



People Strategy

The National Library of Wales



1.1 Introduction

The People Strategy and the Workforce Development Plan have been developed to support the Library’s mission and strategic themes as noted in the current Strategic Plan for 2017-2021. The Strategic Plan makes a clear statement about how the Library values and treats its workforce and the culture it wishes to foster to enable everyone to achieve and maintain excellence in all areas of its activity. This Strategy supports the Library’s key values of ensuring that Wales’ history and heritage is safeguarded for the education and enjoyment of present and future generations and continues to provide a wealth of information about the wider world. It aims to ensure that the Library is an employer of choice, with a culture, policies and procedures that set high expectations, providing also a stimulating and rewarding environment for its employees and where people can conduct their business in either of the two national languages of Wales.

The Strategy recognises that the Library is experiencing a challenging period characterised by decreasing staffing levels, which have fallen 30% over the last 5 years due to reduced funding levels from government. This has resulted in a critical loss of expertise and experience as individual members of staff retire or seek employment elsewhere. However, this Strategy will provide a people-centred framework to guide choices the Library and its staff will face as they seek a successful course through a fluctuating landscape.

Our Vision

Attract, empower and engage our people, cultivating inspirational leadership to realise our ambitions



Our Mission

Provide an excellent customer-focused service, aligned with our strategic themes that place value on our people and enables them to fulfil their potential

Strategic Context

The Library aims to attract, recruit and retain the most able staff across all areas of our work. We aim to ensure continued access to collections and to focus on developing a trusted digital repository.

Our services and activities will reflect what the people of Wales want from us, and we will ensure that the Library makes a positive contribution to the wellbeing of future generations. Our work will thus add value to common goals and outcomes.

1.2 Our 10 People Strategy Aims

1. A commitment to ensuring the success of the National Library of Wales through the delivery of high quality public services for the people of Wales.
2. Establish the Library as a model employer, setting an example for others to follow.
3. Attract and retain the best people by providing a working environment in which staff are valued as the Library's most important asset.
4. Recruit people using rigorous, fair and professional methods.
5. Provide induction and career support to give people the best possible start.
6. Develop people's personal and professional skills and knowledge throughout their careers, providing ongoing support to help them achieve their full potential in the Library environment.
7. Provide our staff with a fair wage and remaining competitive wherever funding levels allow.
8. Embed a supportive culture which is inclusive, positive and fair, where opportunities are open to all, change is well managed and people can lead and are led effectively.
9. Provide an environment in which diversity is valued and equality of opportunity is a reality.
10. Provide an environment which actively promotes health and wellbeing, where people feel engaged.

1.3 Supporting strategies, policies and procedures

Under the umbrella of the overarching People Strategy, the Workforce Development Plan produced following the skills audit articulates the aims for staff development. Our approach also encompasses the Historic Wales Partnership's Skills Strategy.



The annual appraisal scheme provides a formal process for identifying personal development needs and linked closely to this is our JEGS (Job Evaluation and Grading Support) System, which provides an agreed framework for evaluating posts. The Equality and Diversity Strategy together with a suite of other policies, including Capability and Performance, Health and Safety, Code of Conduct, Dignity of the Individual, Stress Management and Internal Communications Strategy, ensure inclusivity and provide suitable workplaces and fair and accessible practices, which are reviewed on a regular basis by the Executive Team, Human Resources Unit and Unions.

The People Strategy is also supported by the Estates Strategy which commits the Library to provide staff with an environment which is comfortable and safe, in which they can flourish.

1.4 Work undertaken to date

In 2018, The Library's Board of Trustees commissioned the development of the Library's first Workforce Development Plan as part of a holistic People Strategy. It was recognised that delivery would occur over a period of time, with a number of work streams initially instigated including the development of a Succession Planning Strategy and a comprehensive skills audit. In addition, the Library plays a proactive role within the skills work stream of the Historic Wales partnership, which has developed *A Skills Strategy for the National Heritage Institutions in Wales, 2019-24*. This work will not only benefit the Library but also the sector as a whole in Wales. The Historic Wales Partnership will also commission the development of a sector wide Succession Planning Strategy during 2019-2020.



1.5 Aims

Four specific Aims have been identified which will provide a framework for the Workforce development plan and enable us to focus activities to meet our strategic goals.

Aim 1	Attract, Recruit and Retain Staff
Aim 2	Development Opportunities
Aim 3	Pay Structure
Aim 4	Values Embedded in Organisational Behaviours

