

# Creating tomorrow's talent



**YPRENTIS**

SHARED APPRENTICESHIP SCHEME  
CYNLLUN PRENTISIAETH AR Y CYD

**South East Wales  
Shared Apprenticeship Scheme  
Business Plan 2016 – 2018**



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# Introduction

**Y Prentis** is CITB's preferred supplier of shared apprenticeships in construction in South East Wales. Established in October 2012, **Y Prentis** aims to recruit 50 new entrant apprentices into the scheme each year.

This Business Plan covers the period between October 2016 and October 2018. Subsequent business plans (and annual updates) will be drafted, submitted and approved at the beginning of the academic year. The next full Business Plan will be required in October 2018.

Shared apprenticeships offer an alternative and more flexible means of apprentice delivery than traditional apprenticeships. Their flexibility allows the participation of smaller companies as well as apprenticeship support for shorter term contracts.

**Y Prentis** has enabled the extension of the shared apprenticeship model into South East Wales, offering support for clients and their contractor partners. The model is already well established with extensive support from Local Authorities and Housing Associations as well as a well-attended advisory panel with 30 constituent partners from the construction industry.

In the four years since the company has been established, we have made a difference, helping to train more than 160 apprentices and securing more than £228,035 in funding for training and employment. However, to remain relevant and to continue to make a difference, **Y Prentis** must evolve to meet the challenges that lies ahead.

This Business Plan also outlines the way in which **Y Prentis** will diversify in future months and years to create increased sustainability of the scheme and generate additional opportunities and increased revenue.





# Vision & Values

**Y Prentis** 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.

Established in October 2012, **Y Prentis** brings together key partners in the construction industry and training who are keen to work together to sustain and explore the potential of young people in the South East Wales region and deliver the vision.

## Our Vision

***‘Provide long term sustainable employment opportunities to help young people maximise their potential’***

We are a value based and driven organisation:

## Our Values:

- Passionate
- Fair
- Open
- Supportive
- Innovative
- Efficient
- Collaborative

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

- Grow the potential of our young people by providing wide ranging employment prospects;
- Maximise the earning capacity of our young people by ensuring they have the right qualifications to suit their future career needs; and
- Encourage confidence in our young people so they too can become future employers of apprentices;
- Support the construction industry to participate in creating sustainable careers within the sector through a variety of trade and technical apprenticeships.
- Work to attract, develop and retain the next generation of apprentices.

## Our Priorities

We will:

- Deliver more apprenticeships to meet industry need;
- Keep the pipeline of talented new entrants flowing;
- Develop a career offer that promotes the construction sector as a route to economic prosperity for people of all backgrounds;
- Work with CITB, Schools, Colleges, Universities and other training providers to ensure we develop their knowledge, understanding of the construction sectors requirements.
- Provide support to help businesses to improve their competitive edge and to take advantage of new opportunities;
- Work with CITB, Industry and Government to help deliver infrastructure projects.



# Delivering our Priorities

## Priority 1:

More apprenticeships to meet industry need and keeping the pipeline of talented new entrants flowing.

<b>What we need to do</b>	<p>Employ 50 CITB sponsored apprentices per year.</p> <p>Employ 10 <b>Y Prentis</b> sponsored apprentices per year.</p> <p>Work closely with a variety of training providers.</p>
<b>What we are doing</b>	<p>Recruiting new apprentices throughout the year to meet our recruitment targets.</p> <p>Reinvesting funds to support <b>Y Prentis</b> sponsored apprentices.</p> <p>Work closely with schools to engage young talent into vocational pathways.</p>
<b>What our partners will see</b>	<p>More talented young people entering the construction sector</p> <p>Support in meeting targeted recruitment and training targets</p> <p>A flexible apprenticeship programme which meets the needs of industry</p>

## Priority 2:

Develop a career offer that promotes the construction sector as a route to economic prosperity for people of all backgrounds.

<b>What we need to do</b>	<p>Create a robust schools and college career offer</p> <p>Work closely with careers services to raise the profile of construction as a career</p> <p>Engage with welfare to work and community groups to engage with local communities</p> <p>Deliver in partnership, schools career advice and guidance services in a variety of educational settings.</p>
<b>What we are doing</b>	<p>Developing a school's career offer in partnership with a variety of stakeholders.</p> <p>Working with Go Construct and Careers Wales to highlight Construction as a career</p> <p>Attending careers events throughout South East Wales to engage young new talent</p> <p>Using Community Benefit clauses to create opportunities for people from all backgrounds to get involved in development programmes</p> <p>Working closely with schools to engage young talent into vocational pathways</p>
<b>What our partners will see</b>	<p>Diverse groups being attracted in to the construction sector</p> <p>Support to meet community benefit targets</p>



# Delivering our Priorities

## Priority 3:

Work with CITB, Schools, Colleges, Universities and other training providers to ensure we develop their knowledge, understanding of the construction sectors requirements.

<b>What we need to do</b>	Act as the conduit that assists in feeding industry requirements into funding bodies and training providers.
<b>What we are doing</b>	We have established a Board and Advisory Board with representation from key stakeholder groups to support the flow of information.
<b>What our partners will see</b>	The ability to direct the shared apprenticeship scheme to meet industry requirements.  A means of feeding industry knowledge and requirements to funding agents and training providers.

## Priority 4:

We will provide support to help businesses to improve their competitive edge and to take advantage of new opportunities.

<b>What we need to do</b>	Provide support to the sector to clients, contractors and SMEs in the creation and delivery of community benefits.
<b>What we are doing</b>	We have established a consultancy arm, offering support in the creation and implementation of community benefits.  We have also established a community benefit delivery service, able to work with Clients, main contractors and SME groups.
<b>What our partners will see</b>	A professional service, which provides outstanding value and excellent track record.

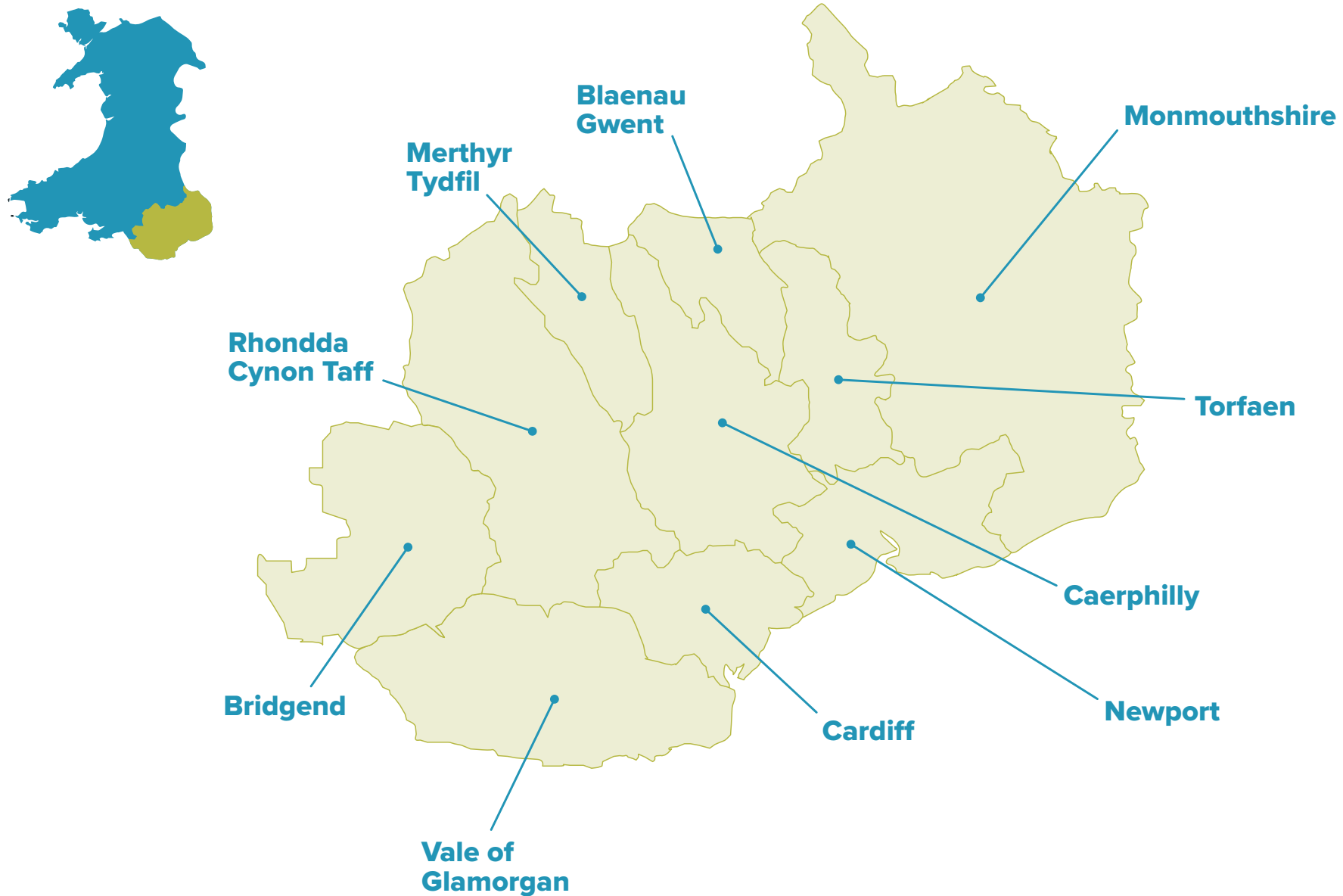
## Priority 5:

We will work with CITB, Industry and Government to help deliver infrastructure projects.

<b>What we need to do</b>	Closer working links with Welsh Government and procurement departments across South East Wales.  Inclusion in contracts as the partner of choice in terms of apprenticeship delivery .
<b>What we are doing</b>	We have established a consultancy arm, offering support in the creation and implementation of community benefits  We have also established a community benefit delivery service, able to work with clients, main contractors and SME groups.
<b>What our partners will see</b>	A professional service, which provides outstanding value and excellent track record of delivery.



# Where we Operate





# Working in Partnership

Construction is a major contributor to the UK economy, employing 2.1 million people within its supply chain and contributing 8% to GDP. It's a powerful driver of growth and wealth creating, delivering £2.84 to the economy for every £1 invested.

## Background

'The Welsh Government is committed to supporting Apprenticeships in Wales as they fuel the future essential skills base of our nation. Apprenticeships in Wales help to inspire success in the individual and bring huge benefits to the workplace.

Melin Homes and Monmouthshire County Council, in partnership with CITB established 'Y Prentis' – a not for profit company delivering a shared apprenticeship scheme, to assist in meeting the increasing demands of socially procured goods, services and works associated with the construction industry in South East Wales.

Melin Homes, in addition to providing high quality affordable homes, also have a significant track record of successful delivery of employment and training programmes, of varying lengths, across South East Wales.

Monmouthshire County Council (MCC), who with over 3,500 employees is the largest employer in Monmouthshire. MCC are adapting their corporate policies to ensure that targeted recruitment and training principles underpin all appropriate recruitment. Opportunities are created through staff turnover (which at 10% in excess of 390 opportunities per year) and through Monmouthshire's extensive supply chain, supporting annual expenditure more than £90 million. A significant proportion of this delivery is with local businesses.

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.





# Governance – Meet the Team



**Y Prentis** is governed by a strong Board of Directors made up of representatives from Melin Homes and Monmouthshire County Council.

The Board also benefits from CITB, industry and college representation. This ensures that industry has a voice and mirrors the needs of multiple partners. The Board are responsive to the needs of industry and as such have created a robust Advisory Panel, consisting of a number of representatives from the construction sector. The Advisory Panel provides information to the Board on the requirements of the sector.





## Directors

### **Peter Crockett** FMATT, FCCA Deputy Chief Executive Melin Homes and Director of Y Prentis



Held senior posts in the housing association sector since 1995 where he gained considerable experience in all aspects of strategic finance, including loan funding as well as all other support services. Over the past few years, he has gained significant experience in the delivery of major energy programmes to assist in the combating of fuel poverty. Peter was recently appointed Interim Chief Executive of Melin Homes, is a company Director of **Y Prentis** and a former member of Community Housing Cymru's National Council.

### **Rob O'Dwyer** Head of Property Services & Facilities Management at Monmouthshire County Council and Director of Y Prentis



Rob has held senior positions in the local government property sector for the past 20 years and his current role focusses on the delivery of corporate procurement services and the provision of design, maintenance and facilities management services for both Monmouthshire County Council and Gwent Police. Rob is also a member of the CLAW Steering Group and on the Board of the South East Wales Schools Capital Framework.

### **Cath Fallon** Head of Economy and Enterprise, Monmouthshire County Council and Director of Y Prentis



Cath has had an extensive career in local government having initially started her employment with South Pembrokeshire District County Council more than 20 years ago. Cath was appointed to Monmouthshire County Council in 2002 and has held several roles since including Programme Manager for adventa – Monmouthshire's rural development programme, Assistant CEO for CMC2, MCC's Creative Community Interest Company and in 2014, Cath was appointed as Head of Economy and Enterprise, where she is responsible for the development and delivery of both the Monmouthshire Business and Enterprise Strategy and Vale of Usk Local Development Strategy.

Cath has been involved with **Y Prentis** since its foundation and has a keen interest in its future development and sustainability.

### **Adrian Huckin** FCIH, B.A. (Hons) Director of Communities, Enterprise and Care, and Director of Y Prentis



Adrian joined Melin Homes in September 2010 having previously worked in senior positions in both the public and housing association sectors. His housing career spans a total of 32 years. He is a Fellow of the Chartered Institute of Housing. Adrian is a Company Director of **Y Prentis**.

# Governance – Meet the Team



## The Delivery Team



# Governance – The Advisory Panel



The panel is comprised mainly of construction companies and is very well attended. The panel is Chaired by James Player, an independent construction management consultant. Our deputy chair is Tom Davies from Morgan Sindall. In addition, the following companies are members of the panel:

**Jehu, Balfour Beatty, Morgan Sindall, Lovell, Wilmott Dixon; Keepmoat, BAM; Laing O'Rourke; ISG; SMK; Interserve; Ian Williams; R&M Williams; Keir; Gibson, Bouygue, Ian Williams Carpentry, Ian Williams, Hale Construction, Vince Haines, Knox and Wells.**

**Y Prentis** is driven by the needs of industry. The companies provide placements for apprentices, advise about future recruitment patterns and are helping us to plan our next two years of activity. We have already, through CITB planned and are delivering additional provision to meet demands generated through the panel. Consequently, Ground Works training has now been commissioned through CITB's training framework with Cardiff and the Vale College. This was previously unavailable in south Wales.





# Running the business

## The Business Model

**Y Prentis** is CITB's preferred supplier of shared apprenticeships in construction in South East Wales. Established in October 2012, **Y Prentis** aims to support 50 apprentices per year.

**Y Prentis** is the only construction based shared apprenticeship scheme operating within South East Wales, and works with a range of partners to deliver sustainable apprenticeship opportunities across the region. Shared apprenticeships offer an alternative and more flexible means of apprentice delivery than traditional apprenticeships. Their flexibility allows the participation of smaller companies as well as apprenticeship support for shorter-term contracts.

**Y Prentis** has enabled the extension of the shared apprenticeship model into South East Wales, offering support for clients and their contractor partners. The model is already well established with extensive support from Local Authorities and Housing Associations as well as a well-attended advisory panel with 20 constituent partners from the construction industry.

**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.

**Y Prentis** benefits from a number of funding sources including, CITB, Welsh Governments Young Recruits Funds and private industry investment.





# Running the business

## The Market

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The construction market in South East Wales comprises the following key markets:

- New build housing developments covering both the public and private sector.
- Private and public sector investment in existing housing stock
- Infrastructure development
- New School Builds
- Local Health Board Builds and Maintenance
- Transport Links
- Micro Generation

Since its lull in 2012, construction output in Wales grew by over 10% in real terms to 2014 and expanded further last year. Growth in 2015 is likely to have been driven by a very strong performance in the infrastructure sector and lesser but still robust expansion in private housing and public non-housing work. Wales is projected to see annual average output growth of 7.1% over the next five years to 2020, stronger than any of the English regions and other devolved nations, and while nuclear new build at Wylfa is a major contributor to this expansion, it is by no means the only driver.

The infrastructure sector biggest project in the pipeline is the upgrade of the M4 around Newport, on which work is likely to start in 2018.

There are a number of sizeable regeneration schemes in the pipeline upon which private house building will play a significant part. However, these are long-term projects and therefore their contribution to annual growth could be quite small.

The same is true to a lesser extent for the private commercial sector, although the construction timescale of schemes in this sector is likely to be more condensed, producing a stronger growth profile.

Employment growth is projected to average 2.9% a year between 2016 and 2020, well above the UK average and the workforce is expected to reach 129,900 by 2020, 5% up on its 2008 peak. Demand is expected to be strongest for construction professionals – civil engineers, architects, surveyors and other construction professional – with all of them likely to see annual average employment growth of around 4% a year or higher. Wales' ARR is projected at 5,440 a year on average, still the third largest on an absolute level and the highest as a ratio of base 2016 employment. Its ratio, at 4.7% is well above the UK average of 1.7%.



# Running the business

## Funding

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**Y Prentis** is an evolving model, which allows diversification within the business to ensure that it continues to meet the demands of the sector and promotes sustainability. This has led to changes to the existing model to include Community Benefit delivery and Consultancy services to be added to the portfolio of work. This will ensure the core business of providing apprenticeship opportunities to young people across south east Wales, is made as sustainable as possible.

Currently the number of apprentices which can be supported by CITB through the shared model has been capped at 50 new starters per year. So the maximum number of apprentices at any one time will not exceed 100.

Apprentice intake will be prioritised to areas where increased development activity is prevalent, this will allow young people to gain experience as close to home as possible, reducing the requirement for excessive travel.

Recruitment of apprentices will be on a roll-on roll off basis, through the year and does not follow the academic year.

**Y Prentis** benefits from funding from the following sources:

- CITB Attendance and Attainment Grants
- Young Recruits Programme Funding
- Membership payments
- DfES Special Grants
- Community Benefit delivery sales
- Consultancy sale

## Changes to Funding Approaches

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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 be revised to reflect any funding impact.

## Further Funding Potential

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**Y Prentis** is a one off regional programme and benefits from the special status of being CITB partner of choice in the delivery of shared apprenticeships across South East Wales. Key programmes in Wales such as the Metro, Tidal Lagoon and Circuit of 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** to attract such funds. Other potential funding streams includes:

- BIG Lottery Rounds
- Future Jobs Fund
- Work Programme Successor
- Welfare to Work
- Delivery of apprenticeship support on behalf of other EU Projects



# Running the business

## Investment

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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:

- Agreement of the principles around expenditure with **Y Prentis** Board;
- Development of projects in consultation with construction and key investment partners;
- Development of an application process (for audit and compliance reasons).

## Special Status and Competition

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**Y Prentis** is a not for profit limited company. It is owned by Melin Homes and Monmouthshire County Council who make up equal shares of its Board. Melin Homes are a Registered Social Landlord with Charitable Aims. The Board is advised by **Y Prentis** Management and observed by CITB and construction partners. 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 be 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 clients 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 organization.

**Y Prentis** operates across South East Wales. It is important that our status is as a separate entity rather than a scheme owned by Melin Homes and Monmouthshire Council so that clients across the housing and public sector recognise its ability to support their targeted recruitment and training requirements across this wider geography. The scheme has actively been marketed as able to support the construction industry across South East Wales as demonstrated through following this link and watching **Y Prentis**' film at [www.yprentis.co.uk](http://www.yprentis.co.uk)

**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.

## Sustainability of Y Prentis

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We have highlighted above that **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 a number of key sources, CITB Grants, Young Recruits Programme funding and wages, which are funded by the construction companies themselves. CITB Grants are paid from the levies they receive from their in scope members. This provides **Y Prentis** with sustainable, core funding, which provided we continue to perform well for CITB, will continue.

**Y Prentis** is guided by an advisory panel, made up of members of industry and clients offering contract 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.





# Running the business

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. Construction companies will only support those opportunities they require to support their TR&T targets.

As identified earlier in this document, **Y Prentis** has the flexibility to diversify to complement its core business objectives and as such has developed a consultancy and community benefit arm to the business. These additional services provide additional opportunities to be created within a range of development contracts.

## For Apprentices

**Y Prentis** apprentices have several advantages when seeking long-term employment.

- Full framework qualification appropriate to the trade;
- Experience with several companies giving them 'long interview processes' with each;
- Wide ranging experience;
- Advisory panel support to long term planning and sustainability;
- Job search support from the **Y Prentis** team;
- Wide ranging client knowledge of 'graduating' apprentices;
- Vested interests of clients and construction companies as 'members of **Y Prentis**' in ensuring sustainability;
- Long-term understanding of the market and its demands across the team.

All these factors will contribute to the long-term sustainability of employment

## Equality and Diversity

**Y Prentis** is committed to the sharing of good practice in relation to equality and diversity. 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. In support of these aims we are working closely with the Construction Youth Trust and Chwarae Teg to support their referrals of clients from more diverse backgrounds.

## Marketing Strategy

**Y Prentis** will support a 50 apprentices per year. In order to do this effectively we have identified that we will require a marketing plan that delivers a response to both recruitment of trainee's and support from suitable host contractors. To effectively coordinate a shared training programme, offering a varied work based experience; we will require a substantial number of placement opportunities, across a wide contractor base.

The idea of a shared apprenticeship approach is one that has been welcomed by a significant number of large-scale construction based companies. Staff members have already held a number of contractor based events during consultation about the potential development of a shared apprenticeship programme and have buy in from a wide variety of construction based companies, mentioned in the advisory panel section above.

A full marketing strategy is attached in appendix 1

# Contact



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