

<b>SUBJECT:</b>	<b>Y Prentis – Shared Construction Apprenticeship Scheme</b>
<b>MEETING:</b>	<b>People Scrutiny</b>
<b>DATE:</b>	<b>30<sup>th</sup> April 2025</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>ALL</b>

**1. PURPOSE**

- 1.1 To consider the cessation of Y Prentis Shared Construction Apprenticeship Scheme as a limited company by guarantee, to become a project within the Cyfle Shared Building Skills Shared Apprentice Scheme – a limited company by guarantee with charitable status.

**2. RECOMMENDATIONS:**

- 2.1 To scrutinise the rationale for the cessation of Y Prentis Shared Construction Apprenticeship Scheme – a limited company by guarantee joint shareholders Melin Homes/Hedyn and Monmouthshire County Council (MCC). Melin Homes/Hedyn provide support and management services for Y Prentis for an annual fee.
- 2.2 To scrutinise the rationale for Y Prentis becoming a project within the Cyfle Shared Building Skills Apprentice Scheme – a limited company of guarantee with charitable status overseen by Carmarthenshire Training Association Ltd, Swansea Bay Construction Support Group and Dyfed Training Group.
- 2.3 To recommend that Cabinet approves the cessation of Y Prentis and Y Prentis becomes a project within the Cyfle Company and all undertakings to be transferred to Cyfle.
- 2.4 To recommend that Monmouthshire County Council has a seat on the Cyfle Directors Board to provide future updates to Scrutiny committee and Cabinet.

**KEY ISSUES:**

**3.1 Background information**

- 3.1.1 In [December 2016 Cabinet](#) approved the dissolution of CMC2 and agreed to formally pass ownership of Y Prentis from CMC2 to Monmouthshire County Council in December 2016.
- 3.1.2 In [April 2017 Economy and Development Select Committee](#) was presented with the Y Prentis Business Plan 2016-2018. No further updates have been provided to Cabinet.
- 3.1.3 In [December 2024, Council](#) approved the appointment of County Councillor Paul Griffiths, Cabinet Member for Planning and Economic Development and Deputy Leader to the Board of Y Prentis.
- 3.1.4 Y Prentis is referenced in the MCC Corporate and Community Plan – *Promote career paths in shortage areas such as care and construction earlier and more consistently. Commit to specific activity in care apprenticeships and scale up delivery through Y Prentis and similar schemes*
- 3.1.5 Y Prentis was setup in response due to the need for more socially procured goods, services and works associated within the construction industry across

south east region. It's vision 'is to provide long term sustainable apprenticeships for those in communities we serve to help them maximise their potential'. Since the company has been established in 2012, the scheme has made a difference by helping to train more than 340 apprentices and securing more than £1.95 million in funding for training and employment. Apprentices gained level 3 qualifications in carpentry, brick laying, painting and decorating and groundworks.

3.1.6 The scheme is managed on a day-to-day basis by the Y Prentis staff team – (Assistant Programme Manager, Apprentice Coordinator and Administrator), currently headed up by the Assistant Programme Manager. The scheme is hosted by Melin Homes/Hedyn and Melin Homes/Hedyn provide support and management services for an annual fee. The Assistant Programme Manager reports to the Y Prentis management board of Directors which is the following:

- Executive Director Corporate Services Melin Homes
- Head of Economy, Employment and Skills Monmouthshire County Council
- Land Director for Candleston Homes (subsidiary to Melin Homes)
- Director of Property Bron Afon Community Housing
- Social Value Manager Linc Cymru
- Head of Service Communities and Renewal Torfaen County Borough Council
- Construction Industry Training Board [CITB] (Advisory)
- Cabinet member for Planning and Economic Development (Advisory)

3.1.7 Y Prentis Business Plan 2020 -2023, (appendix two) priorities for a **fit for purpose** and **sustainable** shared apprenticeship programme over the next three years are:

- Recruit Quality Apprentices: *This has been a challenge in terms of supply of suitable recruits to satisfy apprenticeship opportunities created and enabling the apprentice to complete their qualification within the agreed timeframe.*
- Deployment of a fit for purpose shared apprenticeship scheme which meet needs and expectations of its stakeholders: *Insufficient employer host opportunities identified by the team to sustain scheme business model.*
- Support our stakeholders to achieve sustainable community benefit and social value outcomes. *This did not materialise.*
- Working with CITB, CCR, Colleges and training providers to ensure we deliver apprentices that meet the construction sectors requirements: *Changes to contracts and funding requirements proved a financial constraint and alternative funding sources could have been explored more fully.*
- Support businesses to improve their competitive edge, win new contracts and provide opportunities for social value through shared apprenticeship and community benefit deliver. *This has not materialised due to challenges in sources shared apprenticeship opportunities once contracts have been approved and not part of the consultation for social value benefits.*

3.1.8 There were 60 apprentices as of September 24, split across the 10 local authorities in south-east Wales.

- Blaenau Gwent – 3
- Bridgend – 6
- Caerphilly – 6
- Cardiff – 8
- Merthyr – 3
- **Monmouthshire -1**
- Newport – 10
- RCT – 10
- Torfaen – 7
- Vale of Glamorgan – 6

3.1.9 Completion rates have declined significantly during the past 3 years (the number of apprentices completing the qualification and securing employment):

- 2022: 19 of 42 apprentices (45%) completing with 29 non-completers
- 2023: 12 of 42 apprentices (17%) completing with 24 non-completers
- 2024: 3 of 69 apprentices (4%) completing with 19 non-completers

3.2.0 Y Prentis delivery model is not sustainable and financially viable. The company is running at a loss from 22/23 -£24,311.00 and in 23/24 - £75,123.00

## 3.2 Financial status of Y Prentis

3.2.1 Table one – income and expenditure

Income & Expenditure	18/19	19/20	20/21	21/22	22/23	23/24
Income	662,952	579,041	601,840	642,672	805,945	1,180,887
Expenditure	650,481	575,661	596,469	641,082	830,255	1,256,010
+/-	12,471	3,380	5,370	1,591	-24,311	-75,123

3.2.2 Y Prentis relies on income from two primary sources. These are contributions and grant income, including:

- contributions from host employers to the costs of each apprentice
- CITB grant income (regular)
- RSA (Regional Selective Assistance) grant income (regular)
- Other grant income (one-off/short-term)

Table two – grant income

Grant Income	18/19	19/20	20/21	21/22	22/23	23/24
Total Amount	280,708	268,841	252,964	307,275	311,983	342,249

3.2.3 It is estimated that Y Prentis will hold a surplus of £100,000 on closure. If after paying off all the creditors the Company holds a surplus of money, by virtue of Article 65 of the Company's Articles of Association, that money must be transferred to an organisation with similar objects to that of the Company. With agreement from Melin Homes, Board Directors, Monmouthshire Scrutiny committee and Monmouthshire Cabinet all undertakings will be transferred to Cyfle.

### **3.3 Review of Y Prentis delivery model**

3.3.1 The board in July 2024 approved a review of the delivery model of Y Prentis. This review was undertaken by MCC and Torfaen County Borough Council (TCBC).  
Key Challenges from initial review:

- Model – delivery and financial: deficit budget with significant number of debtors, staff roles and responsibilities.
- Contractors' placements: contractors' relationships, non-payment of apprentice wages and lack of contractors' placements.
- Apprentices and colleges: qualifications (level 3) and lack of placements within reasonable distance.

3.3.2 The review initially provided 5 options, that the board considered from October to December 2024. The primary options considered by the board were to cease operations or continue with delivery model redesign

### **3.4 Current position of Melin Homes/Hedyn and Board Director organisations**

- 3.4.1 Melin Homes merged with Newport City Homes and became Hedyn from 1<sup>st</sup> April 2025 and no longer wish to provide support and management services for Y Prentis and be a joint shareholder of the company.
- 3.4.2 Board Director organisations were approached to become the joint shareholder of the company with MCC and all declined.
- 3.4.4 MCC and Melin Homes approached the Cardiff Capital Region (CCR) on the current challenges facing Y Prentis. CCR offered £40K towards the ongoing mentoring from Y Prentis and a review of Y Prentis through a commercial lens. This was on the understanding that the governance arrangements for Y Prentis as a company would remain the same and therefore was not taken forward following Melin's withdrawal.
- 3.4.5 MCC was then approached by Cyfle with a proposal to bring Y Prentis under the Cyfle umbrella as a project to employ all apprentices with Y Prentis and staff.

### **3.5 Cyfle Building Skills Shared Apprenticeship Scheme**

- 3.5.1 Cyfle is a south west Wales regional model overseen by the three Independent Construction Industry Training Groups which reside in the south west Wales Region: Carmarthenshire Construction Training Association Ltd "CCTAL",

Swansea Bay Construction Support Group “SBCSG” and– Dyfed Training Group “DTG”. In October 2016 Cyfle Building Skills was awarded Charitable Status.

- 3.5.2 Cyfle currently employs over 95 apprentices and has employed 780+ shared apprentices to date and is currently the largest Shared Apprenticeship Scheme in the UK.
- 3.5.3 Cyfle Building Skills Employs Shared Apprentices in the following trades: Bricklaying, Plastering, Carpentry, Electrical, Plumbing, Painting & Decorating, Maintenance/Multi-Skilling, Technical. Currently, around 90% of apprentices who complete the three years have secured full time employment in their chosen trade.

#### **Due Diligence check of Cyfle company:**

- 3.5.5 Legal and financial governance arrangements have been checked by MCC Governance and Law and MCC internal audit. MCC Governance and Law has carried out a company search. The company are fully compliant with all the governance requirements of a limited company and discloses nothing which suggests they are likely to fail in the foreseeable future.
- 3.5.6 In terms of Cyfle’ s Articles of Association to develop and promote the provision of apprenticeship training for craft trades within the construction industry with the geographical boundaries of the training associations of CCTAL, SBCSG and DTG. The equivalent Objects in Y Prentis Articles refer to operating in south east Wales and the CCR Region. Cyfle will first need to alter their Objects so their defined areas of operation will also include south east Wales and the CCR Region, to enable the transfer of surplus funds from Y Prentis to Cyfle once Y Prentis ceases operations.
- 3.5.7 Cyfle’ s Articles of Association which prevents them making a distribution of money or property to their members so the criteria in Article 65 in respect of a prohibition against distributing funds to its members would be satisfied.
- 3.5.8 As this organisation is a registered charity, internal audit has checked the Charity Commission to ensure that there was compliance with any report requirements and if there were any concerns highlighted. All report were found to be up to date and no concerns were highlighted.

#### **4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

- 4.1 The Integrated Impact Assessment detailed in Appendix one, anticipates that the cessation of Y Prentis and Y Prentis becoming a project under Cyfle company detailed within this report.

#### **5. OPTIONS APPRAISAL:**

- 5.1 An options has been undertaken in table one below

**Table one – Options Appraisal**

Options	Benefits	Risks
Cessation of Y Prentis	No further detriment to financial position	Apprentices not completing their qualification and unable to transition into sustainable employment  Redeployment of staff  Risk of reputation
Cessation of Y Prentis and Y Prentis transferred to MCC	Refocussed shared apprenticeship scheme for the region	Lack of knowledge and expertise in delivering shared apprenticeship schemes.  Lack of uptake for the scheme in Monmouthshire  Limitation on staff capacity for work needed  Too broad an area but too narrow one sector for the future drive of apprentices in Monmouthshire
Cessation of Y Prentis and Y Prentis as a project comes under Cyfle	Continued delivery of shared apprenticeship scheme – retaining all apprentices and staff  Coordination of approach across south east and south west region	Lack of local knowledge and partnerships in south east region  Capacity to ensure continued provision for existing and new apprentices and Y Prentis staff.

- 5.2 Our preferred option is 'Cessation of Y Prentis and Y Prentis as a project comes under Cyfle' and the transfer of all apprentices and staff to Cyfle and all remaining finances on the cessation of Y Prentis. This is subject to Cyfle altering its objects prior to the transfer of monies to include an additional area of operation being south east Wales.

**6. REASONS:**

- 6.1 The preferred option 'Cessation of Y Prentis and Y Prentis as a project coming under Cyfle' will enable apprentices to complete their qualifications and transition into sustainable employment.
- 6.2 Cyfle have vast years of experience, knowledge, and expertise operating a successfully Shared Building in Skills Apprenticeship Scheme since 2013.
- 6.3 Currently around 90% Cyfle apprentices who complete the three years have secured full time employment in their chosen trade.

- 6.4 Cyfle in retaining Y Prentis staff will build effective relationships with the apprentices, colleges and contractors enabling a smooth transition of Y Prentis into Cyfle.
- 6.5 MCC would be taking a substantial financial and management risk in becoming the sole shareholder for Y Prentis, a scheme with very low take up in Monmouthshire and broad delivery area across the whole of south east Wales.

7. **RESOURCE IMPLICATIONS:**

- 7.1 Following the cessation of Y Prentis (the 'Company'), if there is any shortfall between the monies held by the Company and the total owed to the Company's creditors, the most MCC will have to contribute to that shortfall is £1, that being the sum they have guaranteed to meet.
- 7.2 With agreement from Melin Homes, Board Directors, Monmouthshire Scrutiny committee and Monmouthshire Cabinet all undertakings of Y Prentis will be transferred to Cyfle.
- 7.3 This will include the transfer of approximately £100,000 of surplus held by Y Prentis on closure, subject to Cyfle altering its objects to include an additional area of operation being south east Wales. This is not from local authority resources.
- 7.4 Cyfle will receive additional funding from Welsh Government to support the transition of existing apprentices to Cyfle

8. **CONSULTEES:**

- Melin Homes/Hedyn
- Y Prentis Directors Board
- Construction Industry Training Board (CITB)
- Cardiff Capital Region/Corporate Joint Committee
- DMT – Learning, Skills and Economy
- Medr – Welsh Government
- Deputy Leader and Cabinet member for Planning and Economic Development
- Strategic Leadership Team
- MCC Governance and Law
- MCC Internal Audit

9. **BACKGROUND PAPERS**

- Appendix one – Integrated Impact Assessment
- Appendix two – Y Prentis Business Plan 2020 -2023

10. **AUTHOR:**

Will McLean, Chief Officer Learning Skills and Economy

Lead officer

Hannah Jones, Head of Economy Employment and Skills

11. **CONTACT DETAILS:**





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**(Incorporating Equalities, Future Generations, Welsh Language and  
Socio-Economic Duty)**

<p><b>Name of the Officer</b> Hannah Jones</p> <p><b>Phone no:</b> 01633 748316</p> <p><b>E-mail:</b> <a href="mailto:hannahjones@monmouthshire.gov.uk">hannahjones@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>This assessment will consider the impact of the cessation of Y Prentis Shared Construction Apprenticeship Scheme and becoming a project within the Cyfle Shared Building Skills Apprentice Scheme.</p>
<p><b>Name of Service area:</b> Economy, Employment and Skills</p>	<p><b>Date</b> 1<sup>st</sup> April 2025</p>

**1. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	This development will positively impact all young people with Y Prentis to complete qualifications and secure employment.	None identified	None identified

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Disability	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic
Gender reassignment	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic
Marriage or civil partnership	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic
Pregnancy or maternity	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic
Race	There is no evidence to suggest that the proposal will positively or negatively impact on	There is no evidence to suggest that the proposal will positively or negatively	There is no evidence to suggest that the proposal will positively or

	young people who share the protected characteristic	impact on young people who share the protected characteristic	negatively impact on young people who share the protected characteristic
<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Religion or Belief	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic
Sex	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic
Sexual Orientation	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic	There is no evidence to suggest that the proposal will positively or negatively impact on young people who share the protected characteristic

## 2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

	<b>Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage</b>	<b>Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>Socioeconomic Duty and Social Justice</b>	Y Prentis is a supported shared apprenticeship schemes and enables young people all of backgrounds to engage in further education and a work placement. Y Prentis mentors' young people to breakdown any barriers to engagement and progression. This ethos and practice are the same for Cyfle and will continue with Y Prentis under the Cyfle company.	Not applicable	Not applicable

<b>How does your proposal impact on the following aspects of the Council's Welsh Language Standards:</b>	<b>Describe the positive impacts of this proposal</b>	<b>Describe the negative impacts of this proposal</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts</b>
<b>Policy Making</b> Effects on the use of the Welsh language, Promoting Welsh language Treating the Welsh language, no less favourably	The use of the Welsh language has been taken into consideration in delivery of Y Prentis under the Cyfle company The promotion of Welsh language will be monitored through Cyfle. Cyfle will continue adhere to the Welsh Language Standards.	None identified	n/a

<b>Operational</b> Recruitment & Training of workforce	Cyfle will adhere to their recruitment process and any necessary training offered as needed through Welsh and English.	None identified	n/a
<b>Service delivery</b> Use of Welsh language in service delivery Promoting use of the language	Cyfle will promote the use of the Welsh language, and all advertising will be in Welsh and english through various media platforms.	None identified	n/a

**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
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<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Cyfle provides apprentice opportunities in a number of trades in West Wales, this will expand into south east Wales now with Y Prentis coming under the Cyfle umbrella. A positive impact for both regions of Wales enabling skilled, educated young people to enter employment and working with a number of contractors to source apprentice and employment opportunities.</p>	<p>The Cyfle Board of Directors will oversee the Cyfle management team supporting the monitoring and performance of the Y Prentis project measuring effectiveness and impact.</p>
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Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g., climate change)</p>	<p>Apprentices through their learning in college and on placement can apply methods and practices that support climate change and enhance biodiversity.</p>	<p>The Cyfle Board of Directors will oversee the Cyfle management team supporting the monitoring and performance of the Y Prentis project measuring effectiveness and impact</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A healthier Wales</b> People's physical and mental wellbeing is maximised, and health impacts are understood	Apprentices are supported by their Y Prentis mentors in terms of their physical and mental wellbeing this will continue under the Cyfle umbrella. All apprentices are provided with PPE and tools on placement and all contractors are risk assessed and have necessary health and safety procedures in place.	Apprentices will have a wider access to services and provisions that can improve physical and mental wellbeing.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe, and well connected	Y Prentis apprentices will be part of a wider network of support and connectivity across south east and west Wales and will continue to receive mentoring and coaching from the existing staff team.	Through a collaboration approach across the south east and south west region Cyfle will ensure, they maintain cohesive and positive relationships and address any concerns in a proactive and empathetic manner.



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A globally responsible Wales</b> Taking account of impact on global wellbeing when considering local social, economic, and environmental wellbeing	Apprentices can connect across a wider geographical area, taking ownership for their future and contribute to economic growth and prosperity in Wales.	



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage, and Welsh language are promoted and protected. People are encouraged to do sport, art, and recreation	Apprentices will have the opportunity to encourage in team building activity and take part in activities and events that promote and protect the Welsh culture, heritage and language.	Welsh language and culture will actively be encouraged.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	All apprentices have the support and opportunity to achieve qualifications and work placements experiences regardless of background or circumstances.	Apprentices have regular progress reviews, to monitor attainment and progression.

**How has your proposal embedded and prioritised the sustainable governance principles in its development?**

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The short-term plan is to enable Y Prentis apprentices to complete their qualifications in a timely manner and secure sustainable employment.</p> <p>The long-term plan is for Cyfle to grow the Y Prentis element working with colleges and contractors identifying trade skills gaps and future skill gaps and diversifying the range of apprenticeship trade opportunities across south east Wales.</p>	None identified

 Collaboration	Working together with other partners to deliver objectives	Cyfle will build relationships and partnerships in south east Wales to sustain and develop the Y Prentis project. Working with the 5 colleges in south east Wales that deliver the qualifications.	None identified
	Involving those with an interest and seeking their views	Deputy Leader and Cabinet member for Planning and Economic Development has an advisory role on the Y Prentis board and involved in the options being considered for the future of Y Prentis. Preferred option taken to scrutiny to involve committee and seek their views.	The Cyfle team will continue to encourage and promote user feedback as an essential asset with project delivery, design and continuous improvement for Y Prentis.
Sustainable Development Principle		Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
Putting	resources into preventing problems occurring or getting worse	Cyfle has been providing operational support over from the 1 <sup>st</sup> of March to support the transition of Y Prentis under Cyfle, which is subject to scrutiny and Cabinet.	None identified

Considering impact on all wellbeing goals together and on other bodies	The proposal recommends Y Prentis becomes a project within Cyfle company. A company with vast experience, knowledge and experience of effectively managing and delivering a shared construction apprenticeship scheme in south east Wales and anticipate will have a positive impact in south east Wales	None identified

**5. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

	<b>Describe any positive impacts your proposal has</b>	<b>Describe any negative impacts your proposal has</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	Y Prentis project will follow Cyfle's policies and procedures in relation to safeguarding.	Non applicable	Non applicable
Corporate Parenting	Non applicable		

**6. What evidence and data has informed the development of your proposal?**

The development is informed by the evidence and data in the following strategies and plans

- Y Prentis Business Plan 2020 -2023
- Community and Corporate Plan
- Monmouthshire Economy, Employment and Skills Strategy
- NEET Prevention Strategy

**7. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?**

*.This section should summarise the key issues arising from the evaluation. This summary must be included in the Committee report template*

It is anticipated that the impact of the cessation of Y Prentis Shared Construction Apprenticeship Scheme and becoming a project within the Cyfle Shared Building Skills Apprentice Scheme will have a positive impact on Y Prentis apprentices: social, emotional, health and wellbeing, education, and skills across south east Wales.

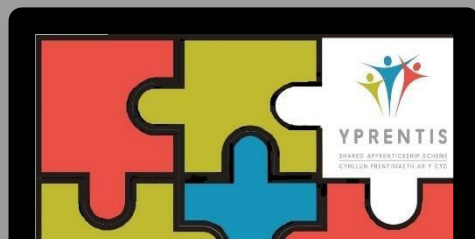
**8. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

What are you going to do	When are you going to do it?	Who is responsible
People Scrutiny	30 <sup>th</sup> April 2025	Will McLean – Strategic Director Learning Skills and Economy
Cabinet	21 <sup>st</sup> May 2025	Will McLean – Strategic Director Learning Skills and Economy

**9. VERSION CONTROL:**

The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision-making process. It is important to keep a record of this process to demonstrate how you have considered and built-in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Learning Skills and Economy DMT	17 <sup>th</sup> March 2025	
2	Senior Leadership Team	15th April 2025	





# **BUSINESS PLAN 2020-2023**

**Y PRENTIS**

**1 NOVEMBER 2020**



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## EXECUTIVE SUMMARY

This 2020-2023 Business Plan outlines how Y Prentis will continue to evolve, diversify and grow to meet the challenges ahead. The plan has been compiled during the economic uncertainty due to the Coronavirus (COVID 19) pandemic and will consider how Y Prentis can play a supporting/fundamental role industries recovery in south east Wales. It is unsure how the financial support for projects will continue and with delay to both building and infrastructure projects "business as usual" will not be an option. This business plan will highlight two main areas of focus, the first being a solution to support displaced apprentices due to the pandemic and secondly, providing a cost effective and solution for companies who will not have the long-term confidence following the crisis to support full apprenticeships. These areas reinforce the Y Prentis core business and support our priorities for the next three years.

In early 2021 CITB must consult with the construction industry if it wants to continue raising Levy. It must gain the support of industry regarding the proposals for the next Levy Order. As CITB are the main funding source for the scheme, gaining the consensus and the subsequent funding for apprenticeships is fundamental to the future of Y Prentis. Therefore, alternative sources of funding will be a priority in the coming months.

The re-focused priorities will provide an opportunity for greater participation from private developers and Small Medium Enterprises (SME) through offering collaboration opportunities for apprenticeship delivery. By continuing to attract quality recruits, increasing our partner base and expanding the new 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 and develop the skills for now and the future.

For the next three years focus centers around the core business of Y Prentis and are based on six 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 viable opportunities through community regeneration, whilst underpinning those principles through championing community benefits design and delivery. Consequently, maintaining collaborative relationships with our partners and stakeholders is a vital to our success.

## INTRODUCTION & BACKGROUND

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.

The scheme 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 eight years that the programme has been operating, Y Prentis has made a real difference by helping to train more than 300 apprentices, supporting more than 120 partners and helping to deliver in excess of 650 qualifications - making a positive contribution to the region.

### The current business model

Shared apprenticeship support and delivery;  
Consultancy, community benefit and social value

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 for 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 future skills 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 and social value 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 mandate for community benefits and social value is reflected in all construction-based projects be satisfied by offering consultancy services that have been developed in support of this challenge. This is reflected within the priorities of this business plan over the next three years.

The current skills shortage has been further exacerbated by Brexit and the subsequent availability of migrant labour increasing pressure on the supply chains and businesses. This means the demand for skilled labour should drive an increase in apprenticeship opportunities.

We have been awarded an extension to the funding via CITB by Welsh Government to increase our apprentice numbers in the Valleys Taskforce area. The funding has enabled us to sustain the roles of Senior Marketing and Engagement Officer and an Engagement officer. These roles will continue ensure we have the suitable and enough resources to deliver sustainable apprenticeship opportunities in the area, fulfill our contracts and ensure the scheme meets the needs of the industry in the future.

Y Prentis success also requires a strong partner base. Our dedicated board of directors and the robust advisory panel has strengthened existing and developed new relationships with partners, clients and training providers. We will continue to strengthen our links with employer training groups and federations to grow SME participation in the scheme.

We are playing a strategic role within the Cardiff Capital Regional Region Skills Partnership for south-east Wales. As a key member of the Construction Cluster group Y Prentis will align with the future priorities of skills funding in line with regional employment and skills plan, industrial and economic plan along with Welsh Governments Policy on skills and their skills implementation plan.

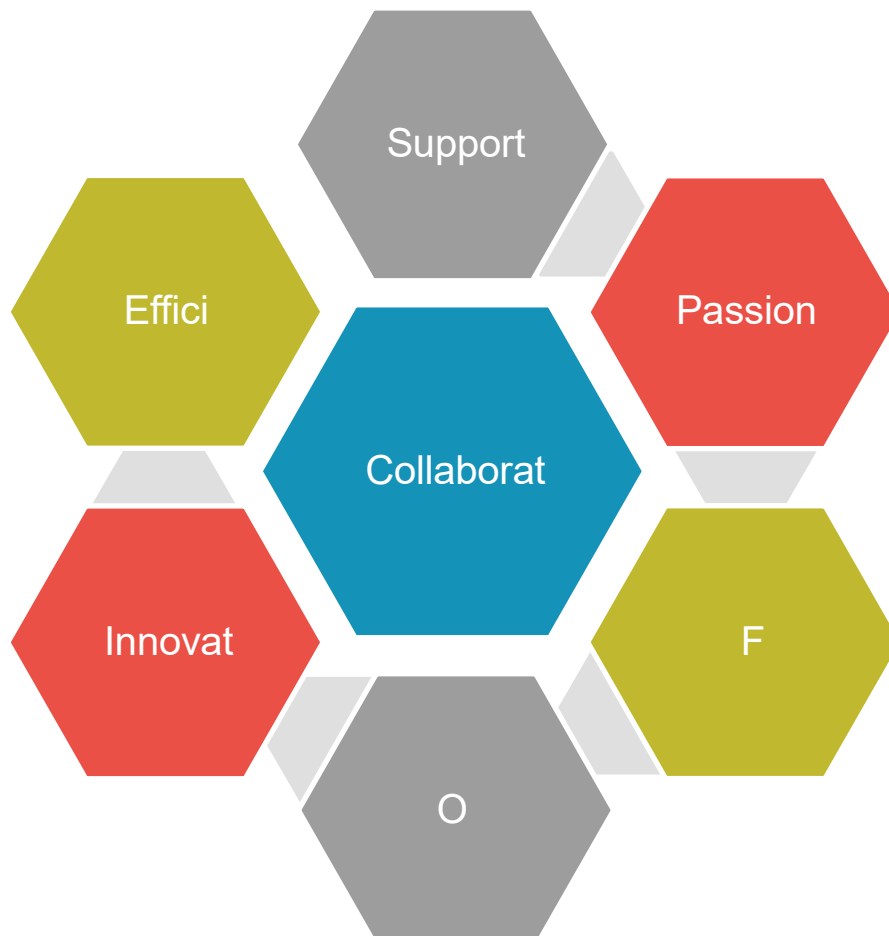
The sustainability of the Y Prentis scheme is underpinned through being specified as the preferred apprenticeship provider in the procurement of frameworks, contracts and subcontracts. Currently Y Prentis are stipulated as an apprenticeship solution in the Build for Wales (NHS) for SEWSCAP 3, SEWH, frameworks. We are linking with Transport for Wales Sustainable Transport Infrastructure contracts and the development and apprenticeships using the shared model. This ensures Y Prentis demonstrates and provides high quality services to the communities and companies it serves through innovative approaches to community benefits and social value design and delivery and the support and development of solutions. The model which is flexible in meeting the demands of the construction sector and its associated partners put Y Prentis in a unique position when creating apprenticeship opportunities to young people within the south-east Wales.



## OUR VISION

*"To provide long term sustainable apprenticeships for those in communities we serve to help them maximise their potential"*

## OUR VALUES



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







## Y Prentis Objectives

- Attract, develop and retain the next generation of apprentices through demonstrating measured success, efficiency and sustainability
- Encourage confidence of learners through positive mentoring so they too can become future employers of apprentices.
- Maximise the earning capacity of our young people by ensuring they have the right skills and qualifications to enhance their future career and economic resilience.
- Promote a career offer and positive image of the sectors when engaging and marketing careers activities.
- Act as an ambassador organization, creating sustainable careers through a variety of trade and technical apprenticeships.
- Promote a career offer for the construction and the associated sectors as a route to economic prosperity for people of all backgrounds.
- Expand the schemes parameters to include sectors where there are similar characteristics that have led to market failure.
- Introduce of a fee- based model through foundational economy and Cardiff Capital Region funding to compliment or replace CITB funding should there be changes in the funding during 2021.
- Provide direct social value support for businesses through collaborative partnering in the procurement process improving their competitive edge and maximizing impact.
- Grow the potential of our young people and communities by providing wide ranging employment support through collaborative partnerships and the delivery of community benefits.



## CURRENT & NEW MARKETS

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 3, 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. We will work with Cardiff Capital Region Skills Partnership to address the key themes from their employment and Skills Plan such as *"Broaden the apprenticeship offer at levels 3, 4, higher and degree by responding to government policy changes"*

There is a greater emphasis is being placed on the opportunities for social value through infrastructure projects. The sectors biggest pipeline projects in the south-east Wales region include the Dowlais to Hirwaun dueling on which work is likely to start in Spring 2021.

Y Prentis will be exploring new opportunities within and through variety of other sectors where the model can be adopted to enable all sizes of companies to participate in apprenticeships. These include timber frame, modular building/off site construction and retrofit. There are also potential opportunities in both the rail and creative sectors and Plumbing and electrical apprenticeships within the Valleys Taskforce area.



## OUR PRIORITIES

The delivery of our priorities for a fit for purpose and sustainable shared apprenticeship programme over the next three years are:



1. Recruit Quality Apprentices.



2. Deployment of a fit for purpose shared apprenticeship scheme which meet needs and expectations of its stakeholders.



3. Support our stakeholders to achieve sustainable community benefit and social value outcomes.



4. Working with CITB, CCR, Colleges and training providers to ensure we deliver apprentices that meet the construction sectors requirements.



5. Support businesses to improve their competitive edge, win new contracts and provide opportunities for social value through shared apprenticeship and community benefit delivery.



## 1. Recruit Quality Apprentices.

### Strategy:

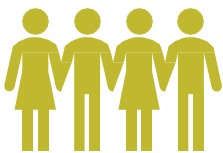
- Work collaboratively with colleges, into work agencies to promote opportunities and success of our high-quality apprenticeships across south east Wales
- Use work experience opportunities as selection tool for recruiting apprentices.
- Act on Y Prentis Apprentice Advisory Panel feedback to ensure exiting apprenticeships are fit for purpose

### Actions:

- Attract applicants through our website, promotional materials and engagement activities that reflect our quality offer.
- Using quality recruitment process and criteria in the selection of apprentices
- Continuously review our engagement, recruitment and selection process

### Results:

- Result driven engagement and recruitment resulting in increased quality of recruits.
- Increased retention and attainment rate of our apprentices



## 2. Deployment of a fit for purpose shared apprenticeship scheme which meet needs and expectations its stakeholders.

### Strategy:

- Increase our partner base through more effective communications and collaboration.
- Build credibility and strong relationships through our strategic board and employer forum.
- Identify market by need through industry research and insights to inform business cases for routes in routes to expand apprenticeships into other sectors.

### Actions

- Effectively engage with key stakeholders such as local authorities through our alliance with Cardiff Capital Region.
- Expand the Y Prentis board with members that reflect the geographical area and diversity of the scheme.
- Utilize Welsh Government investment to increase to engage with a wider range of partners and potential talent in the Valleys Taskforce area
- Collaborate and undertake research and development to form business cases for funding existing and new routes.

### Results:

- A flexible and diverse scheme tailored to industry needs, providing an increased range of opportunities for young people entering the sector.





### 3. Support our stakeholders to achieve sustainable community benefit and social value outcomes.

#### Strategy:

- Provide our stakeholders with an efficient cost-effective solution for the delivery of community benefit services and social value.
- Influence procuring clients and planning departments to deliver apprenticeships employment and work experience through project objectives.
- Embed Y Prentis as the preferred provider in the delivery of shared apprenticeships in south-east Wales.

#### Actions:

- Work with our stakeholders with a view to include social value outcomes within the planning and procurement process and position Y Prentis delivery options to those being adopted.
- Expand our partner offer to include delivery community benefits outcomes as an extension of our support service when engaging apprentices.
- Offer a value based commercial community benefits delivery service to partners.

#### Results:

- Increased opportunities for talented people to enter the construction sector through our community benefit services.
- Increased opportunities for talented people to enter the construction sector through our community benefit services.



### 4. Working with CITB, CCR, Colleges and training providers to ensure we deliver apprentices that meet the construction sectors requirements.

#### Strategy:

- Utilise our partners to inform and develop business cases and reports that inform the current and future skills needs in the region.
- Develop links with CCR, local authorities and providers and to tailor the training and learning provision to meet industry requirements.
- Support Qualifications Wales in the development and implementation of qualification development.

#### Actions:

- Create diverse stakeholder intelligence within our board engagement groups which support collaboration and the development, knowledge and understanding of the construction sector requirements.
- Work in alliance with CCR to deliver its mission and priorities.

#### Results:

- Progressive apprenticeships and effective collaboration with stakeholders which shape the future skills and qualifications for the sector.
- Successful business case collaborations and the delivery and funding for future skills requirements.



## 5. Support businesses to improve their competitive edge, win new contracts and provide opportunities for social value through shared apprenticeship and community benefit delivery.

### Strategy:

- Provide cost effective solutions support to clients, contractors and SMEs in the creation and delivery of sustainable apprenticeships through projects and frameworks
- Offer a holistic social value delivery proposition to stakeholders which compliments creation of sustainable apprenticeships.
- Increase our measured impact on Valleys Task Force areas with increased resources.

### Actions

- Offer a consultancy delivery service that supports clients, main contractors and SMEs through the creation and demonstration of social value.
- Provide a link between partners, groups and forums to support local community initiatives and those who are economically inactive.
- Forge links with community engagement and third-sector groups to promote social value and corporate social responsibility.

### Results:

- In company support to partners utilising Y Prentis' services when completing tenders, sub-contract bids and when delivering social value outcomes.
- A collection of case studies and reports which demonstrates our impact in our partners social value outcomes.



## 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 founder 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 from Cardiff Council, Coleg Gwent and the Civil Engineering Contractors Association (CECA).



**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



**Hanna Jones**

**Youth Enterprise Manager at Monmouthshire County Council**

Hannah started working with Monmouthshire County Council's Youth Service as a part-time coordinator for the young people's centre in Chepstow, the first of its kind in Monmouthshire. It was from here she became full-time, taking the lead in developing three more centres in Monmouth, Caldicot and Abergavenny and supporting a team of youth workers. She then went on to work with the Youth Service, leading post 16 projects.

Hanna is driving the skills and employability agenda forward for the local authority. She recently wrote the apprenticeship, graduate and internship strategy which focuses on working with people services and creating new employment opportunities for young people and adults throughout Monmouthshire.



**Lyndon Griffiths**

**Land Director for Candleston**

Lyndon is responsible for acquisition of new land opportunities, key client relationship management with both Private and Public Sector, networking with the wider professional development sector and co-ordination of land bids. He has been the lead officer on strategic developments such as Crick Road, Grove Farm and Coed Glas.

Lyndon has previously held senior positions in both the Housing Association sector and also with large private construction developers. He brings a wealth of knowledge and experience to Candleston in relation to liaison with Welsh Government, Local Authorities and the construction industry for the delivery of both private and affordable housing across many counties of operation.

In his previous roles he has been responsible for co-ordinating new business opportunities, including land bids, securing S106 opportunities, package deals, PQQ/ITT bid submissions and marketing of the business.



**Robert O'Dwyer**

**Head of Infrastructure for Cardiff Capital Region City Deal**

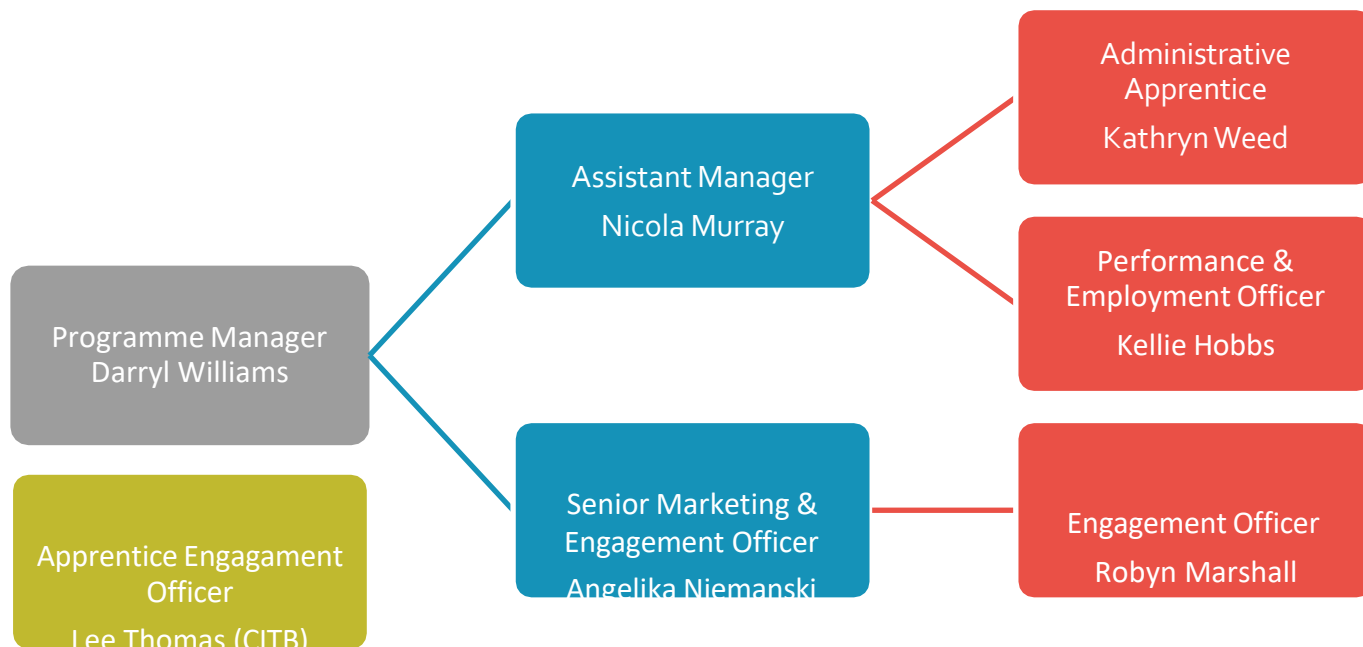
Rob has been a director of Y Prentis for the past five and is passionate about opportunities for young people and making a difference to people's lives in the region. Rob is the Head of Infrastructure for Cardiff Capital Region City Deal with responsibility for oversight of the Compound Semiconductor Cluster Engagement, Sites and Premises Fund and Regional Energy Strategy.

Rob graduated as a quantity surveyor from Bristol University. He has held senior positions within local government for over 20 years, as Head of Business Transformation and formerly Head of Property Services & Procurement. During this time he was responsible for delivering major capital investment projects and operational facilities management.

Outside of work Rob is a keen traveller, cyclists and tennis player. More recently he has purchased a VW camper van and is looking forward to touring around the UK.



## Delivery Team



## Partner and Apprentice Advisory Panels

well-established Partner advisory panel helps guide the Prentis Board in identifying trends and opportunities within the construction sector. The panel meets quarterly and is comprised of representatives from construction companies, clients and support agencies. The panel is chaired by Tom Davies from Morgan Sindall and is an important vehicle in identifying the needs of industry and our partner companies that provide host placements for apprentices, advise about recruitment patterns help us to plan our future activity.



Apprentice panel was introduced to obtain feedback from our apprentices on their experiences with our host partners, their opinions of Y Prentis as an employer and the shared model. It has been and will continue to be an important vehicle for giving our apprentices a voice and acting as a continuous improvement conduit to views and opinions that shape our scheme.

## THE BUSINESS MODEL

Y Prentis is supported by the Construction Industry Training Board CITB and Welsh Government. The scheme has been developed to offer the construction industry a flexible apprenticeship provision which assists in meeting corporate social responsibility targets within government contracts.

The business model is based on the requirement on commissioners to consider early on, not only economic and environmental issues, but also the social benefit of their approaches to procurement. Part of the requirements to secure new work will often include Apprenticeship recruitment as a requirement of the tendering process. Employers that support apprentices can generally expect to get more invitations to tender.

The Y Prentis Shared Apprenticeship business model allows employers to enjoy all the benefits of an apprentice, without the direct employment responsibility as this is taken up by the Y Prentis. The scheme aims to provide a solution to employers involved in the procurement process so they can make a commitment to a young person, even though their contract on site may only be for a short period.

Procurement is pooled within a region and the apprentice rotated from one contractor to another, until they have completed their full Apprenticeship framework at Level 2 or 3. This means that employers can still play an important part in training as the scheme allows them to take on an apprentice, for as short a duration as three months, with no commitment to the apprentice at the end.

### BENEFITS TO THE EMPLOYER

- Hassle-free hiring
- Interview and selection taken care of
- Flexibility of short or long-term placements with no commitment to employ the apprentice at the end
- Saves a company HR, payroll and holiday pay from directly employing an apprentice
- All mandatory training and CSCS card taken undertaken
- A skilled apprentice ready to be taken on once qualified
- Additional support offered around community benefits and social value
- Wide ranging client knowledge of 'graduating' apprentices.

### BENEFITS TO THE EMPLOYEE

- A chance to complete a full framework and secure an apprenticeship
- A broad and diverse experience offered through movement between different contractors
- An opportunity to secure long term employment
- Experience with several companies giving apprentices 'long interview processes' with each for potential employment opportunities
- Job search support from the Y Prentis team
- All college fees and additional training paid
- A full range of trades covered
- Over 95% of our apprentices go onto permanent employment
- Employment support offered after completion of apprenticeship

## FUNDING

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
- Hosting fees
- Welsh Government wage subsidy (Valleys Task Force Area)
- Community benefit delivery sales
- Consultancy sale

## CHANGES TO FUNDING

In early 2021 CITB must consult with the construction industry for permission to continue raising Levy. It must gain the support of industry regarding the proposals for the next Levy Order. As CITB are the main funding source for the scheme, gaining the consensus and the subsequent funding for apprenticeships is fundamental to the future of Y Prentis. In addition, Welsh Government will cease Young Recruits payments in 2021 creating a further shortfall. And with the managing agency contact also out for tender in 2021 the future apprenticeship picture is an uncertain one. Therefore, alternative sources of funding will be a priority in the coming months.

Y Prentis is a 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. Y Prentis by its very nature supports the construction industry and key investment projects in south-east Wales. Working across the ten local authorities places Y Prentis in a position to attract funding through project based investment. Other potential funding streams includes:

- Cardiff Capital Region Funding
- National Lottery Funding
- Welsh Government Valleys Taskforce Funding
- Welfare to Work

## 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 Council who are leading on SEWSCAP3 and SEWH respectively.

Investment from the local authorities in south east Wales through Cardiff Capital Region alliance

## Special Status and Competition



The Board is advised by Y Prentis Management and observed by CITB. It operates an open accounting procedure. It's 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.





## 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.



## Equality & 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.

## 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 apprentices and support from suitable host contractors.

A Senior Marketing and Engagement Officer and Engagement Officer have been appointed who are continuing to develop and implement the marketing and business development strategy and take it forward in conjunction with this business plan.

## Key Performance Indicators 2019/20

KPI	Description	Measure Source	Yearly Target	Actual Q 1	Actual Q2	Actual Q3	Yearly Actual
1	Number of apprentices on scheme	Payroll report	80				
2	Number of apprentices from the Valleys Taskforce area	Cascade HR	60				
3	Percentage of apprentices who have Perfect Start	Audit report	100%				
4	Apprentice Retention rate	Tracking report	95%				
5	Percentage of Apprenticeship Framework completions	CITB report	85%				
6	Percentage of apprentices in full time employment after completion	Exit interview	95%				
7	Amount of revenue lost to YP leave	Monthly accounts	£8K				
8	Number of Riddor Reportable health and safety incidents	Database	0				

## Management Information and Systems



An information database and 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.



## 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.



## 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.

Risk	Impact	Mitigating Action
<ul style="list-style-type: none"> <li>Inadequate supply of suitable recruits to satisfy apprentice-ship opportunities created.</li> <li>Standards</li> </ul>	<ul style="list-style-type: none"> <li>Letting partners down. Failure to deliver business plan objectives.</li> <li>Reputation and perception of scheme.</li> <li>Loss of business as partners will look elsewhere.</li> <li>Loss of income due to not fulfilling contracts.</li> </ul>	<ul style="list-style-type: none"> <li>Positive marketing and promotion of Y Prentis in Colleges, careers and job fairs.</li> <li>Improved offer and more effective support from the Y Prentis team.</li> <li>Effective staff monitoring and reporting of scheme performance.</li> </ul>

<ul style="list-style-type: none"> <li>• Insufficient employer host opportunities identified by staff to sustain scheme business model.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of apprentice placements and failure of scheme.</li> <li>• Financial loss and poor reputation of scheme.</li> </ul>	<ul style="list-style-type: none"> <li>• Formation of strong advisory panel and development of an extensive partner database.</li> <li>• Introduction of partner memorandum of understanding.</li> <li>• Scheme embedded in major project and framework community benefit and targeted recruitment and training key performance indicators.</li> <li>• Extension and development of the route offered.</li> </ul>
<ul style="list-style-type: none"> <li>• Removal, cancellation or changes in CITB and/or Welsh Government contracts and funding.</li> <li>• Apprenticeship levy - bad debtors</li> </ul>	<ul style="list-style-type: none"> <li>• Deficiency in funding. Inability to fund apprenticeships.</li> <li>• Negative cash flow - scheme cannot self-sustain.</li> <li>• Scheme ends.</li> </ul>	<ul style="list-style-type: none"> <li>• Exploration of other sources of funding i.e. direct employer and client funding through framework and major project community benefits and social value funding.</li> </ul>