

# Y Prentis

## Business Plan 2018 - 2020



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## **Executive summary**

This 2018-2020 Business Plan outlines how Y Prentis will continue to evolve and grow to meet the challenges ahead. The focused priorities will provide greater participation from private developers and Small Medium Enterprises (SME) through offering collaboration opportunities for apprenticeship delivery. By attracting quality recruits, increasing our partner base and expanding the routes we offer, we will be able to improve our offer sustainable opportunities in both medium and shorter-term contracts. This has wider benefits for apprentices who in turn will gain more extensive and diverse work experience.

Our priorities for the next two years centers around the core business of Y Prentis and are based on eight interdependent priorities. They include attracting and delivering apprenticeships for talented people and creating sustainable opportunities from a strong partnership base which are embedded in social value ethos. This will be underpinned by supported priorities which determine how we will encourage and develop sustainable opportunities through community regeneration, whilst underpinning those principles through championing community benefits design and delivery. Consequently, collaborative relationships with our partners and stakeholders is a vital to our success.

We will be increasing our offer in early 2019 to attract and incentivise new recruits. The increase will complement our current strong offer which includes the supply of PPE, a toolkit and award of a CSCS card. In addition, establishing an apprentice group to obtain regular feedback on their experiences will help shape future apprenticeships moving forward.

Y Prentis will be exploring opportunities in a variety of other sectors where this model can be adopted which will enable smaller companies to participate in apprenticeships.

We have been awarded additional funding via CITB by Welsh Government to increase our apprentice numbers in the Valleys Taskforce area. The funding has enabled us to recruit a Senior Marketing and Engagement Officer and an Engagement officer. These new roles will ensure we have the suitable and sufficient resources to deliver sustainable apprenticeship opportunities in the area, fulfill our contracts and help take the scheme to the next level.

Y Prentis success also requires a strong partner base. We will be re-energising our advisory panel and introducing a memorandum of understanding to strengthen existing and develop new relationships with partners, clients and training providers. In addition, we will be strengthening our links with employer training groups and federations to grow SME participation in the scheme.

Strengthening our links with the Learning, Skills and Innovation Partnership (LSkIP) for south-east Wales will enable Y Prentis to align with the future prioritisation of skills funding in line with regional employment and skills needs, and Welsh Government Policy on skills and their skills implementation plan.

The sustainability of the Y Prentis programme strengthened by being specified as the preferred apprenticeship provider in the procurement of frameworks, contracts and sub - contracts. Currently Y Prentis are stipulated in SEWSCAP 2 and Build for Wales (NHS) frameworks and we are developing relationships with Cardiff Council for SEWSCAP 3, SEWH, Transport for Wales Sustainable Transport Infrastructure delivery (STrIDE) and CITY Deal.

Y Prentis will demonstrate how we will continue to provide high quality services to the communities and companies it serves through the innovative approaches to community benefit design and delivery and the support and development of social value solutions.

## **1. Introduction**

Y Prentis has become an established brand within the construction sector since being formed in 2012, delivering quality apprenticeship support to the south-east Wales region. In the six years that the programme has been operating, Y Prentis has made a real difference by helping to train more than 220 apprentices, supporting more than 100 partners and helping to deliver almost 550 qualifications - making a positive contribution to the region.

The current business model offers:

- Shared apprenticeship delivery;
- Consultancy and community benefit advice and support

Y Prentis is an evolving business effectively representing regional interests to inform a demand-led and sustainable apprenticeship programme. Ensuring that this is informed by strong industry engagement and considers the level of skills utilization, it has a robust governance structure and strong focus on partnership which enables the company to remain in line with industry trends in the region and both industry and Government priorities. It is the Construction Industry Training Board's (CITB) preferred supplier of shared apprenticeships in construction in south-east Wales and is ambitious in its direction. It currently supports the delivery of trade and technical apprenticeships.

Progressively Y Prentis will continue to diversify and tailor services to ensure we remain current and future ready. This will be achieved through a coordinated approach within the Valleys Taskforce area and the wider Cardiff Capital Region. In capturing and developing

opportunities within the construction and associated sectors, Y Prentis will fulfil the needs and ambitions of a wide variety of stakeholders.

This is essential for the scheme if it is to increase the range of apprenticeships being supported throughout the associated supply chains. Growing demand to maximise positive community benefit outcomes through procurement has driven Y Prentis to create a suite of consultancy services for procuring clients and contractors to assist them in creating sustainable outcomes for the communities they service. Y Prentis will capitalise on this innovative approach in the coming years and will place greater importance on ensuring that the need for community benefits to be reflected in all construction based projects is satisfied by offering consultancy services that have been developed. This is reflected within the priorities of this business plan over the next two years.

**1.1 Our vision**

To provide long term sustainable opportunities for communities and help them maximise their potential.

**1.2 Our values**



**1.3 Aims & Objectives**

To support its vision and values, Y Prentis also has a simple list of aims and objectives which are to:

**Aims**



## Objectives

- Attract, develop and retain the next generation of apprentices through demonstrating measured success, efficiency and sustainability.
- Develop a career offer that promotes the construction sector as a route to economic prosperity for people of all backgrounds to ensure we have a sustainable future pipeline of young talent.
- Grow the potential of our young people and communities by providing wide ranging employment prospects through collaborative partnerships.
- Maximise the earning capacity of our young people by ensuring they have the right skills and qualifications to enhance their future career needs.
- Encourage confidence in our young people through positive mentoring so they too can become future employers of apprentice.
- Support the construction and associated sectors in creating sustainable careers within the sector through a variety of trade and technical apprenticeships.
- Provide direct support for businesses to improve their competitive edge to take advantage of new opportunities thereby cementing our relevance our business.
- Support organisations in maximizing their investment through procurement processes and by acting as a collaborative partner and a conduit so social value impact.
- Promote a positive image the sector by acting as an ambassador organization when engaging and marketing careers activities in school's colleges and local communities.
- Grow communities through the delivery of community benefits and employability support services which open up opportunities for employment and training.

### 1.4 Our current market

Our Current Market is where Y Prentis core business is founded. We currently work with our current partners on New School Build frameworks, including SEWSCAP 2, Local Health Board Builds and Maintenance with Build for Wales (NHS) and new home building projects that cover both the public and private sector through the Housing Association network. A recent addition to our range of apprenticeships which spans across these is quantity surveying. This will be an area of growth in the current market.

## 1.5 New markets

The market for Y Prentis is growing, and a greater emphasis is being placed on the opportunities for training and development being offered through infrastructure developments. The sectors biggest pipeline projects in the south-east Wales region include the South Wales Metro and the proposed upgrade of the M4 around Newport, on which work is likely to start in 2019. These offer a wide variety of opportunities for young people and the civil engineering contracting sector contributes enormously to our economy, our environment and our communities.

The sector is a significant employer and trainer of people and a huge procurer of goods and services through its supply chains. Y Prentis is working in collaboration with CECA (Civil Engineering Contractors Association) and Transport for Wales (TfW) to introduce a range of engagement initiatives which will encourage new blood into the sector through the development of clear career pathways and accredited apprenticeships for new entrants. Therefore, we are working with CECA, colleges, CITB and local training providers to create a Civil Engineering Operatives Apprenticeship training programme to develop groundworker and plant operator skills as well as new National Occupational Standards for an Advanced Civil Engineering Operative Apprenticeship.

We know that investment in infrastructure filters its way right through to our local communities to the tune of £2.84 for every £1 spent. Subsequently the sector contributes 7% to Wales' GVA (gross value added). Working with CECA and TfW will give us a greater understanding of the needs of the sector and the level of opportunities which could be created in the region. Y Prentis will enable young people to access jobs, training and civil engineering opportunities created through this investment. In addition, the south-east Wales Highways Framework SEWH 3 third iteration will build upon the existing framework and will commence on 1st January 2019 for a period of four years.

There are several occupational areas where there is a demand for skills which Y Prentis will be exploring over the next year. These include timber frame, modular building/off site construction and apprenticeships within the rail sector.

Relationships are also being established with Local Authority Planning departments and Y Prentis will be identifying methods for using the planning process to create employment and skills developments associated with private builds.

Social value through procurement continues to feature heavily in Welsh Public Procurement Policy and, despite a current Welsh Government review, it is expected to remain a prominent part of policy. Y Prentis have expertise within this field and will

continue to support the sector to achieve better outcomes and squeeze more value from investment.

## 2. Our priorities

Our priorities for delivering a fit for purpose and sustainable shared apprenticeship programme over the next two years are:

1. Attract a higher number of suitably motivated and capable apprentices
2. Development of shared apprenticeship services within the construction and associated sectors to meet industry needs and expectations
3. Provision of support to clients, contractors and stakeholders to create sustainable community benefit outcomes.
4. Work with CITB, schools, colleges and other training providers to ensure we develop their knowledge and understanding of the construction sectors requirements
5. Work with CITB, industry and Government to support the delivery of key stakeholder projects.
6. Provision of support to help businesses to improve their competitive edge and to take advantage of new opportunities
7. Provision of services which support and encourage the development of opportunities for community regeneration

The strategy, action and impact of achieving these priorities are as follows:

### 2.1 Achieving our priorities

#### 1. Attract a higher number of suitably motivated and capable apprentices.

##### Our strategy is to:

- Improve and develop relationships through more effective communications with key stakeholders.
- Work alongside existing Work Based Learning and other feeder services to create pathways for young people.
- Create stronger relationships with providers, particularly within the Valleys Taskforce area to ensure local people are offered the chance to participate in high quality apprenticeships.
- Introduce pre-employment programme “boot camps” as a selection tool.
- Develop an Apprentice Advisory Panel which will inform the Board of the needs of the apprentices and subsequently the on-going development of the business.

**Our actions are to:**

- Improve and promote our offer to incentivise new recruits, encouraging 'word of mouth' recruitment among existing apprentices to generate interest. Redesign and distribute our promotional materials to reflect our new offer.
- Introduce an Y Prentis application form through various channels.
- Create new and strengthen existing links with partners to offer, where possible, opportunities for various groups who are capable to cope with full framework qualifications required. Collaborate with partners in school engagement activities, including the use of 'Go Construct' resources to increase the uptake of apprenticeships within the target age group.
- Train key members of the team as ambassadors to professionally promote Y Prentis and construction as a career.

**Our results will be:**

- A professional service, which provides outstanding value and excellent track record of successful delivery. Consistent use of marketing tools such regular newsletters, leaflets, press releases and industry magazine articles to promote our apprentices' success and other good news stories.
- A stronger digital presence with engaged social media platforms and an up-to-date website which ensures an effective portal to access reliable sources of information.
- A result driven presence at careers, schools and college promotional events to improve the number of apprentices applying and quality of recruits.

**2. Development of shared apprenticeship services within construction and associated sectors to meet industry needs and expectations.****Our strategy is to:**

- Increase our partner base through more effective communications and collaboration.
- Build credibility and strong relationships with partners through our advisory board and strategic employer forums.
- Explore opportunities in new employment sectors to expand construction apprenticeships into infrastructure, rail and civil engineering, mechanical, electrical and the roofing sector.
- Identify training provision and routes as determined by industry research and requirements to carry out a business case to gain approval for expanded routes.
- Identify industry trends and insights through research, such as Construction

Skills Network, to inform on labour market intelligence and skill shortages.

**Our actions are to:**

- Effectively engage with key stakeholders by revitalizing of our advisory panel.
- Initiate collaboration between community regeneration groups, training groups, federations and other relevant forums across south-east Wales.
- Work with Civil Engineering Contractors Association (CECA) to determine demand for rail and civils apprenticeships.
- Utilise Welsh Government investment to increase the internal marketing resource to engage with a wider range of partners and potential talent.
- Work with Job Centre plus, Careers Wales and community based employment teams to highlight construction as a career.
- Collaborate and undertake research to form business cases for funding expanded routes.
- Use Community Benefit clauses to create opportunities for people from all backgrounds to get involved in development programmes.

**Our results will be:**

- Greater partnership working and stronger employer base.
- Better knowledge and understanding of the skill shortages within varying sectors to satisfy industry needs.
- A more flexible and diverse scheme tailored to industry needs, providing an increased range of young people entering the sector.
- Bespoke and effective support to meet community benefit targets and social value.

### **3. Provision of support to clients, contractors and stakeholders to create sustainable community benefit outcomes.**

#### **Our strategy is to:**

- Maximise the benefits and provide solutions by utilising the additional Y Prentis resources to support community benefits and other project based objectives.
- Increase the range of relationships with procuring clients and planning departments to deliver employment and skills activity.
- Embed Y Prentis as the preferred provider in the delivery of apprenticeship in south-east Wales.
- Provide effective solutions to a wider network of construction companies in the delivery of community benefit services and social value.

#### **Our action is to:**

Engage with the community benefits, regeneration and partnership staff network.

- Work with Cardiff Council with a view to include social value clauses within the planning process and as Local Authority lead on the SEWSCAP 3 and SEWH frameworks.
- Expand the network of construction companies using Y Prentis to deliver community benefits, developing a range of proposal materials to support this activity.
- Align Y Prentis delivery options to those being adopted by key clients and framework partner organisations.

#### **Our results will be:**

- Increased opportunities for talented people to enter the construction sector through our community benefit services.
- Effective support and bespoke solutions in achieving community social value, employment and skills outcomes.
- Increasing sustainable training and employment opportunities for communities and individuals.

### **4. Working with CITB, Schools, Colleges and other training providers to ensure we develop their knowledge and understanding of the construction sectors requirements.**

#### **Our strategy is to:**

- Utilise our partners to inform and develop business cases and reports that inform the current and future skills needs.
- Act as the conduit that assists in informing funding bodies and training providers of industry requirements.

- Strengthen links with colleges, training providers and schools to tailor the training and learning provision to meet industry requirements.
- Link with Qualifications Wales and the Construction Wales Innovation Centre (CWIC) to influence the shape of training and qualification development.

**Our actions are to:**

- Create a diverse stakeholder representation within our engagement groups to support collaboration and the development of knowledge and understanding of the construction sector requirements.
- Train the team to become engagement ambassadors and representatives of the sector.

**Our results will be:**

- Tailored apprenticeships and increased collaboration with partners, clients and training providers to shape the future skills and qualifications for the sector.
- The ability to produce strong business cases for collaborations in the development and funding of future skills requirements.
- A fit for purpose, robust and effective forum to enable collaborative initiatives to fulfil the expectations of the industry.

**5. Working with CITB, industry and Welsh Government to support the delivery of key stakeholder projects.**

**Our strategy is to:**

- Strengthen links with Welsh Government and procurement departments across south-east Wales to influence the requirements of the framework contracts and become the partner of choice for apprenticeships and community benefit solutions.
- To become a significant deliver partner for CITB in the delivery of apprenticeship frameworks in south-east Wales, particularly within the Valleys Taskforce area.
- Build on the work currently underway with CWIC and CECA on the development of civil engineering apprenticeships at operative and technical levels.

**Our current actions are:**

- Influence the direction of apprenticeship development through consultation and collaboration with CECA and CWIC.
- Engage with partners to ensure delivery of the apprenticeships needed for current and future skills requirements are suitable and sufficient.
- To report and update our partners on progress and the delivery of key projects.

**Our results will be:**

- Effective delivery of services which meet the needs of a variety of stakeholders.
- Development and delivery of relevant apprenticeships at varying levels across south-east Wales.
- The ability to demonstrate measured achievement of and impact of partner funded projects.

**6. Provision of support to help businesses to improve their competitive edge and to take advantage of new opportunities****Our strategy is to:**

- Provide sector support to clients, contractors and SMEs in the creation and delivery of sustainable community benefits.
- Offer cost effective solutions to the training and recruitment of local talent leading to the creation of sustainable apprenticeships.
- Enabling our partners to invest in communities and support local schools, businesses and third-sector organisations.

**Our actions are to:**

- Offer a consultancy delivery service that supports clients, main contractors and SMEs during the creation and implementation of community benefits.
- Provide a link between partners, groups and forums to support local community initiatives and those who are economically inactive. Hold regular celebratory events in south-east Wales to celebrate the achievements of the shared apprenticeship scheme and to make information available to contractors.
- Forge links with community engagement and third-sector groups to promote social value and corporate social responsibility.

**Our results will be:**

- In company support to partners utilising Y Prentis' services when completing tenders and sub-contract bids.
- A collection of case studies and reports which demonstrate our impact in our partners' successes'.
- An effective link between our partners, community-led groups and third sector organisations.

## **7. Provision of services which support and encourage the development of opportunities for community regeneration**

### **Our strategy is to:**

- Sustain key relationships with procurement frameworks to increase partners using Y Prentis.
- Implement services which align with Welsh Government key housing priorities and associated programmes, such as 21<sup>st</sup> Century Schools, SEWSCAP 3 and SEWH frameworks.
- Develop stronger working relationships with Regional Social Landlords (RSLs) in south-east Wales and their membership bodies, such CHCymru.
- Increase our measured impact on Valleys Task Force areas with increased resources.

### **Our actions will be:**

- Solidify our relationship with Local Authorities in the delivery of services related to SEWSCAP 3 and SEWH frameworks.
- Support local businesses to tender for work.
- Assist in the development of suitable community support packages to benefit the local community, businesses and economy. Utilise WG investment to increase the internal marketing and engagement resource, engaging with a wider range of partners and potential talent.
- Engage with a wider range of community groups and Housing Associations to identify potential apprentices and break down the barriers to employment.
- Engage directly with colleges, training providers and local community groups to deliver fit for purpose local training in line with industry requirements.

### **Our results will be:**

- Consistency of provision across the region to demonstrate our innovative approaches.
  - Focused support in underrepresented areas such as the Valleys Taskforce area.
  - Sustainable job opportunities for local people within their community.
  - Opportunities for reinvestment into communities to support local businesses.
- Local businesses benefiting from projects undertaken in their area.

### **3. Background**

Y Prentis has matured since its creation in 2012, providing apprenticeship opportunities to young people within the south-east Wales area and creating a model which is flexible in meeting the demands of the construction sector and its associated partners.

Y Prentis was founded by Melin Homes and Monmouthshire County Council, in partnership with CITB, as a not for profit company delivering a shared apprenticeship scheme to meet the increasing demands of socially procured goods, services and works associated with the construction industry in south-east Wales. These relationships place

us in a unique position to assess the opportunities available for shared apprenticeship participants as well as offering support to small businesses to capitalise upon supply chain development opportunities.

Welsh Government's ongoing commitment to the growth of apprenticeships in Wales continues, and the extension of shared services to help drive this agenda forward has also received support. Through investment made by Welsh Government, Y Prentis is now realising its ambition to grow and to enter new markets by developing a highly tuned marketing offer linked to major infrastructure projects operating in the region.

### 3.1 Governance - meet the team

Y Prentis is fortunate to be supported and guided by a strong Board of Directors drawn from representatives from Y Prentis's parent companies. This enables service delivery via an innovative and energetic delivery team. The Board also benefits from the support and representation of CITB, industry, clients and colleges in an advisory capacity. The Board's make up ensures that industry, training providers and clients have a voice, enabling us to ensure that our services are flexible in meeting the demands of a range of partners. They are responsive to the needs of industry and as such have created a robust Advisory Panel, consisting of representatives from the construction sector who advise the Board on the requirements of the sector. Y Prentis is also pleased to benefit from support and guidance form Cardiff Council, TfW, and the Civil Engineering Contractors Association (CECA).

### 3.2 Directors



**Adrian Huckin**

**Executive Director of Innovation, Culture and Improvement**

Adrian is a graduate of the University of York and a fellow of the Institute of Housing. Adrian joined Melin Homes in September 2010 having previously worked in both the public and housing association sectors. His housing career spans a total of 35 years and includes senior management role with Newport and Torfaen Councils and Bron Afon Community Housing.

He is passionate about services excellence, equality of opportunity and making a difference to people's lives. He is also a company Director of Y Prentis



**Rob O'Dwyer**

**Head of Business Transformation at Monmouthshire County Council and Director of Y Prentis**

Rob has held senior positions within the Local Government for over 20 years including Head of Property Services & Procurement with responsibility for delivery of major capital investment projects and operational facilities management. Rob was recently



**Dave Cook, MCIH, MBA, MSc**

**Executive Director – People, Homes & Communities**

Dave started his career in construction before moving to Social Housing Maintenance in 1996. He is responsible for Housing Services, Asset Management and the Direct Work Force within Melin Homes Ltd. Dave is a Director of Candleston, a subsidiary of Melin and is the current Chair of Torfaen and Blaenau Gwent Mind.

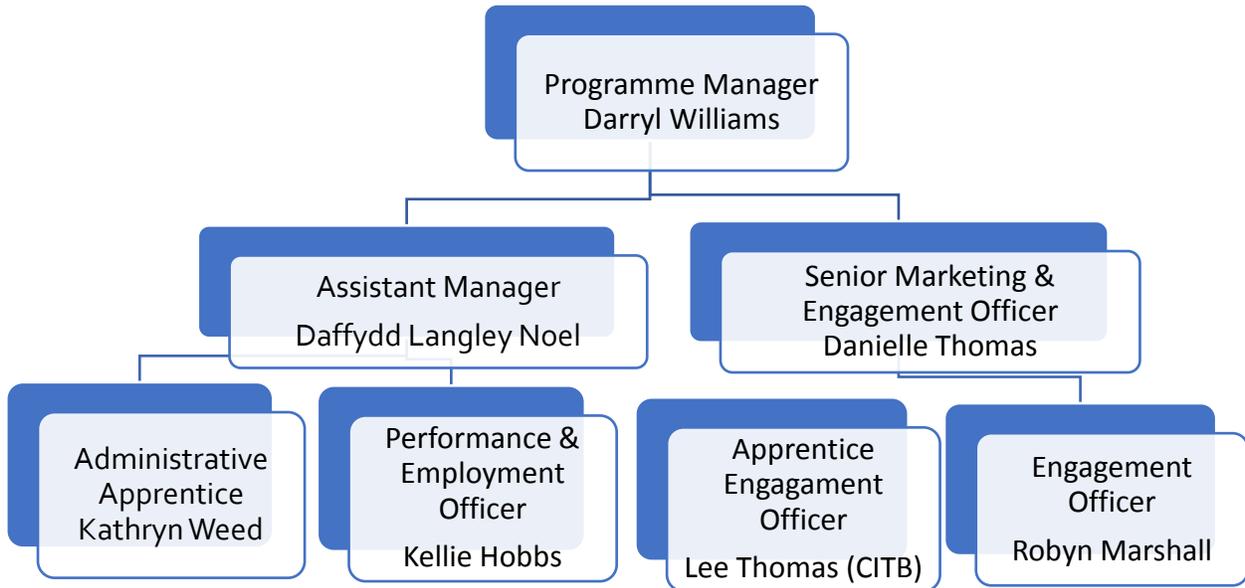


**Cath Fallon**

**Head of Enterprise and Community Development**

Cath Fallon is a founding Director of Y Prentis, a graduate of the University of Gloucestershire and has had an extensive career in local government and public service. Cath was appointed to Monmouthshire County Council in 2002 as Programme Manager of Monmouthshire's Rural Development Programme and has held several roles since including Assistant CEO of Monmouthshire County Council's Creative Digital CIC; Head of Economy and Innovation and more recently as Head of Enterprise and Community Development. Cath's day to day role involves management of Monmouthshire Business and Enterprise, a leading economic growth and innovation team; Youth Enterprise; Community Education; Community and Partnership Development; Strategic Events and is also strategic lead for the Borough Theatre in Abergavenny.

### 3.3 Delivery Team



### 3.4 Advisory panel

The well attended advisory panel helps guide the Board, identifying trends and opportunities within the construction sector. The panel is comprised mainly of construction companies of varying sizes to ensure SMEs and large contractors can provide direction. The panel is chaired by Tom Davies from Morgan Sindall, an industry representative.

Y Prentis is driven by the needs of industry. The companies provide host placements for apprentices, advise about future recruitment patterns and are helping us to plan our next two years of activity.

### 3.5 The business model

Y Prentis is supported by the Construction Industry Training Board CITB and Welsh Government. We employ apprentices, providing them with training and work experience in partnership with a selection of contractors across the region. Our apprentices gain the qualifications they need to enter the construction sector as qualified tradespeople.

Y Prentis has been developed to offer the construction industry a flexible apprenticeship provision which assists in meeting corporate social responsibility targets within government contracts. We employ apprentices on behalf of the industry and rotate them through hosted placements. This allows employers to participate without having to commit to a full two-year term. Placements are for a minimum of six weeks and a maximum of two years.

Y Prentis works hard to make sure that when the apprentice has finished working with an

employer, another placement is found. Upon framework completion, they will be given help to secure permanent employment within their chosen trade. An apprentice who completes the full apprenticeship will gain up to an NVQ Level 3 in their chosen trade.

| Benefits to the employer   | Benefits to the employee   |
|--|--|
| <ul style="list-style-type: none"> <li>• Hassle-free hiring</li> <li>• Flexibility of short or long-term placements with no commitment to employ the apprentice at the end</li> <li>• Saves a company on average £2,500 per year instead of directly employing an apprentice themselves</li> <li>• All training and equipment requirements taken care of</li> <li>• A skilled apprentice ready to be taken on once qualified</li> <li>• Additional support offered around community benefits</li> <li>• Wide ranging client knowledge of 'graduating' apprentices</li> </ul> | <ul style="list-style-type: none"> <li>• A chance to complete a full framework and secure an apprenticeship</li> <li>• An opportunity to secure long term employment</li> <li>• Experience with several companies giving apprentices 'long interview processes' with each for potential employment opportunities</li> <li>• Job search support from the Y Prentis team</li> <li>• All college fees and additional training paid</li> <li>• A full range of trades covered</li> <li>• A broad and diverse experience offered through movement between different contractors</li> <li>• Over 95% of our apprentices go onto permanent employment</li> <li>• Employment support offered after completion of apprenticeship</li> </ul> |

#### 4. Funding

Currently the number of apprentices which can be supported by CITB through the shared model has been capped at 50 new starters per year. However, special funding has been secured from WG to increase the number of apprentices within the Valleys Taskforce area by 30, increasing our annual intake from 50 to 80.

Y Prentis benefits from funding from the following sources:

- CITB Attendance and Achievement Grants
- Young Recruits Programme Funding
- Membership payments
- DfES Special Grants (Valleys Task Force Area)
- Community benefit delivery sales

- Consultancy sale

#### **4.1 Changes to funding approaches**

The introduction of the Apprenticeship Levy is yet to be determined within Wales and this will undoubtedly have an impact on the sources of funding available to Y Prentis and the Business Plan will need to be revised to reflect any funding impact.

#### **4.2 Further funding potential**

Y Prentis is a one off regional programme and benefits from the special status of being CITB's partner of choice in the delivery of shared apprenticeships across south-east Wales. Key programmes in Wales with their funding streams may positively impact on the funding forecast. Y Prentis by its very nature is supporting the construction industry and key investment projects in south-east Wales. This places Y Prentis in a position to attract such funds. Other potential funding streams includes:

- BIG Lottery Rounds
- CITB Structured and Flexible Funding
- Future Jobs Fund
- Welfare to Work

In addition, the Minister for Welsh Language and Lifelong Learning has approved a total budget of £1,500,000 over 2018/19 and 2019/20 to support the development of new, and the extension of existing Shared Apprenticeship Schemes (SAS) in Wales. The budget will be broken down into the three Regional Skills Partnership (RSP) regions with £250,000 being allocated per a region, per a year.

Y Prentis will be applying for this funding in 2019/20. A business case will be submitted to the Learning Skills Innovation Partnership (LSKIP) to extend the construction occupational routes not covered under its managing agency contract with CITB. Electrical, plumbing, roofing and rail routes are all being consulted upon.

### **5. Investment**

We are conscious that our funding sources drive the types of activity that could be funded. At present, these would be restricted to capital or revenue-based projects that enhance the training facilities or provision to support the construction industry, particularly relating to up-skilling within companies. Y Prentis is developing a strategy to deal with surpluses. This will involve the following:

- An agreement of the principles around expenditure with the Y Prentis Board
- Development of projects and frameworks in consultation with construction.

- investment partners such as Cardiff and Rhondda Councils who are leading on SEWSCAP3 and SEWH respectively.
- Development of an application process (for audit and compliance reasons).

## **6. Special status and competition**

The Board is advised by Y Prentis Management and observed by CITB. It operates an open accounting procedure. Its terms of reference state that surpluses generated by the company will be reinvested to support further apprenticeship development or added value activities. The conditions of CITB grant require that a special purpose vehicle is established to run shared apprenticeships, the rationale being that the organisation's core purpose is to deliver shared apprenticeships and it will not be diverted to deliver other activities.

Our host employers are private sector construction companies who are within CITB 'scope'. They understand the operations of a small business and the importance of good cash flow. Our client organisations' reinforce this principle through their procurement frameworks to protect small suppliers. As a 'small private sector supplier' of apprenticeships developed to support client's targeted recruitment and training, client's contracts support our cash flow. This gives Y Prentis weight that we would not have as a department of a larger organisation.

## **7. Sustainability of Y Prentis**

Y Prentis is the only CITB approved deliverer of shared apprenticeships in south-east Wales and as such has special status without a competing scheme.

Unlike project-based funding, Y Prentis is not time limited. The funding for the opportunities comes from several key sources, CITB grants, Welsh Government special funding, Young Recruits Programme funding, consultancy services and community benefit delivery which are funded by the construction companies themselves. CITB grants are paid from the levies they receive from in scope companies. This provides Y Prentis with sustainable, core funding, which provided we continue to perform well for CITB, will continue.

The Y Prentis Advisory Panel is made up of members of industry and clients offering contract opportunities and guides the future development of the company. In this way, Y Prentis will be driven and directed by the needs of the industry. CITB observe the Y Prentis Board and work closely with Y Prentis management, advising on trends and requirements for additional opportunities. We work closely with these two groups to develop an ongoing programme of work to inform our apprentice volume projections. This information also helps our discussions with training providers about our future and

existing needs.

## **8. Equality and diversity**

Y Prentis is committed to the sharing of good practice in relation to equality and diversity as laid out in our policy. As well as engaging with traditional apprentices we will aim to encourage individuals who are underrepresented in construction trades, including females, BME groups and those with a disability.

## **9. Marketing strategy**

Y Prentis will we will support 80 apprentices per year, including 30 from the Valleys Taskforce area. To do this effectively a marketing strategy has been developed that will deliver a response to both recruitment of trainee's and support from suitable host contractors. A Senior Marketing and Engagement Officer has been appointed who will develop and implement the marketing strategy and take it forward in association with the yet to be appointed Engagement Officer.

## 10. Key Performance Indicators 2018/19

| KPI | Description  | Measure          | Yearly Target | Actual Q 1 | Actual Q2 | Actual Q3 | Yearly Actual |
|-----|--|------------------|---------------|------------|-----------|-----------|---------------|
| 1   | Number of apprentices on scheme                                    | Payroll report   | 80            | 43         |           |           |               |
| 2   | Number of apprentices from the Valleys Taskforce area              | Cascade          | 40            | 18         |           |           |               |
| 3   | Percentage of apprentices in full time employment after completion | Exit interviews  | 80%           | 80%        |           |           |               |
| 4   | Percentage of Apprenticeship Framework completions                 | CITB report      | 85%           | 55%        |           |           |               |
| 5   | Amount of revenue lost to YP leave                                 | Accounts report  | £10K          | £2.5K      |           |           |               |
| 6   | Number of partners with signed MOU's                               | Partner database | 100           | 25         |           |           |               |
| 7   | Number of Riddor Reportable health and safety incidents            | Database         | 0             | 0          |           |           |               |

## **11. Management information and Systems**

In addition to the KPIs set out in section 9 above, a range of additional information will also be monitored to gauge the company's success which will include:

- Forecast overspend or underspend each quarter;
- Percentage of savings set in the budget being achieved;
- Total amount of funding secured;
- Number of compliments received;
- Number of complaints received; and
- Satisfaction survey results – email, phone, website, testimonials

A suitable information management system is in development which will capture all associated data in relation to apprentice tracking and progress. In addition to adding value to the apprenticeship programme it will enable the team to maximise the wrap around services and support available to apprentices. The system will be operated in line with current GDPR guidelines. Administrative staff check 100% of data gathered for quality and will provide SMART reporting.

## **12, Finance**

Y Prentis financial forecasting, monitoring and reporting is undertaken by the Melin Homes accounts team in consultation with the Programme Manager and is overseen by the Y Prentis board.

## **13. Risk assessment table**

In relation to managing the risks identified, some risks factors are out of our control. Y Prentis rely upon CITB and Welsh Government as our key funders. Risk factors will be managed on a day-to-day basis by the Shared Apprenticeship Management Team with assistance where identified by the Board.

| <b>Risk</b>  | <b>Impact</b>  | <b>Mitigating action</b>  |
|--|--|---|
| Inadequate supply of suitable recruits to satisfy apprenticeship opportunities created.                                      | Letting partners down.<br>Failure to deliver business plan objectives.<br>Reputation and perception of scheme.<br>Loss of business as partners will look elsewhere.<br>Loss of income due to not fulfilling contracts. | Positive marketing and promotion of Y Prentis in Colleges, careers and job fairs.<br>Improved offer and more effective support from the Y Prentis team.<br>Effective staff monitoring and reporting of scheme performance.  |
| Insufficient employer host opportunities identified by staff to sustain scheme business model.                               | Lack of apprentice placements and failure of scheme.<br>Financial loss and poor reputation of scheme.  | Formation of strong advisory panel and development of an extensive partner database.<br>Introduction of partner memorandum of understanding.<br>Scheme embedded in major project and framework community benefit and targeted recruitment and training key performance indicators.<br>Extension and development of the route offered. |
| Removal, cancellation or changes in CITB and/or Welsh Government contracts and funding.<br>Apprenticeship levy - bad debtors | Deficiency in funding.<br>Inability to fund apprenticeships.<br>Negative cash flow - scheme cannot self-sustain.<br>Scheme ends.   | Exploration of other sources of funding i.e. direct employer and client funding through framework and major project community benefits and social value funding.  |