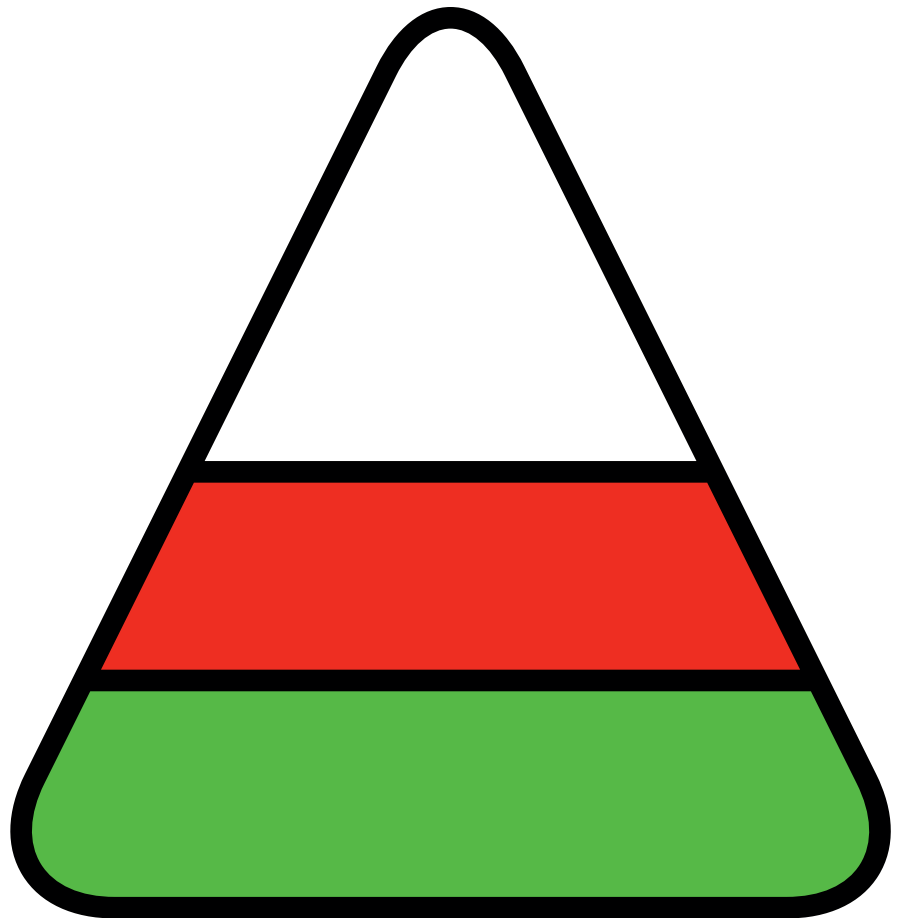


# Urdd for All

Urdd Gobaith Cymru  
Strategic Plan  
2023-2028





Urdd



RIDE-XL  
RED PADDLE CO

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# 1. Aim of the Urdd

Urdd Gobaith Cymru aims to ensure opportunities and experiences, through the medium of Welsh, for all the young people of Wales to develop into fully confident citizens.

We are an ambitious organisation that innovates to extend our offer to everyone.

We have developed generations of young people to be proud of their country, open to the world and embodiments of our language and culture, as well as possessing the worldwide values that are respected in Wales. The Urdd is vital to the future of the Welsh language and for Wales.

We continue to serve our core audience but recognise the need and willingness to reach out further to children and young people, with disabilities, who belong to the LGBTQ+ community, who come from diverse cultural backgrounds, who are members of ethnic minorities, from disadvantaged areas, together with those who are new Welsh speakers.

Urdd Gobaith Cymru, Wales' largest youth organisation was founded in 1922. We are a unique organisation where the Welsh language is central to our service and which responds to the needs of children and young people today. It is unique in the world and we are recognised internationally as a leading example of successful youth provision through a minority language.

The experiences we offer range from sporting opportunities, youth work, arts, residential, humanitarian, outdoor activities, international, apprenticeships, training and volunteering.

The impact of our work ensures that children and young people can contribute positively to their communities and to society, broaden their horizons and increase their self-confidence.







## 2. Urdd for All

Following the celebration of our centenary, we look confidently towards the next hundred years of provision for children and young people in Wales, and our Strategic Plan 'Urdd for All' will set out a clear vision for our work up to 2028.

As an organisation we acknowledge that there is still room for improvement to ensure that all young people in Wales, at some point in their youth, through the Urdd, experience contact with the Welsh language and an understanding of its value.

By working with partners, we aim to ensure that the Urdd belongs to everyone, and that our services continue to be up to date and reflect the needs of young Welsh people today.

This places a responsibility on us as an organisation to ensure that children and young people of Wales, whether they are Welsh speakers, new Welsh speakers or have a sense of belonging towards the language, experience the value of the Urdd.

## 3. Our Values

### Supporting

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- Our members
- The use of Welsh
- Children and young people's well-being
- Our volunteers
- Our staff

### Respecting

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- The language
- All diversity and ability
- Each other
- Our culture and other cultures
- Our differences

### Empowering

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- For Wales and our people
- To make a difference
- Be philanthropic towards others









# 4. The Urdd, building on our solid foundation

This plan follows on from our 2019-2022 Corporate Plan. Despite the challenges faced during this period due to Covid, significant progress was achieved with positive results.

Covid had a detrimental effect on the Urdd, and it was necessary to react and adapt to meet the biggest challenge ever to the future of the movement.

Our Residential Centres were closed, income was lost, the organisation’s national arts and sports events were postponed, and our staffing levels had to be significantly reduced in order to survive. Covid also affected the well-being of the children and young people of Wales and their engagement with activities in the Welsh language.

The Urdd demonstrated resilience, flexibility and initiative following this period, and we were able to rebuild our staffing levels and turnover. We are grateful for the support of the Welsh Government, our partnerships, volunteers, staff and members during this time.

The Urdd is now one of the largest employers in the Welsh language as well as the main provider of Apprenticeships through the medium of Welsh within the third sector in Wales.

## Overview 2019 up to 2023

Today we are pleased to acknowledge that the Urdd has overcome the challenges of Covid and we have re-built our staffing and financial structures in order to start a new era within more stable circumstances.

	Pre Covid 19/20	During Covid 20/21	Post Covid 22/23
<b>Turnover (including capital grants)</b>	£11,950,546	£9,560,952	£18,200,000
<b>Workforce</b>	324	180	311







# 5. Our Vision

## Our Strategic Objectives

### Urdd for All – a consistent and equitable provision that welcomes diversity

We will:-

- ensure that our services reach out to and are accessible to children and young people with disabilities, who belong to the LGBTQ+ community, who come from diverse cultural backgrounds, who are members of ethnic minorities, from disadvantaged areas, together with those who are new Welsh speakers
- create and foster new strategic partnerships, to extend the Urdd's reach
- design and increase provision for new speakers (learners).

### Our Offer – engaging, current and flexible

We will:-

- respect the voice of young people to create provision that is current and open to everyone
- plan our provision to support the well-being of children and young people
- through our national community delivery structure, ensure that economic disadvantage, poverty and geographical location does not prevent children and young people from being involved in our services.

### Our Volunteers – the support and upskilling pathways

We will:-

- strengthen our structures across all departments, to attract and support young volunteers from all communities

- ensure that the Governance of the Urdd is representative and inclusive of Wales today and is able to act at a strategic level to support the work of Urdd Gobaith Cymru
- ensure representation from Young People (18 - 25) on all Urdd Strategic Boards
- ensure a structured plan of support and training for our volunteers.

### Our Workforce – which is competent, flexible and inclusive

We will:-

- attract, support and respect our workforce
- ensure that the Urdd is a safe and happy place to work
- plan to attract and celebrate diversity within our workforce
- invest in the workforce of the future by expanding our offer to apprenticeships
- invest in our workforce through training and continuous professional development.

### Our Environment – Urdd that is environmentally responsible

We will:-

- take action to reduce the carbon footprint of the Urdd's residential centres to reach Net Zero
- take action together to achieve the Urdd's Net Zero target by 2050 and protect the environment for all.

### Our premises that are appealing and suitable for future needs

We will:-

- maintain and continue to develop and update Urdd premises into facilities that are appealing and accessible and fit for the future.



# 6. Implementing our Strategic Plan

This Strategic Plan sets out our aspirations and priorities for the next 5 years.

In order to achieve our vision and strategic objectives, our Board of Trustees, staff and Strategic Boards will regularly review our priorities and goals.

Within our Governance structure, all departments of service within the Urdd are accountable to a Strategic Board.

To bring our Strategic Plan to life each service department, supported by our Strategic Boards, will produce a 5 year Action Plan which will be monitored annually by its individual boards.

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## The enablers to deliver our Strategic Priorities

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**Financial investment**  
and external grants

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**Volunteers on our boards and within our communities**

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**The right culture**  
and being an employer that is supportive and welcoming to all

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**Partnerships**  
and engagement

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**Technology and data**  
to plan, administer and promote our services

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**Open and flexible approach**  
to recognise change and improvement







## 7. Monitoring our Strategic Plan

Monitoring our Strategic Plan will ensure that we are on track to deliver our vision.

The Individual Boards (Human Resources Board, Business Board, Sports and Apprenticeships Board, Arts Board and Residential Centres Board) will monitor progress against each of our strategic objectives and goals. Each Board is expected annually to allocate a meeting to monitor and evaluate the Operational Plan and departmental priorities. A report will be submitted by the Chair of each Board and the Chief Executive to the Board of Trustees annually.

Regular monitoring of the Strategic Plan will occur at the Urdd's Senior Management Team meetings.

Through scrutiny and review, we will ensure that our aims are relevant and realistic. It will also enable us to develop and implement actions to respond to unforeseen events and situations.

We will monitor and communicate our progress against the Strategic Plan through our annual report.





# 8. Key aims of our Strategic Plan

Below are the key strategic aims we want to achieve during the lifetime of the Strategic Plan.

Our departmental action plans will detail the actions to develop, improve and extend our core provision.

## Key corporate aims 2023-2028

- To secure an increase in the number of children and young people with disabilities, from the LGBTQ+ community, from diverse cultural backgrounds, disadvantaged areas and new Welsh speakers who are involved with the Urdd.
- To establish a National Welsh Language Youth Work Service, for young people to receive a consistent and quality offer throughout Wales.
- To establish a National Community Arts Service offering a consistent arts offer across Wales.
- To extend the provision of the Apprenticeship Department's new training pathways by including the arts and youth work.
- To extend the reach of our Outdoor Pursuits Services across Wales.
- To extend the availability and offer of the Urdd's summer residential breaks.
- To maintain a capital investment programme to ensure that our premises are fit for the needs of children and young people today.
- To extend our partnerships and our international offer to young people, across all of the Urdd's services.
- To create a 5 year communications strategy with emphasis on digital marketing to extend our reach to our members and stakeholders.
- To continue to maintain and safeguard support to extend a fully inclusive Welsh language sports provision to communities and schools across Wales.
- To strengthen our structures to attract and support young volunteers from all communities.
- To create a robust system to benchmark and measure the progress of key performance indicators.
- To develop and implement a research and insight plan to evaluate our services and the development of citizenship among young people.
- To create a workforce development strategy to attract, support and develop the workforce.
- To implement and continue to develop IT systems that ensure an easy and informed experience for our members and partners to engage with the Urdd.
- To broaden the appeal of the Eisteddfod to ensure that more children and young people take advantage of opportunities to engage with the arts in Wales.
- To carry out an annual environmental assessment to monitor progress towards the Urdd's Net Zero target.



# 9. Management and Governance of the Urdd

The Urdd is a registered charity and a company limited by guarantee. Through the Board of Trustees and the Strategic Boards there is robust process in place to develop and scrutinise our work.

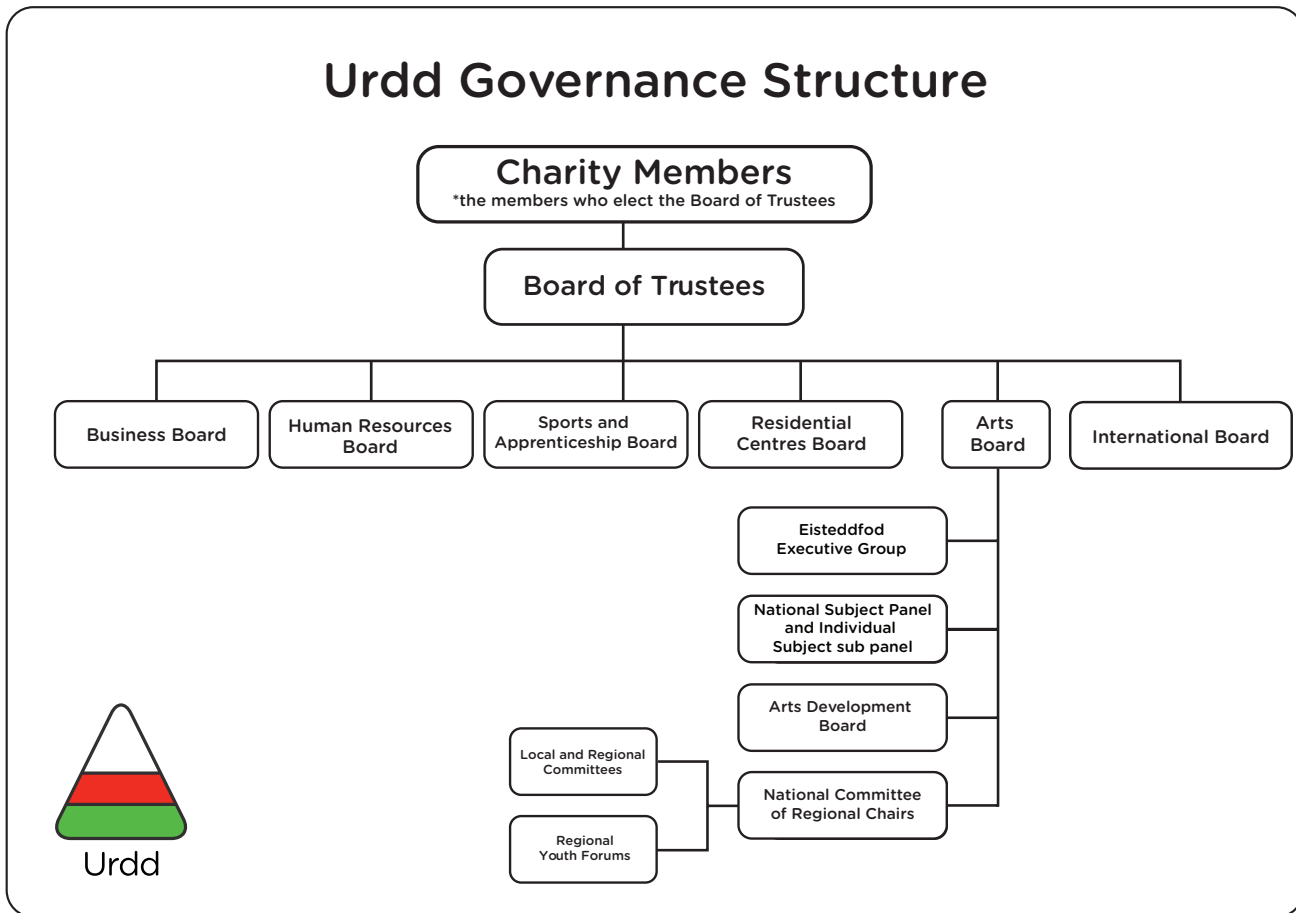
During 2022, following a consultation on the recommendations of the Board of Trustees, the Urdd's Governance was restructured to include 6 Strategic Boards which report back to the Trustees.

Respecting the voices of our young people is at the heart of our new structures. As a result young people aged 18-25 are full members of all our Boards and are central to the Urdd's future discussions and direction.

- Number of Trustees: 15
- Number of Honorary Presidents: 3
- Number of young people: 15
- Number of members on our Strategic Boards: 36

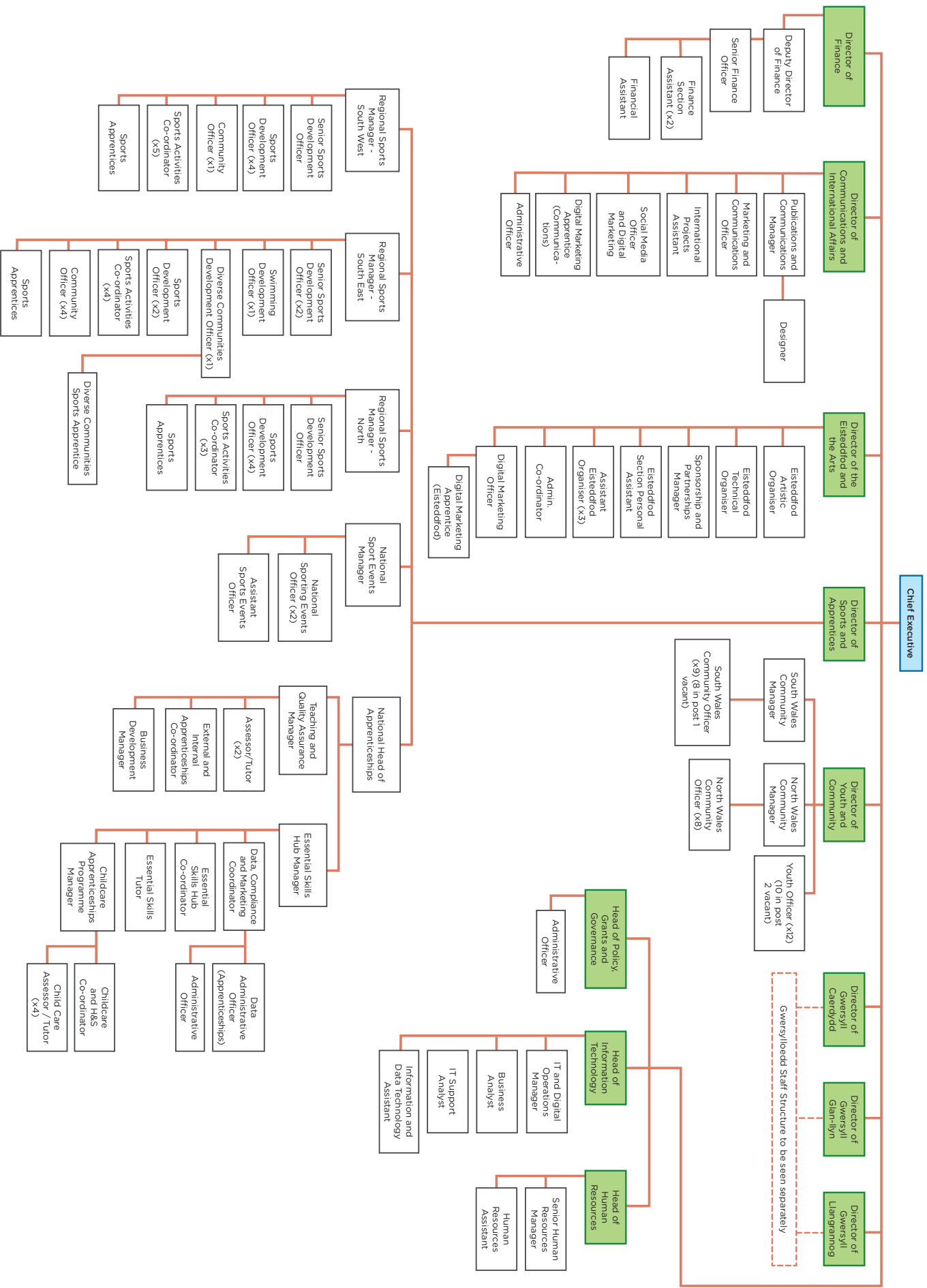
We want the Urdd's Governance structure to evolve, and depending on funding, we intend to establish a Youth Work Board.

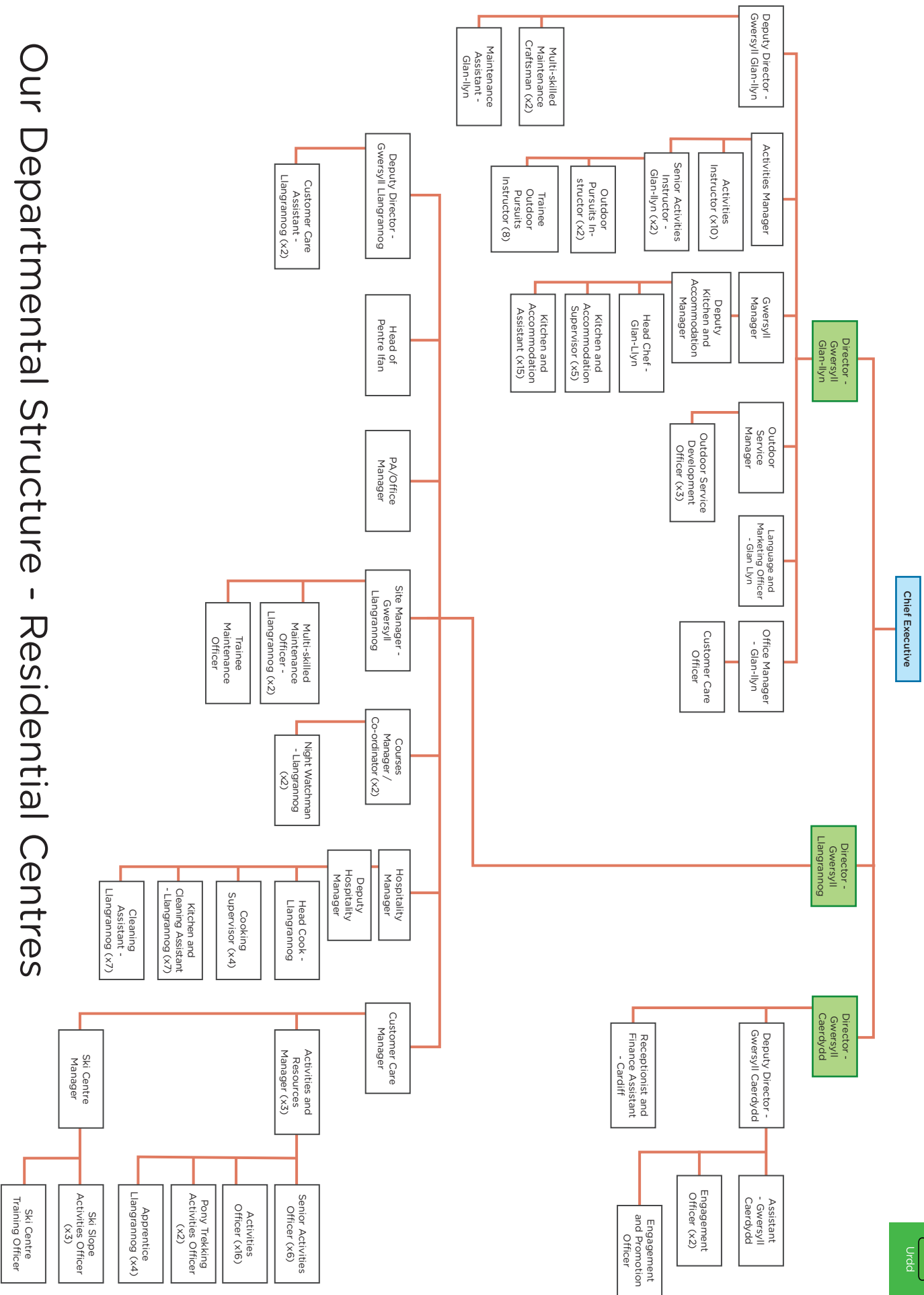
## Our Governance structure





# Our Departmental Structure





# Our Departmental Structure - Residential Centres





Urdd



# 10. Wales Policy and Strategies Context

The actions of this Strategic Plan will support and influence the undermentioned conventions, policies and strategies:

- United Nations Convention on the Rights of the Child
- Cymraeg 2050: Welsh Language Strategy
- Well-being of Future Generations (Wales) Act
- Curriculum for Wales
- Arts Council of Wales Strategy
- Sports Wales Strategy
- Youth Work in Wales Strategy and the report 'It's time to deliver for young people in Wales' (September 2021)
- Race Equality Action Plan: Anti-racist Wales (2022)
- LGBTQ+ Action Plan for Wales (2023)
- International Strategy for Wales, Welsh Government (2020)
- Welsh Government Apprenticeship Programme Priorities (2021-25)
- Youth Work in Wales; Principles and Purposes (2022)
- Post compulsory education and training: strategic vision (2021)



# 11. The Urdd and Future Generations Well-being goals

Our vision 'Urdd for All' contributes to the Future Generations Well-being goals.

Here are examples of our actions to improve the social, economic, environmental and cultural well-being of Wales.

## A prosperous Wales



- We employ 320 staff, 50% of whom are under the age of 30, across Wales and mainly in rural Wales.
- Over £10m has been invested in our residential centres to ensure our resources are engaging and of a high quality within our communities.
- Through our apprenticeships scheme, we provide the skills needed by the Welsh-medium workforce of the future.
- Following an external assessment, the economic value of our services was calculated as £32m to the Welsh economy (2018).

## A resilient Wales



- The Urdd is a charity that aims to operate a sustainable income model, with less than 30% of our turnover of £18.2M from public sources.

## A healthier Wales



- 20,000 children and young people engage with our network of weekly community sports clubs and our outdoor activities.
- Our youth and residential work offer enables young people to discuss and receive support in relation to exercise, and to discuss mental health issues, emotional wellbeing and positive relationships.
- Our national plan #felmerch is to encourage teenage girls to engage with sports.

## A more equal Wales



- Through 'Urdd i Bawb' we aim to reach beyond our core audience and confirms the need and our willingness to reach out further to children and young people with disabilities, from the LGBTQ+ community, from diverse cultural backgrounds, disadvantaged areas and new Welsh speakers.
- Membership schemes for £1, the Opportunity for All fund, and free access to national activities are targeted at low income families and disadvantaged areas.
- By sharing and implementing the Peace and Goodwill Message to the World, we want to reduce prejudice and ignorance and emphasise what is common to all children in the world.



**A Wales of cohesive communities**



- We operate within communities across Wales, bringing people together to contribute to local and national sports, community and cultural activities.
- Young people who are members of our Strategic Boards and youth forums across Wales have a voice in the Urdd’s decisions.
- A total of 333 refugees from Afghanistan and Ukraine were welcomed to settle into our communities and received access to the Welsh language, culture and education.

**Wales with a vibrant culture where the Welsh language flourishes**



- We are a unique organisation for Wales and in the world, with all our provision being in the Welsh language.
- By providing opportunities for everyone between 8-25 years old, both Welsh speakers and new Welsh speakers, we ensure access to the Welsh language and culture.
- The Urdd is the main provider of social opportunities to use Welsh outside the classroom.

**A globally responsible Wales**



- We empower young people as citizens of the future, to be proud of their language and heritage, to be welcoming, and to ensure that the young people of Wales are inspired to live their lives according to these values.
- We are environmentally responsible in our decisions and in carrying out our activities.
- Our 4th residential centre, Pentre Ifan, our environmental and well-being centre in North Pembrokeshire, will encourage young people to connect with nature and the environment and experience a more sustainable lifestyle.



# 12. Acknowledgements

We would like to thank all our funders and partners from the voluntary, public and private sectors for their support in enabling us to provide quality services and experiences for the benefit of young people in Wales and the Welsh language. We look forward to working together to realise our vision, Urdd for All, and to extend our existing partnerships and to develop new ones.

A special thank you to all our volunteers, for your time, support and commitment. Through your input we are able to offer unique experiences of quality to the children and young people of Wales.

And to our members, thank you for joining in the fun by attending and supporting our activities.

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**Thank you**

# 13. External awards and recognition
