



**WELWYN  
HATFIELD**



Metropolitan  
Thames Valley



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**Higgins**

**Higgins Construction in partnership with  
Harrow Council  
Shredded Wheat  
Employment and Skills Plan**





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Introduction



The Section 106 of this Employment Skills Plan (ESP), as designated by “The National Skills Academy for Construction” (NSAFA). In connection with the Planning Act obliges developers to agree an Employment Skills Management Plan with the planning authority – **Welwyn Hatfield Borough Council**.

This plan meets the obligation, showing how skill levels within the local labour market are to be developed, during both the construction phase and eventual occupation of the building.

### Higgins Construction Plc

Higgins Construction is the perfect partner for your construction project because we are part of a larger organisation, offering skills and experience beyond compare. This close-knit relationship gives us the strength to build any scheme and meet every challenge.

Higgins Construction is one part of Higgins Group PLC, which consists of other subsidiary companies including, Higgins Homes and Higgins investments. Higgins Homes are true experts in the creation and sales of residential properties. We work together to make a formidable team, with experience to deliver a huge range of successful developments in a challenging economy.

We make the most of every talent across every corner of the business to deliver construction excellence to our clients. Through closer collaboration, we can create thriving communities in which people can live, work, learn and play, and which they are proud to be part of.

### The Development

Contract works include the D&B of 208 nr residential dwellings (52-shared ownership, 106 affordable rent, 50 over 55's living) external hard and soft landscaping, car parking, and plant rooms. The phase consists of blocks 10A, B & C and 11 A, B and C, constructed in RC Frame rising to a maximum of 8 stories high. The works include off -site section 278 works including the installation of a number of raised junction tables.

- Cost – £50 million
- Duration – 2no. years
- Architects – Collado Collins
- Under croft Parking

The project will be starting December 2019 and is due to end December 2021.

### Key Contacts

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### Project Objectives

Polly Moona - Project Skills Coordinator, employed by Higgins Construction, appointed to work on Shredded Wheat, Welwyn Garden City delivering KPI's.

As Project Skills Coordinator, Polly specialises in; Community Regeneration and delivering initiatives pertaining to Training & Employment, Project Skills, Housing Plus and Sustainable Community Development, through local schools and the community centers.

For this project, the local schools that will be involved are; Panshanger primary, Holwell primary and Peartree primary schools.

Our Partners on the project, MTVH, LBWG, Jobcentre plus, Training providers, Oaklands College.

As positions on site become available, requests are made via our site team to find suitable candidates for the post. We as an organization work closely with the local community to help those who are unemployed whilst ensuring that our targets are met and that our workforce are living local to the project.

We are also happy to use our client's nominated provider as a source to support local unemployed residents. The usual procedures are screening through the CVs from 3 – 5 days, interviews are arranged as soon as a candidate can be available. 2 to 3 weeks from interview stage for the post to be filled. Candidates will be given a 13-week contract, which can be extended if successful..

We provide opportunities for local residents to access jobs created during the construction phase of the development and subsequent occupation. Opportunities will include Labouring, Traffic Marshalling, Site Administration, Apprenticeships including Bricklaying, Carpentry, Electrician, Plumbing and other Trainee opportunities.

We always aim to ensure that the people who live in these communities closest to our construction projects are given the opportunity to gain some skills needed in a real life work environment.

### Support for the development of skills within the local community

The National Skills Academy for Construction programme, developed by CITB-Construction Skills and leading industry employers, which is currently being rolled out at major construction projects across the UK - providing companies with a training and leadership framework to up-skill their workforce. It enables it to deliver high quality, tailored, project-based construction training for apprentices, trainees and



existing employees.

The programme also aims to attract new talent to the industry and help companies save an estimated £17million annually by reducing the number of on-site mistakes. Since September 2012, Higgins Construction PLC has undertaken this scheme. The redevelopment's National Skills Academy for Construction status means apprentices and graduates will now be able to access employment opportunities on the site. Polly Moona is CITB accredited PSC.

### Delivery – Construction Phase

Providing pre-employment training for the local people who are unskilled, while contributing to reducing unemployment in the community. The pre-employment training for local people involves a general introduction to the world of work in construction and a 2-week mentoring e.g. shadowing an experienced labourer who can provide guidance.

Following a successful interview we also provide CSCS training for people who do not currently hold a card, working in partnership with specialist training providers..

Procurement of goods and services – As our project progresses through each stage, local businesses will be utilised where possible for the purchase of materials and procurement of goods & services. Using local businesses helps to boost the local economy, keeping spend invested into the local area.

Training of staff – Recruitment agencies & Universities, Higgins also have our own training providers, who can attend any sites for training when required.

Supporting the development of skills for subcontractors, we have adopted the National Skills Academy strategy, for the delivery of the skills required for our subcontractors.

Providing opportunities for local residents - Vocational training (NVQs), CSCS card), Internships and Apprenticeships (Multi-trade, Bricklaying, Carpentry, Electrician, Plumbing).

### Employment & Apprenticeship Agencies

- MTVH
- Welwyn Hatfield Borough Council
- Metroployment
- Calford Seadan



- Groundwork London
- Job Centre plus
- Others TBC

Anticipated Labour Schedule

The table below sets out how we will deliver our recruitment objectives throughout the project.

Start Date	No. Required	Occupation	Training Opportunity	Duration (weeks)	End Date
TBC	TBC	Labourer	H&S, Traffic Marshalling, Banks Man, 1 <sup>st</sup> Aid	52	
		Trainee site manager			
		Trainee surveyor			

Apprenticeships

Under the employment and training section 106 agreement, Higgins are to deliver 13no. Apprentices and 20% Local persons.

Our initial contracts are 13 weeks, which could lead to 52 weeks subject to attendance and performance review.

Start Date	No. Required	Occupation	Training Opportunity	Duration (weeks)	End Date
Sep 2020	3	Bricklayer	1 <sup>st</sup> aid, H&S	78 weeks	
Sep 2020	1	Electrician	1 <sup>st</sup> aid, H&S	78 weeks	
Sep 2020	3	Plumber	1 <sup>st</sup> aid, H&S	78 weeks	
Sep 2020	2	Carpenter	1 <sup>st</sup> aid, H&S	78 weeks	
Sep 2020	2	Painter & Decorator	1 <sup>st</sup> aid, H&S	78 weeks	
TBC	1	Admin / Document Controller	1 <sup>st</sup> aid, H&S		
TBC	1	RLO trainee	1 <sup>st</sup> aid, H&S		

Apprentices do not need prior experience, although a Level 1 qualification is preferable.

To source candidates we will work with local colleges who have candidates seeking apprenticeship employer placements.

We also have the opportunity to upskill local persons who have been directly employed on the project who want to gain skills and progress through the apprenticeship-training route.

Polly Moona will mentor all local persons she will work closely with the student, college and supply chain to keep learners on track with their training programmes, and help workers to sustain their employment.



On completion of the project or the apprenticeship, if there are other Higgins projects in the area, we always aim to deploy apprentices to our neighbouring projects. In the event we cannot redeploy we will liaise with our partners.

Higgins work placements

Work placements are a good means of getting back into work after long-term unemployment. It is also a great incentive to attract young people to try out the sector or find out about a role before progressing their studies or career routes. The work placements are offered to anyone who is thinking about working in construction, for people deciding if it is something for them, or to even build up someone’s confidence. Placements are unpaid and can be from 2 weeks to 4 weeks, unemployed persons claiming benefit must inform their job centre plus work coach if they decide to undertake a work placement.

Subcontractors Engagement

Working with our supply chain and subcontractors we safeguard workers where possible to ensure contracts are renewed and transfers are made to another site at the end of the build.

Upskilling the workers by developing their skills through education or training. We have regular Higgins subcontractor meetings. We will specify from the start of the project S106 targets to be achieved and we help enable subcontracts to employ and train local people.

Local Businesses

As a contractor we always aim to work with local suppliers and SME’s to provide services and as such hold Meet the Buyer events and support small businesses with procurement processes to create opportunity and to boost the local economy.

Reporting

The table below is an example of how we record our labour information. In line with GDPR, this document is held confidentially and password protected. This information will be shared only to one designated appointed person for the purposes of the S106.

	Name	Post Code	Start Date	End Date	Training Undertaken
1	Smith				
2					
3					
4					
5					
	Total number of Staff				
	Total number of Staff from the borough				



### Local Corporate Social Responsibility Activities (CSR)

For each of our projects we aim to engage with local schools; from nurseries through to colleges and universities. Volunteering staff time to provide careers advice, and support to enhance the curriculum. Activities include: Site visits, mentoring, mock interviews, assemblies, presentations, team activities, taster days etc. We are also proactive in promoting health and safety in construction, and raise awareness of road safety.

Higgins are focussed on community engagement and effective communication, we therefore work closely with the steering groups and active community groups to keep people updated with the build.

We identify local charities or provisions in need of support, and deliver fundraising, sponsorships of volunteering time to deliver outcomes for the area.

### End User/Occupation phase

#### **Employment**

Higgins will employ local persons as required under the section 106 agreement.

Where required we will host careers and job fairs in the local area to attract candidates.

#### **Training and development opportunities**

All local operatives will be provided with a full site induction and offered basic site training; this will be discussed with the operative after their probation.

#### **Personnel and recruitment strategy**

We will endeavour to employ local persons and provide equal opportunity to work within this industry. There may be occasions where HR or H&S expertise is required, if we believe a person may be at risk working on site, and a procedure will need to be implemented.