



**Cambrian
Training**
Hyfforddiant
Cambrian

**ENGAGE.
INSPIRE.
SUCCEED.**



STRATEGIC PLAN 2019 – 2022



**Prentisiaethau
Apprenticeships**



**Cronfa Gymdeithasol Ewrop
European Social Fund**

ABOUT CAMBRIAN TRAINING...

At Cambrian Training, we have a long pedigree in delivering apprenticeship programmes that help to support businesses and individuals to grow and flourish within their communities.

We deliver work-based apprenticeship programmes in Hospitality, Food & Drink, Waste Management & Recycling, Engineering, Business & Administration, Team Leading, Management, Financial Planning Services, Customer Service, Retail Skills, Equine & Animal Care, and Health, Social Care & Early Years sectors across Wales helping to build a strong foundational economy.

As a progressive commissioned contract holder of Work Based Learning Programmes we remain focused on maintaining our position as a leading provider of Apprenticeship programmes across the 22 Local Authority Areas and directly responding to the evidence based needs of the economy as identified by employers who lead on the three established Regional Skills Partnerships.

We recognise the need for a strong evidence based regional commissioning whilst supporting the national demands of our partner employers in Wales.

We are commencing this Strategic Plan in a period of significant challenges politically, structurally and at a time of significant shortages of human resources in a number of our significant sectors.

We are in constant dialogue with business partners on seeking a more sustainable solution to securing the future workforce and in early 2020 this will be a significant strategic focus in the delivery of this plan.



Arwyn Watkins OBE
Managing Director & Chair

2015 – 2018 SUMMARY...

We are one of Wales' **LEADING WORK-BASED TRAINING PROVIDERS**

Delivering high quality apprenticeships all over Wales since 1995.....



& HAVE 71 SKILLED MEMBERS OF STAFF



SINCE MARCH 2013



1,672 apprentices ACHIEVED QUALIFICATIONS



SKILLS WALES
Competition Partners
SINCE 2016



worldskillsuk
GO FURTHER, FASTER
organising partner
SINCE 2015



APPRENTICESHIP AWARDS CYMRU



WORLD SKILLS MEDALS SINCE '15



INCREASED TURNOVER



35%
INCREASE IN HYBRID COMPANY CARS

DELIVERY LANDSCAPE...

We take the responsibility as a Commissioned Contract holder very seriously giving equality of opportunity to business and individuals irrespective of their location within our geographical and contractual limitations.

As a team we have developed a strategic approach to overcome the challenges and work with national employers to deliver a Welsh solution.

Cambrian Training Company (CTC) is an independent Training Provider with its headquarters in Welshpool. We have offices located strategically across Wales in; Holyhead, Colwyn Bay, Builth Wells, Llanelli and the Principality Stadium in Cardiff. We employ 70 full and part time employees.

CTC has Sub-contracting arrangements for the delivery of learning with; Sirius Skills, Progression, Haddon, Call of the Wild, Lifetime Training and The Wiser Academy.

We remain focused on driving forward the Ministerial priorities, which is reflected in the increase of Higher Level Skills and we have continued to build on our employer led partnerships and always seek to deliver a continuous solution irrespective of location in Wales.

We operate a range of partnership delivery solutions to support our employer base so that greater opportunities can be offered to individuals both new to employment and skills development opportunities.

With current contract commissioning subject to tendering for delivery in 2020 and 2021 the strength of our partnership approach to securing solutions will be the basis for our future sustainable success.

APPRENTICE SUCCESS

Thomas Martin, WG Foundation Apprentice of the Year 2018

Craig Holly, Worldskills Butchery Silver Medal 2018

Peter Rushforth, Captain of Wales' Butchery Team 2019

Rebekah Chatfield, CTC Apprentice of the Year 2019

(LEFT TO RIGHT)



SKILLS & AWARDS...

Cambrian Training are strong advocates of the skills and skills competitions promoting Wales. We have delivered the Worldskills UK in Butchery, the Skills Competition Wales Hospitality regional heats following through to the all Wales final along with the inclusive skills competition for hospitality.

We recognise the importance of skills competitions and on behalf of the Culinary Association of Wales we deliver the Welsh International Culinary Championships, which celebrates its 25th Year in 2019.

We host and support the Culinary Teams of the Culinary Association of Wales who compete internationally at World Chefs competitions such as Global Chef, Culinary World Cup and the Culinary Olympics.

We also manage the delivery of both the junior and National Chef of Wales competitions annually.

We are currently seeking to secure a squad and financial support to enter the World Butchers Challenge 2020 in Sacramento California as Team Wales building on the legacy of our Welsh Young Butcher of the Year and World Skills UK success.

As the Mid and North Wales Hub of the Inspiring Skills Excellence Have a Go programme, we continue to engage with a wide range of stakeholders in supporting their aims and objectives.

World leading competition exposure is a benchmark of aspiration not only for our learners but also our staff in their pursuit of delivering excellence within the curriculum.



EMPLOYER SUCCESS

Celtic Manor, WG Finalist Large Employer of the Year 2017

Mainetti, WG Finalist Medium Employer of the Year 2018

Celtica Foods, WG Medium Employer of the Year 2018

Lelo Skips, WG Finalist Small Employer of the Year 2018

(LEFT TO RIGHT)



CAMBRIAN'S DATA SAYS...

The company has approximately 1,590 Apprentices undertaking Welsh Government funded apprenticeship learning pan Wales and of these approximately 788 are directly delivered through Cambrian Training and approximately 802 are delivered via our Sub-contractors covering vocational sectors across Foundation Apprenticeships, Apprenticeships and Higher Apprenticeship programmes.

Inspection Areas	Judgement
0.1) Standards/Aspects	
1.1 Standards & progress overall	Good
1.2 Standards & Progress of specific groups	Good
1.3 Standards & progress in skills	Good
0.2) Wellbeing & Attitudes to learning	
2.1 Wellbeing	Good
2.2 Attitudes to learning	Good
0.3) Teaching & learning Experiences	
3.1 Quality of teaching	Good
3.2 The breadth, balance & appropriateness of the curriculum	Good
3.3 Provision for skills	Good
0.4) Care Support & Guidance	
4.1 Tracking, monitoring & the provision of learning support	Good
4.2 Personal development	Good
4.3 Safeguarding	Good
0.5) Leadership & Management	
5.1 Quality & effectiveness of leaders & managers	Good
5.2 Self evaluation processes & improvement planning	Good
5.3 Professional learning	Good
5.4 Use of resources	Good

*Overall data as of Feb 2019 - 2018/19 Contract Value; £4,695,405



CAMBRIAN'S LEARNER OUTCOME FIGURES

Framework Success Rates over the past three years:

	2015/16	2016/17	2017/18	National Comparator 2017/2018
Foundation Apprenticeships (Level 2)	86%	84%	81%	81%
Apprenticeships (Level 3)	84%	84%	84%	83%
Higher Apprenticeships (Level 4+)	77%	71%	81%	80%
All Programmes	83%	80%	82%	81%

WHAT OUR APPRENTICES & EMPLOYERS SAY...



"The Sustainable Resource Management team within Cambrian are very dedicated."

"Cambrian is a good Company & I believe they want to ensure that the businesses they work with really benefit from the training they deliver."

"It's not a tick box exercise like it is to some other training companies I've encountered."

MAINETTI, WREXHAM



"There is a lot to be said for apprenticeships"

"If it was not for the support & encouragement of Cambrian Training, I wouldn't have gone to London, which was a pivotal point in my career"

**THOMAS MARTIN
APPRENTICE CHEF**



OPPORTUNITIES & CHALLENGES FOR THE NEXT 3 YEARS...

1. Automation and technology, causing significant change, redistributing tasks and reworking jobs in Wales.
2. An older population in Wales, ageing markedly from now through to the end of the 2030s.
3. The uncertainty surrounding Brexit, our future relationship with the European Union, and post-Brexit funding arrangements.
4. The changing nature of globalisation and its impact on Wales' economy.
5. Narrowing Wales' existing economic inequalities and strengthening Wales' economy for the future.
6. Providing a policy and funding environment that offers security, certainty and consistency, while ensuring the skills system is efficient and delivering the needs of learners and the economy.
7. Delivering on the opportunities created by the recent and forthcoming reform to the governance of parts of the skills system in Wales.
8. Developing stronger employer engagement in the skills system, from the classroom-level up.
9. Developing stronger learner engagement so that curricula are co-produced between learners, students, employers and providers.
10. Developing a skills system that delivers across Wales' distinct geography, supporting the Welsh language and culture, and enabling people from across Wales fair access to its benefits.

A significant proportion of Wales' workforce of 2030 and 2040 have already left compulsory education. More than 80 per cent of the projected 2030 workforce of Wales and more than 60 per cent of the 2040 workforce has already left compulsory education. This shows that to have a significant impact on the skills, resilience and capabilities of Wales' future workforce, a focus on young people and school-age provision will not be enough





ENGAGE. INSPIRE. SUCCEED.

Our mission is to **ENGAGE** with all young people, learners and employers across Wales to get them involved with quality training apprenticeship programmes.

That will **INSPIRE** businesses, their workforce, the next generation and wider community to help and support them to **SUCCEED** to reach their careers, business and life goals.

Image description:

Rob Hookham and Anna Jones, Celtic Manor

STRATEGIC GOALS 2019 – 2022

SOCIAL RESPONSIBILITY

Delivering a diverse range of public and community events and activities. Engaging and involving the public in Apprenticeships and the benefits of work based learning. Working with schools and colleges along with teachers, careers advisors and parents to increase knowledge of the wider educational opportunities.

Our policies and operational processes will ensure we balance efficiency with quality and opportunities for creating social and environmental benefit within communities.

Objectives:

- To support the regions employment and skills infrastructure by contributing to sustained training and employment opportunities in local communities
- To ensure all social, economic and environmental factors are built into our policies, processes and documentation
- Support Equality and Diversity
- Commit to environmental sustainability by supporting our staff, learners and employers to have a positive impact on the environment and enable them to make a difference in the future
- To support 'prevent' in all aspects relating to well being including promoting fair work, driving sustainable growth and helping combat climate change. Promoting wellbeing for everyone and most of all to support young people, building ambition and life long learning

KPI 1) Widening participation – increasing direct transition from schools and colleges.

KPI 2) Maintain our Bronze Green Dragon status and achieve Gold by 2020

KPI 3) Increase our young apprenticeship profile where learners are new to employment.

KPI 4) To ensure we maintain to be a Living Wage Employer

QUALITY

We aim to strive for excellent results and outcomes. Our staff are key factors in our success; we continue to develop a performance-orientated culture embracing change and continuous improvement in everything we undertake. We aim to support the Welsh Governments national mission by providing inspirational leaders who will work collaboratively to raise the standards of work based learning, teaching and assessment in Wales. All roles are aligned to the professional standards and this will continue to be reinforced and enhanced over the coming years.

Objectives:

- To establish a digital learning infrastructure that encourages learning and connects learners to each other and educational establishments
- Continuously improve the quality of leaderships and management by development and attracting the brightest and best staff
- Consistently motivate, engage and inform our workforce developing responsive and capable staff
- Equip staff and learners with the right skills for a changing world ensuring progression opportunities where possible
- Provide the best experience for learners throughout their journey

KPI 1) To maintain a staff attrition rate of 80% with 90% satisfaction rate.

KPI 2) To maintain an 80% learner outcome rate and 90% learner/employer satisfaction rate.



The Board of Directors will monitor the performance of the organisation against this plan on a regular basis and continually review and update on an annual basis.

EFFICIENCY

Given the changes in funding models and austerity we must continue to actively manage costs to ensure value for money in everything we do. We will continue to drive efficiency and sustainability while maintaining the quality and productivity of delivery. Continuing to develop and maintain relationships with key business partners, building on the needs of the community, translating into sustainable support for increasing skills and employability.

Objectives:

- Continue to effectively manage our data and security. Including retention of ISO27001 and gaining ISO9001
- Ensure statutory and regulatory compliance
- Clear plan for maintenance of buildings and infrastructure ensuring sufficient cost budget available
- Increase revenue through Regional Skills Priorities
- Manage costs effectively to meet the need of the business
- Monthly reporting of profitability and stability
- Clear plan for maintenance of ICT infrastructure and ensuring sufficient budget available
- Continue to reduce the number of high emission company vehicles
- Establish a Staff Working Group to discuss Environmental matters as per Environmental Plan to continue to reduce our carbon footprint

KPI 1) To achieve EBITDA to £559,000

KPI 2) To achieve 80% of hybrid company cars

KPI 3) To establish a Staff Working Group with measurable targets on its objectives

GROWTH

Cambrian Training will continue to sit at the heart of strategic collaboration between communities, government funded bodies, large companies and SMEs. We will develop the business to invest in our communities, driving employer engagement, enterprise and innovation. Working with the Welsh Government to identify and evidence the demand for Higher Apprenticeships and welsh medium provision.

Objectives:

- Develop partnerships and flexible routes into and out of work based learning
- Work with schools and colleges to identify and implement work based learning solutions for young individuals and communities
- Diversify our income to include alternative funding streams
- Implement a systematic process to measure and implement a geographical and sectorial demand for welsh
- Ensure Apprenticeship reviews meet the needs to employers and individuals

KPI 1) Drive more revenue through the RSP income stream for Work Based Learning

KPI 2) Diversify income stream away from government funded provision

KPI 3) Grow Welsh Medium Delivery in work based learning







DREAM IT. LEARN IT. LIVE IT.

We want everyone to realise that by starting their own apprenticeship journey they can achieve their **DREAMS**, by **LEARNING** new skills, knowledge and gaining experience that will help them to **LIVE** up to their ultimate career & life goals.

Image description:

Thomas Martin Apprentice Chef, Apprentice of the Year Wales Winner 2018.

**ENGAGE.
INSPIRE.
SUCCEED.**

T/F: 01938 555893
E: INFO@CAMBRIANTRAINING.COM

CAMBRIANTRAINING.COM

