



Urdd

Urdd Gobaith Cymru
Corporate Plan
2019 - 2022

Vision led - Future ready

Encourage • Celebrate • Innovate



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1. Foreword

Founded in 1922 and with a current membership of 55,000, the Urdd is a unique organisation. As well as excellent residential experiences, the Urdd offers substantial opportunities in the areas of sport and arts as well as humanitarian projects and volunteering work.

To date, over 4 million children and young people have engaged positively with the Urdd. The experience provided has helped nurture their self-confidence, broadened their horizons and has helped them contribute positively to society and their communities.

The Urdd has nurtured generations of young men and women to be positive embodiments of our unique language and culture, to be proud of their country while at the same time being outward-looking citizens of the world.

On the threshold of our centenary, we declare a bold ambition; to extend the reach and impact of our work. This is vitally important if we want the Welsh language to be an integral part of the lives of children and young people in Wales, whether they are Welsh speakers or not. We want every child in Wales to feel that the Welsh language, culture and traditions belongs to them.



2. The Urdd Today

- **10,000 volunteers**
- **308 staff**
- **100,000 competing in the Urdd's sports competitions**
- **47,000 attending the residential centres**
- **68,000 competing in the Urdd Eisteddfodau**
- **60% of all schools in Wales involved with the Urdd**
- **Generates an economic worth of £31m for Wales**
- **£7m capital investment in the residential centres**
- **The voice of our young people is the cornerstone of our movement**
- **Newly established Apprenticeship Department**
- **Ambitious plans to celebrate the the Urdd's centenary**
- **Proposals to implement an International Strategy**

Our volunteers

The Urdd is a voluntary organisation with 10,000 volunteers working diligently to ensure Welsh medium opportunities for children and young people in communities across Wales. Their contribution is vital and by supporting and developing volunteers we are ensuring safe, quality provision and placing the interest of children and young people at the forefront of our activities.

Partnerships

By working together for the benefit of children, young people and the Welsh language, we work to each other's strengths through local, regional, national and international partnerships, we succeed in offering Welsh-medium experiences and opportunities for children and young people throughout the year.

The Urdd and Education in Wales

The support given to the Urdd by teachers and schools in Wales is invaluable. Through the Urdd's enriching experiences, we support their work delivering the 4 Purposes of the Welsh Government's New Curriculum as well as introducing the Welsh language to every pupil in Wales.

3. Aim

The Urdd's aim is to ensure that all the young people of Wales (between 8 and 25 years of age) are given the opportunity, through the medium of Welsh, to develop into rounded individuals, and enable them to play a constructive role in the community, by developing personal and social skills.

Objectives

ENCOURAGE

- To use the Welsh language
- To be part of the Urdd's activities

CELEBRATE

- The success of children and young people
- The unique nature of the Urdd

INNOVATE

- Create new opportunities for our members
- To be the best in the field

External recognition of the Urdd's provision 2018-2019

- Bronze Quality Mark - Youth Work in Wales
- Silver Quality Mark - Youth Work in Wales
- Disability Sport Wales - Ribbon Award
- CIPD Wales, Apprenticeships Scheme - Silver Award
- Shortlist - Apprenticeships Wales Awards - Major Employer of the Year
- Shortlist - Apprenticeships Wales Awards - Foundation Apprentice of the Year
- Welsh Government Youth Work Awards - International Youth Work winners
- 4 Stars Visit Wales - Gwersyll Llangrannog
- Green Dragon Level 3 - Gwersyll Llangrannog
- AALA Certificate - Adventure Activities Licensing Authority
- Adventuremark Certificate - Adventure Activities Industry Advisory Committee
- Accredited employer by the Living Wage Foundation

By 2022 the Urdd will aim to gain the following recognition

- Reliable Charity Award (PQASSO)
 - Gold Quality Mark - Youth Work in Wales
 - Disability Sport Wales - Gold Mark
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4. Our Vision

Leading up to our Centenary Celebration in 2022, our corporate plan sets out our ambition to ensure that more children and young people gain access to our provisions and have the opportunity to use the Welsh language in a positive and social environment.

We aim to nurture their confidence and help them to acquire the skills needed to develop their self-esteem and happiness.

We want the Urdd to be more open and inclusive, ensuring that children and young people of Wales of all social backgrounds have easy access to our work. Our provision will be based on children's rights and will ensure that the Welsh language will flourish.

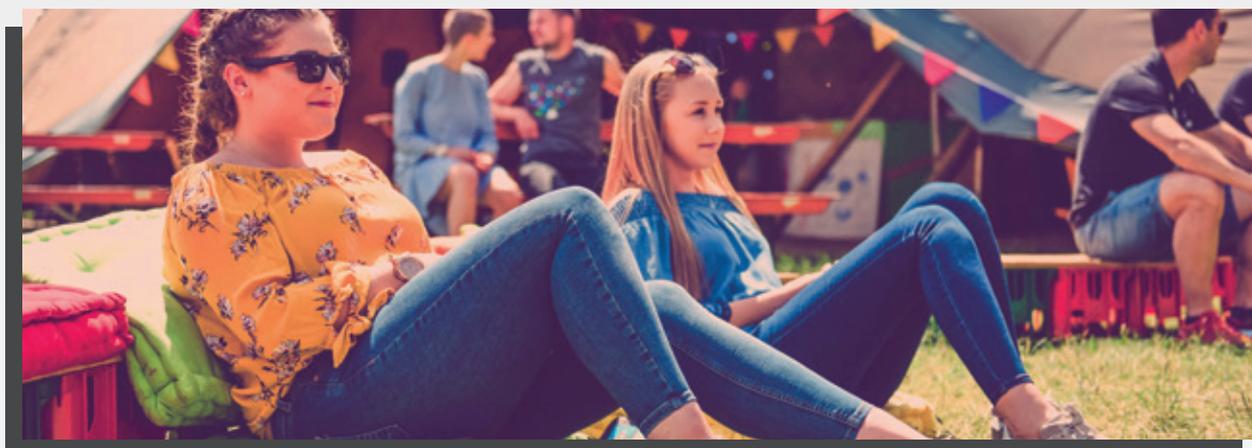
To achieve this the Urdd needs to be the best in its field. We want the Urdd to be the main access point for Welsh-medium opportunities for children and young people in Wales and to be the best place to work and to volunteer.

Our vision is that the Urdd will:

- Be current to all
- Contribute to the personal and social development of children and young people
- Inspire children and young people to be involved with the Welsh language
- Able to adapt to the needs of children and young people by listening to their voice
- Relevant to children and young people in a rapidly changing world.

We will ensure that appropriate provision for Welsh learners is central to all the Urdd's services and opportunities.

The Urdd is a youth organisation and our young members play a vital role in our decision making. We currently have two young Trustees, a network of Regional Youth Forums and the National Youth Forum, ensuring that our member's voice is at the heart of our organisation.



5. Priorities 2019 - 2022

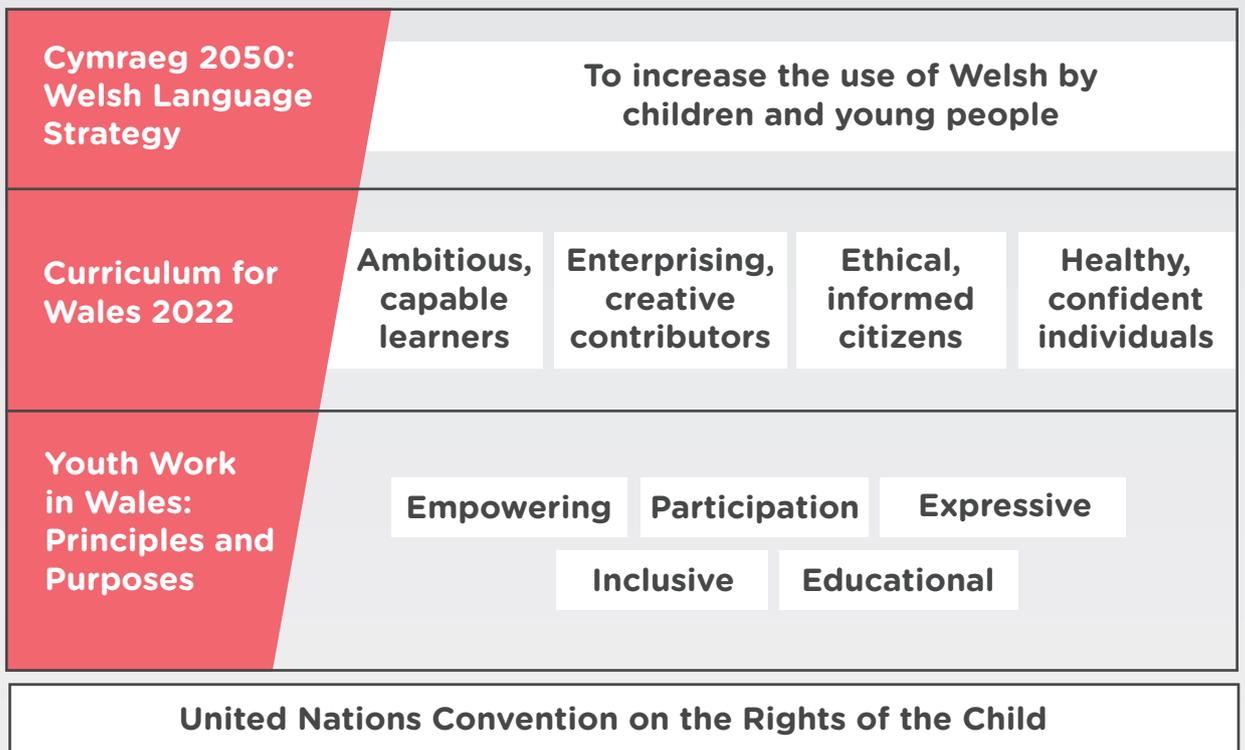
To open our doors for more children and young people to gain access to quality provision and to use the Welsh language in a positive and social environment.

- To develop the appeal of Eisteddfod yr Urdd to our members and our visitors.
- To extend the provision and reach of the Urdd's national sports competitions.
- To establish a national Welsh-medium youth work model across Wales.
- To invest in the 3 residential centres to offer the best experiences.
- To extend the reach of our outdoor pursuits services across Wales.
- To provide Welsh-medium apprenticeships for young people across Wales.
- To aim for a worldwide reach for the Urdd's Peace and Goodwill Message.
- To offer international opportunities and experiences for Urdd members.
- To establish a data system that strengthens how we communicate with our members and partners.
- To create art and cultural activities for our members within their communities.
- To celebrate the Urdd's Centenary in 2022 by celebrating the past and innovating for the future.
- Develop Pentre Ifan, Pembrokeshire as the fourth Urdd Camp.



6. Policy context in Wales

Well-being of Future Generations (Wales) Act



7. Urdd Residential Centres

The Urdd has three main residential centres at Llangrannog, Glan-Ilyn and Cardiff as well as Canolfan Pentre Ifan in Pembrokeshire and a centre in Hungary. All the residential centres offer opportunities for children, young people and adults to reside, learn and socialise in a Welsh-medium environment which is professional, safe and welcoming.

Gwersyll Llangrannog

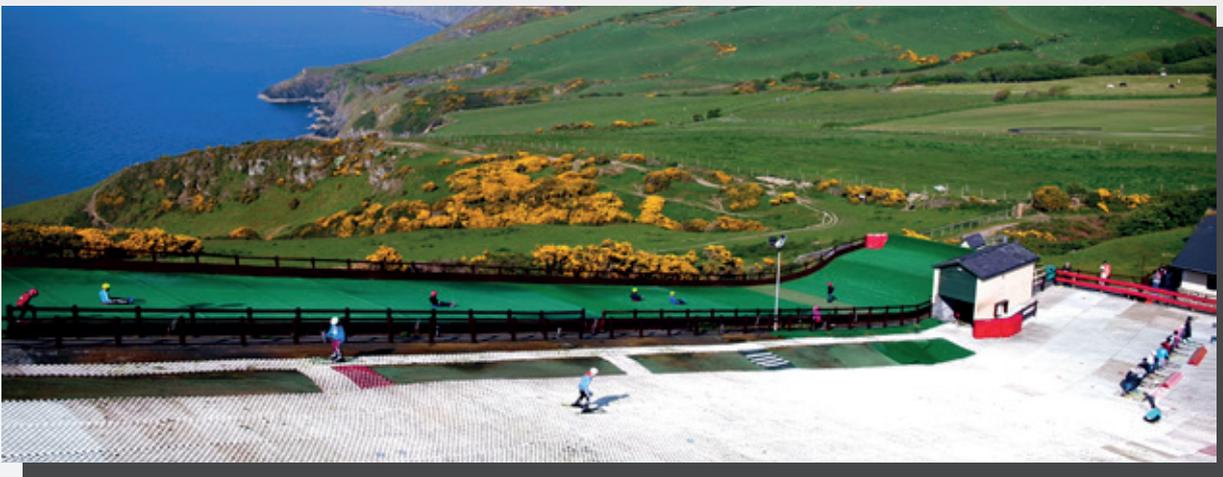
1. To increase the number of children and young people attending the centre each year.
2. To implement the 'Calon y Gwersyll' scheme.
3. To establish a Digital Hub to develop digital capability and skills.
4. To develop schemes to increase activities such as:
 - i. Animal care and environmental activities.
 - ii. A Sports Hub
 - iii. Water Activities Centre.

Gwersyll Glan-Ilyn

1. To increase the number of children and young people attending the centre each year.
2. To transform Glanllyn Isa' into a post-16 self-catering residential centre.
3. To realise the investment in the Water Sports Training Centre.
4. To develop the Outdoor Pursuits Services provision to be the main provider in Wales offering challenging and rewarding experiences

Gwersyll Caerdydd

1. To increase the number of children and young people attending the centre each year.
2. To establish an annual project jointly with partners in the city.
3. To create provision for members aged 16-25.
4. To develop artistic, cultural and humanitarian opportunities with partners.



8. Sport

The department provides opportunities across Wales for every child to embrace sport, through our clubs, competitions, training and regional and national sports festivals.

1. To create opportunities for children in all Welsh-medium schools across Wales to have the opportunity to attend sports activities outside school.
2. To be the main provider of national sports competitions in Welsh in Wales.
3. To establish a National Sport and Apprenticeships Board together with sports forums in every region.
4. By working with Disability Sport Wales, all Urdd national and sports club competitions will be inclusive to children and young people with disability. The Urdd will work towards gaining the Disability Sport Wales Gold Mark



9. Youth Work

By maintaining a qualified workforce of youth workers, and in accordance with the needs of young people, the Urdd will extend open access provision and empower young people as they transfer from formal education to the workforce. This will be done by establishing a National Welsh Medium Youth Work model co-ordinating with the new strategy for Youth Work in Wales.

1. To appoint a youth officer in all regions in Wales and to establish the Urdd as the main Welsh-medium youth work provider in Wales.
2. To strengthen the voice of young people in the governance of the Urdd through a network of Ambassadors, Youth Forums and our youth board, Bwrdd Syr Ifan, empowering young voices to influence and lead the Urdd into the future.
3. To provide clear, fair and inclusive access to the Urdd's volunteering opportunities.
4. To lead on a regional and national co-ordinating scheme to support young leaders and volunteers.

10. Community Provision

Urdd members come into contact with the Urdd's activities through the Urdd's Community provision. This is made possible by supporting volunteers, clubs, school branches and youth clubs across Wales. Through collaboration with Local Authorities and local partners the consistency of access to Urdd activities is safeguarded.

1. To increase the numbers and reach of opportunities available to Urdd members in their communities.
2. To work with teachers and schools to offer enriching experiences within the New Curriculum and to support the language charter and 'Welsh in Education' schemes.
3. To reach out strategically to ensure that the Urdd's offer appeals to Welsh learners.
4. To develop a support framework for community volunteers enabling them to respond to the needs of children and young people.

11. Eisteddfod and the Arts

The Eisteddfod and the Arts Department promotes the arts across all the Urdd's services, enriching and increasing cultural opportunities for children and young people. The Eisteddfod is a catalyst to introduce the arts to children and young people, and is an artistic platform to develop talents. The department also oversees the Urdd Youth Theatre.

1. To increase the number of competitors and schools competing at the Eisteddfod.
2. To continuously evaluate our stage and field provision in order to increase the arts' appeal in our competitions and on site experience at the Urdd Eisteddfod.
3. To establish artistic opportunities within our communities throughout the year.
4. To develop the appeal of the Urdd's National Youth Theatre to be the main Welsh medium theatrical experience for young people in Wales.

12. Apprenticeships and Skills

The department provides Welsh-medium apprenticeship schemes in a range of vocational pathways across the Urdd and for external bodies. The Urdd's apprenticeships strategy was prepared with the aim to become the main third sector provider of Welsh-medium apprenticeships in Wales. This will be achieved by:

1. Establishing a new Urdd Apprenticeship Department within the Urdd.
2. Extending the external apprenticeship offer to all regions by working closely with Welsh-medium Secondary Schools in Wales.
3. Setting a target of 100 internal apprenticeships across all the Urdd's departments (Sports, Youth, Outdoor Pursuits Activities, Residential Centres and Communication) by 2022.
4. To offer 100 external apprenticeship opportunities in partnership with organisations that are involved with children and young people in Wales.

13. International and the Peace Message

Our ambition is to innovate and expand the Urdd's international reach under the banner - Er mwyn Cymru a Chymru er mwyn y Byd. (For the sake of Wales and Wales for the sake of the World). The Urdd will offer international opportunities for children and young people to act as ambassadors for Wales and the Welsh language. By working with partners, the Urdd will be promoted as a Welsh-medium movement and an excellent example of provision for children and young people across a range of areas.

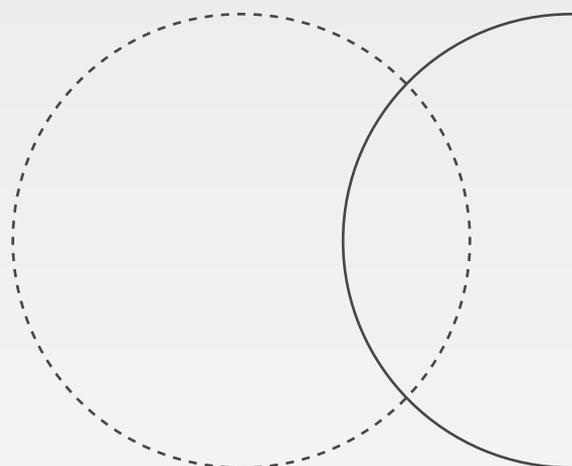
1. To develop the Peace and Goodwill Message as a campaigning message in relation to the rights of children and young people across the world.
2. To establish partnerships to enable Urdd members to compete in international sports competitions.
3. To broaden the appeal of the Eisteddfod and Welsh Arts to children and young people beyond Wales.
4. To share good practice and create opportunities for collaboration between the Urdd residential centres and similar centres for young people across the world.
5. To empower young people to volunteer abroad and to act as ambassadors on behalf of the Urdd and Wales.
6. To establish a 'Cymry/Urdd Ryngwladol' (International Urdd/Welsh) scheme to strengthen our links with Welsh diaspora.
7. To host an International Residential Event and a World Youth Conference.



14. Communication and Information Technology

Substantial investment in the Urdd's information technology systems will improve our direct communication with members, parents, guardians and partners. It will enable our staff to undertake the Urdd's marketing and public relations work.

1. To align the Urdd's membership data systems to ensure that the organisation has the current information needed to safeguard the quality of provision and diversity of our members.
2. To communicate to members, parents / guardians and volunteers in an innovative and effective way, moving towards direct communication and meeting the requirements of our varied audience.
3. To maintain and develop an appealing, accessible and dynamic website that shares information and promotes all the organisation's provision.
4. In 2021, to establish a secure portal that allows a member / parent / leader (whether a teacher or volunteer) to receive a tailored personal experience, to gain access to the history of the individual's involvement and the opportunities available.
5. To continue to develop and maintain our print circulation and to increase their appeal and digital reach.
6. To implement a communication scheme to ensure that the Urdd's main corporate developments receive attention on the main national media platforms.



15. Urdd Gobaith Cymru Income and Costs Forecast

INCOME	2019/20	2020/21	2021/22
Llangrannog	3,020,000	3,100,000	3,200,000
Glan-llyn	1,904,000	2,000,000	2,100,000
Cardiff	915,500	952,000	1,000,000
Eisteddfod	1,595,000	1,650,000	1,700,000
Sales	100,000	105,000	110,000
Membership	510,000	535,000	560,000
Bequests / Investments	140,000	145,000	150,000
Grants	1,920,000	1,950,000	1,980,000
Sports	360,000	375,000	400,000
Other	120,000	130,000	140,000
Grant / Investment Expenditure	1,970,262	705,988	73,750
TOTAL	12,554,762	11,647,988	11,413,750

EXPENDITURE	2019/20	2020/21	2021/22
Llangrannog	2,425,000	2,500,000	2,575,000
Glan-llyn	1,700,000	1,780,000	1,880,000
Cardiff	670,000	700,000	740,000
Eisteddfod	1,750,000	1,800,000	1,850,000
Costs of Charitable Activities	1,800,000	1,900,000	2,000,000
Governance Costs	170,000	170,000	170,000
Magazines / Other	510,000	510,000	510,000
Sports	1,100,000	1,125,000	1,150,000
Developing Resources / Special Projects	350,000	350,000	350,000
Capital Investment Expenditure	1,970,262	705,988	73,750
TOTAL	12,445,262	11,540,988	11,298,750

During 2019-2022, the Urdd is eager to implement the following new expenditure plans. To realise these plans, the table indicates the investment from the Urdd, our success in attraction financial support and our intention to attract additional funding.

Description	Expenditure	External grants in place	Urdd Investment	Plans to seek external investment	Total Finance
Residential Capital	6,000,000	3,350,000	2,250,000	400,000	6,000,000
The Urdd's Information Technology	400,000		400,000		400,000
International and the Peace Message	650,000		200,000	450,000	650,000
Llangrannog Developments	450,000			450,000	450,000
Apprenticeships Department	330,000		330,000		330,000
Transforming Pentre Ifan	1,000,000			1,000,000	1,000,000
Llangrannog Digital Hub	150,000		75,000	75,000	150,000
Youth Work	1,800,000		300,000	1,500,000	1,800,000
Celebrating 100	500,000		500,000		500,000
Outdoor Pursuits Services	150,000			150,000	150,000
National sports competitions (new)	110,000			110,000	110,000
TOTAL	11,540,000	3,350,000	4,055,000	4,135,000	11,540,000

Residential Centres Capital, which includes Calon Gwersyll Llangrannog, Glan-Ilyn Isa' and the Water Sports Training Centre at Glan-Ilyn. The intention is to develop the residential centres at Glan-Ilyn and Llangrannog to innovate in the context of 'learning outside the classroom'. These engaging, safe environments will enable children and young people to learn, develop both personally and socially and increase their confidence in their use of the Welsh language.

To invest in transforming our **data systems** to enable totally digital communication and interaction with our members, parents, customers and internal and external stakeholders.

International and the Peace and Goodwill Message, to realise plans for the worldwide reach of the message and to enable international experiences for children and young people to act as ambassadors on behalf of Wales and the Welsh language.

Celebrating the Urdd's Centenary, to realise ambitious plans to celebrate the contribution of the Urdd and its members to Wales and the Welsh language.

To establish and maintain an **Apprenticeship Department** to be the main provider of Welsh-medium apprenticeships in Wales, with a target of creating 100 apprenticeships within the Urdd itself to celebrate the 2022 centenary.

Ambitious plans to revive **Pentre' Ifan, Pembrokeshire** as the forth Urdd residential Camp.

Digital Hub in Llangrannog, to develop the skills of children and young people in creating digital content and production for digital social media platforms.

Youth Work - to invest to appoint Youth Officers to establish a fair and consistent Welsh-medium Youth Work offer across Wales.

National Sports Competitions (new) - to develop and establish Welsh-medium national sports competitions for children and young people.

Llangrannog Developments - to establish an Animal Care Centre offering opportunities for children and young people to learn about the country-side.

Outdoor Pursuits Activities - to invest to expand the Urdd's Outdoor Pursuits Services offer to young people across Wales.



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