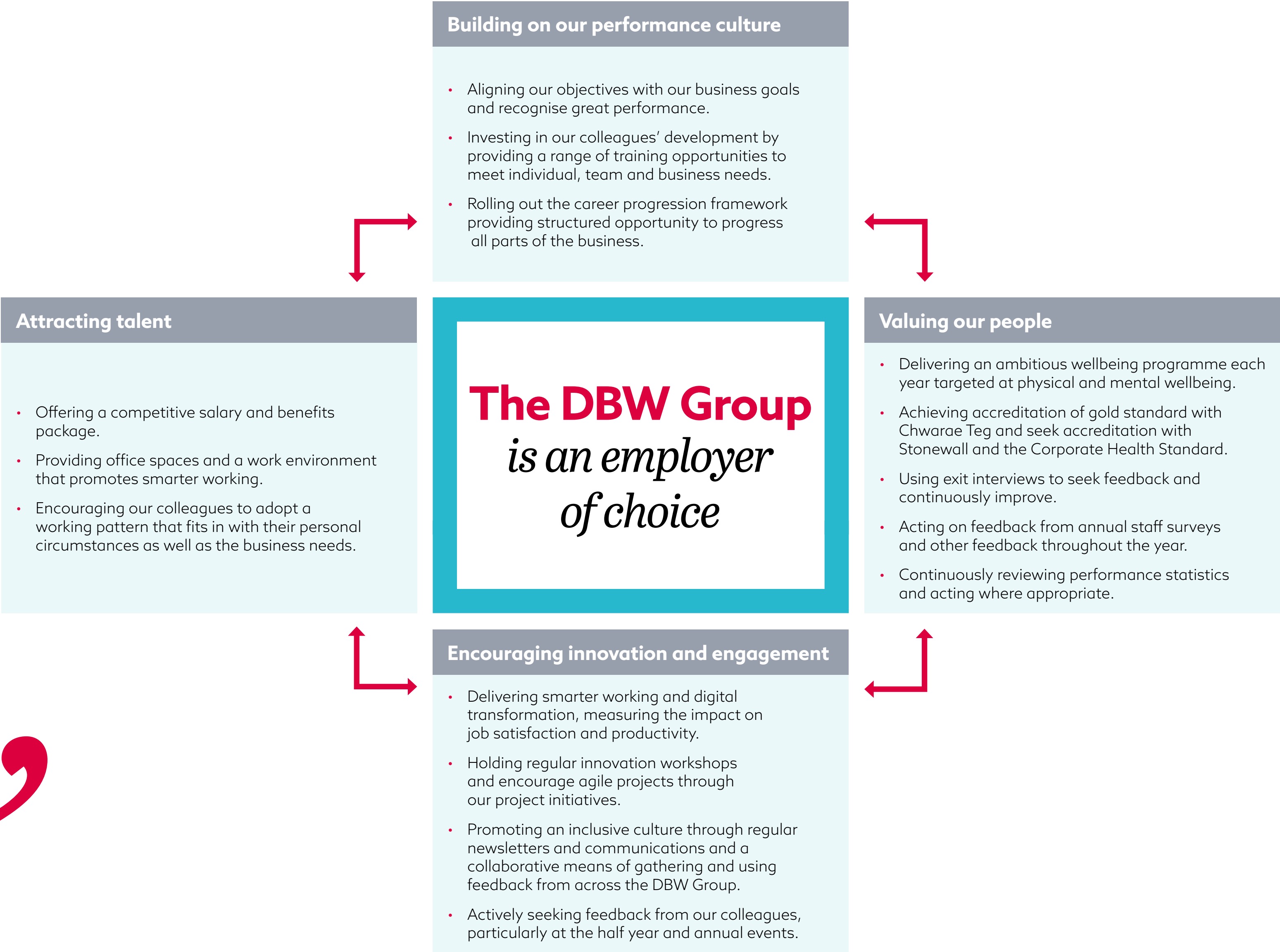
We are committed to working in partnership with our colleagues, dealing with challenges using a team-based approach with a structured method of putting forward ideas.




Delivering this strategy

The vision set out in this document will form the basis of the targets we set our ourselves each year. These will be agreed with the Board and progress to date and the annual objectives shown in our annual operational plan.


“From negotiating terms and conditions to preparing investment reports for credit sanction, **I have gained a wealth of experience that enables me to support a range of businesses across different sectors with funding that is both timely and flexible.**”





Banc
BANC DATBLYGU CYMRU
DEVELOPMENT BANK OF WALES

bancdatblygu.cymru
developmentbank.wales



Cronfa Datblygu
Rhanbarthol Ewrop
European Regional
Development Fund

Development Bank of Wales Plc (Banc Datblygu Cymru ccc) is the holding company of a Group that trades as Development Bank of Wales. The Group is made up of a number of subsidiaries which are registered with names including the initials DBW. Development Bank of Wales Plc is a development finance company wholly owned by the Welsh Ministers and it is neither authorised nor regulated by the Prudential Regulation Authority (PRA) or the Financial Conduct Authority (FCA). The Development Bank of Wales has three subsidiaries which are authorised and regulated by the FCA. Please note that neither the Development Bank of Wales Plc nor any of its subsidiaries are banking institutions or operate as such. This means that none of the group entities are able to accept deposits from the public. A complete legal structure chart for Development Bank of Wales Plc can be found at **developmentbank.wales**.