

# Section 1: Project Details



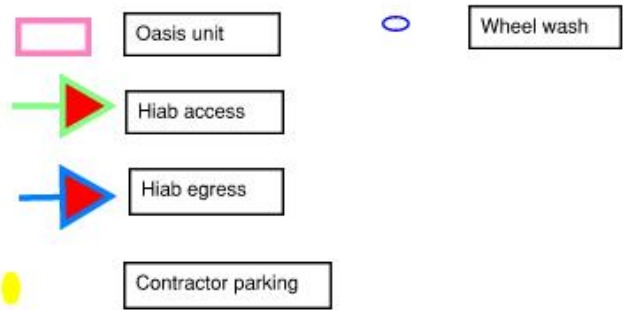
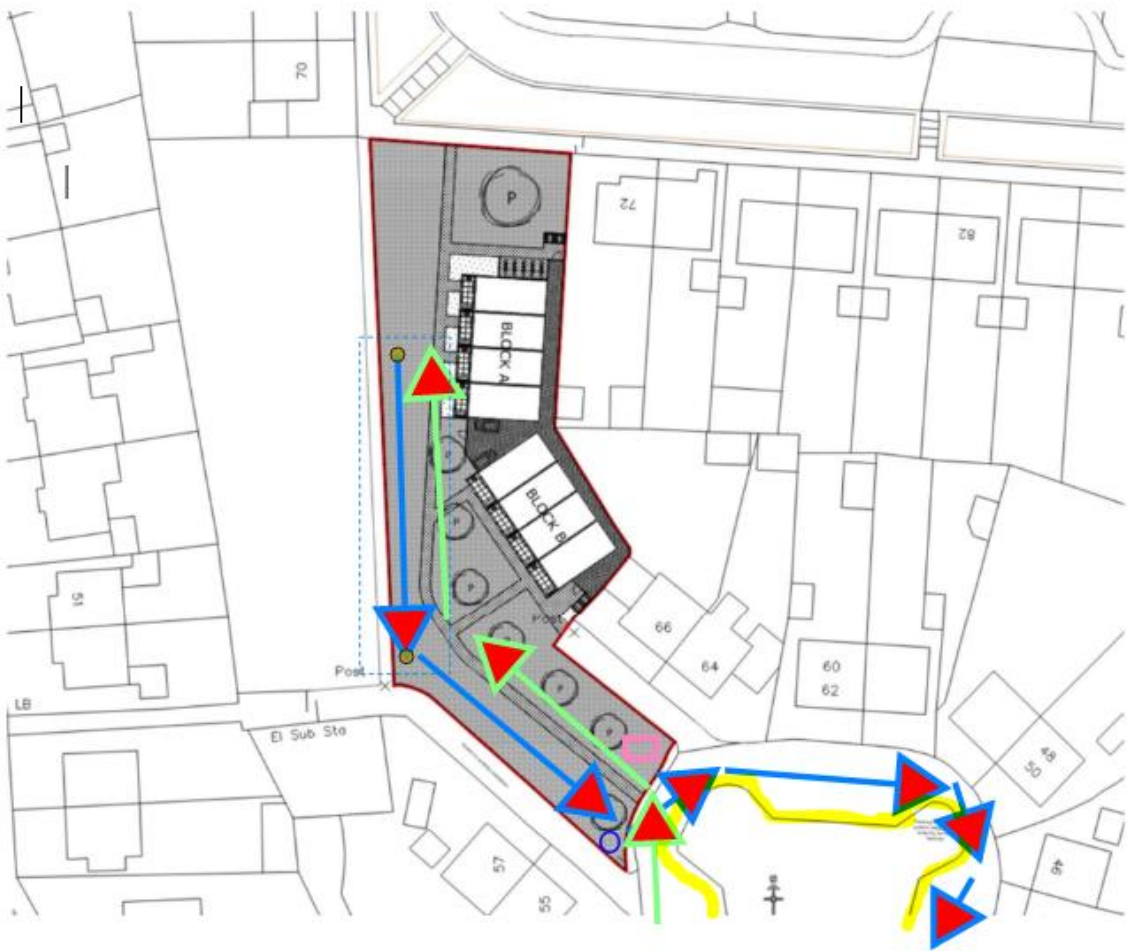
## St Albans Construction Phase Plan

### Project Details

Erection of 8no. Solohaus self-contained modular homes for temporary homes accommodation, with associated plant, bin and bike stores and landscaping.

### Site Address

Land at St Albans Close Open Space  
Gravesend  
Kent  
DA12 5SE



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## Project Brief and Scope

The site comprises an approximately 1510sqm parcel of land forming part of the public open space at St Albans Close, Gravesend. It is bounded to the east by the rear gardens of residential homes on St Albans Close and Winchester Crescent, these gardens are fenced in timber. To the west the site is bounded by a concrete footpath running across the open space from north to south. To the south, the site fronts on to St Albans Close, a residential street. The northern boundary of the site fronts onto the public footpath that runs alongside Winchester Crescent. There are two established pedestrian footways, one running north-south through the open space and another running east-west along the southern periphery. The area overall is residential in nature, with terraced detached houses of mid-late 20<sup>th</sup> century council housing type on all sides.

## Client

Gravesham Borough Council

### Gravesham Borough Council

Civic Centre  
Windmill Street  
Gravesend  
DA12 1AU

## Hill Group

Gunpowder Mill  
Powdermill Lane  
Waltham Abbey  
EN9 1BN

## Site Address

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Gravesend  
Kent  
DA12 5SE

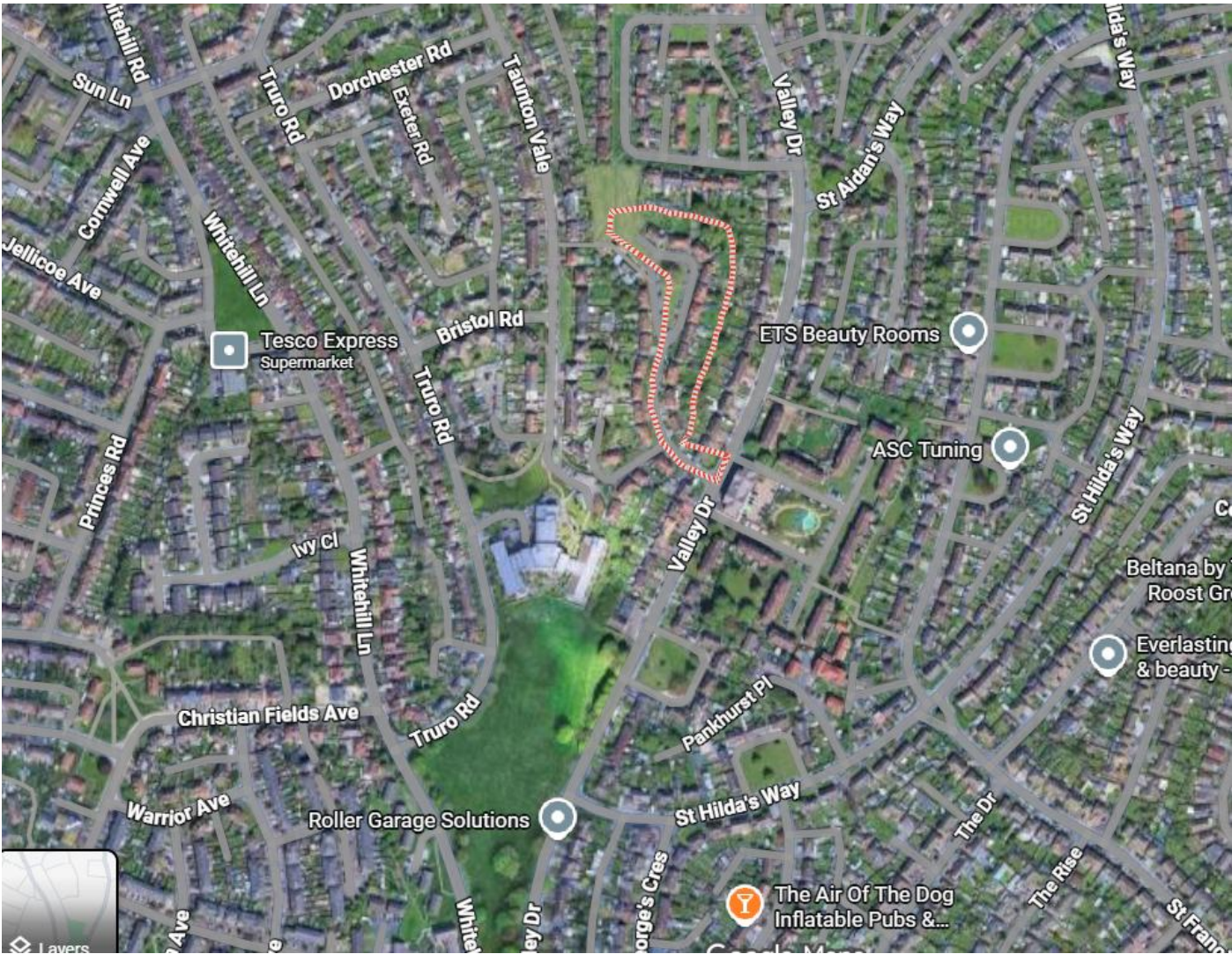
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## Location

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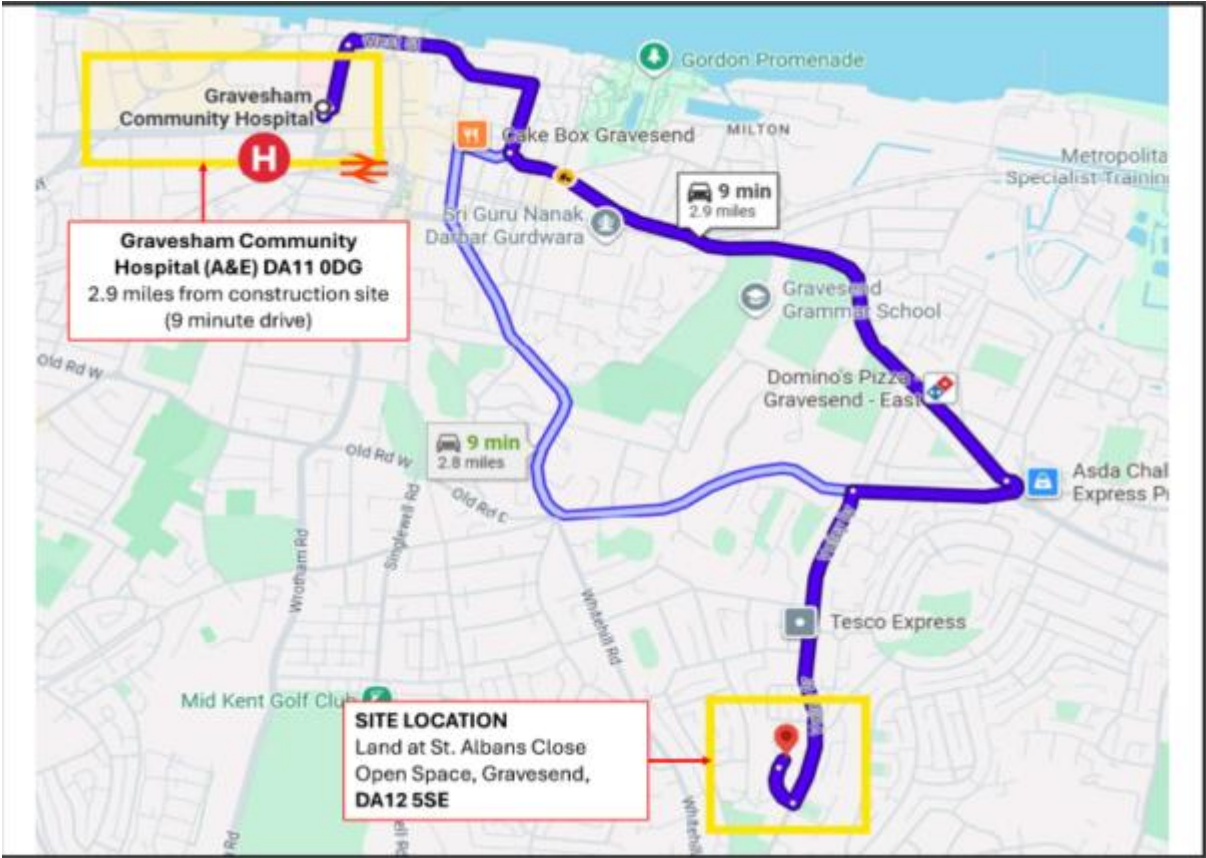


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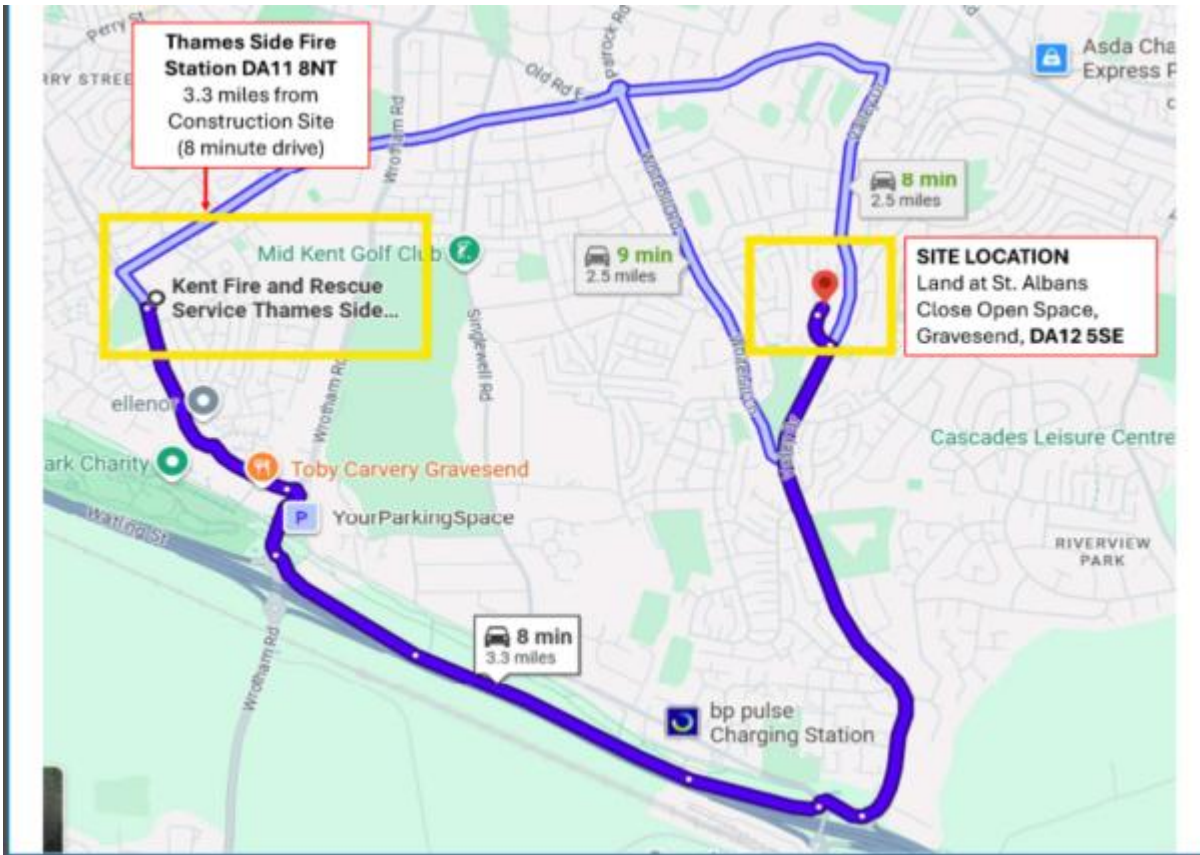


## Delivery Access Route



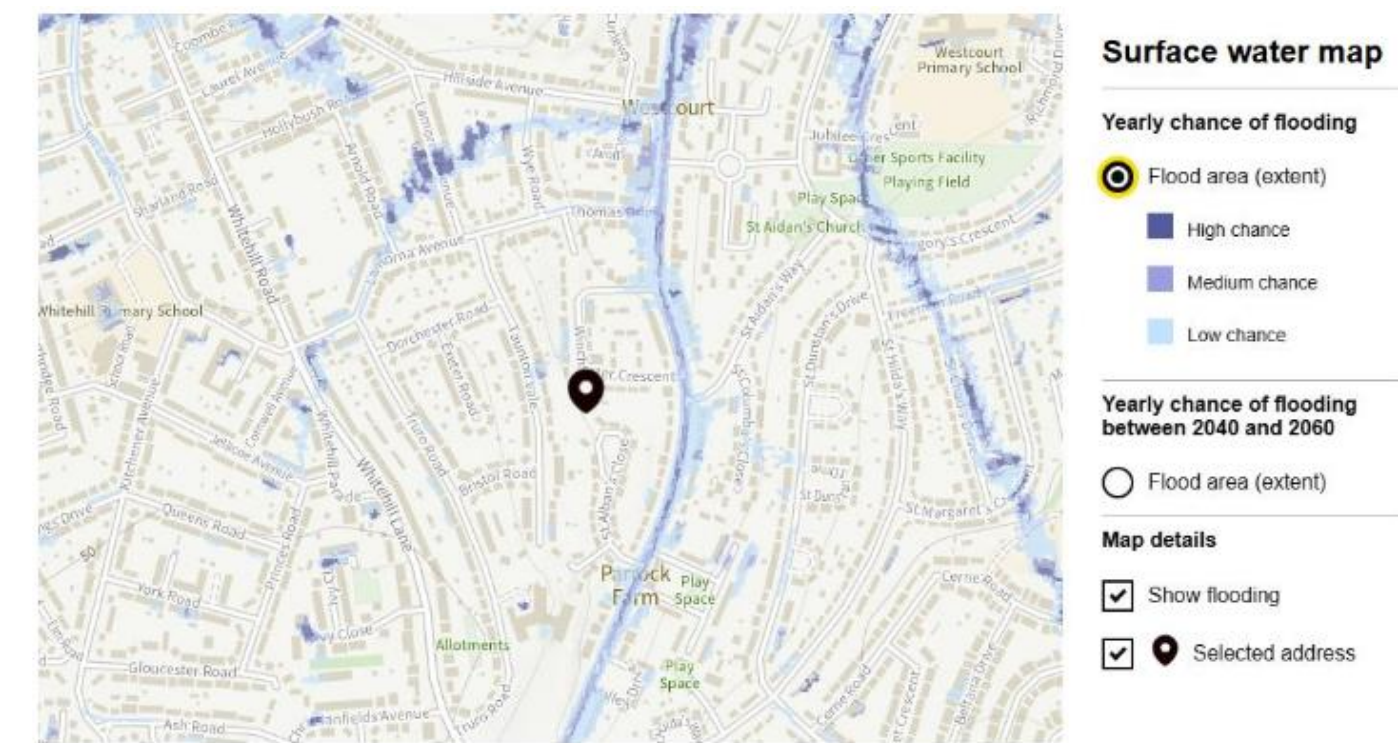
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Flood Vulnerability Classification



A review of the governments Flood Risk Maps for planning reveals that the sire lies within Flood Risk Zone 1, with a low risk of flooding. It also has no identified risk of surface water flooding, both currently and within the future modelled scenario between 2040 and 2060.

Water

No substance will ever be discharged to a surface water drain; foul water drains may be used to dispose of some silty or foul water **IF** the consent of the sewerage undertaker has been sought. Management of activities through method statements, toolbox talks and inductions will ensure the workforce are aware of the need to retain water quality. Activities like concrete pours and washing out the chutes must be managed effectively.

Potentially polluting substances will be stored in suitably bunded areas in order to reduce the potential for ground contamination and, therefore, groundwater contamination. If polluting substances penetrate the ground the ground will be dug up and removed and replaced with a suitable replacement material. The polluted, excavated material will be disposed of according to legislative requirements. This is in order to prevent redress under the Contaminated Land Regulations 2000 and remove any potential expensive clean-up claims. Absorbent material containing oil digesters will be stored on site for use on minor spillages. If a pollutant can be soaked up before it penetrates the ground, it should be. If a spill does occur a monitoring regime of the canals and rivers will be implemented to ensure the pollution does not reach the water courses and if it does it will be promptly and efficiently managed. The statutory bodies and client will be notified and a clean-up operation begun as per the company procedures.

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## Traffic Management and Logistics

There are a number of schools ranging from nursery to high school located within a 1/2-3/4 mile radius of the development, suppliers will be instructed to keep deliveries outside of school drop-off and pick-up times; suppliers will also be reminded to try to keep deliveries outside of peak times and reduce as much as possible the use of the local road network sticking to A roads for the majority of their journey.

- Residents will be notified of the date of delivery and removal of the temporary Oasis unit and the delivery of the Solohaus pods. There will be a Site Set Up Plan which will denote contractor parking, along with a Traffic Management Plan that will denote access routes to and from the development. HPL will liaise with highway authority on temp access arrangements, signage, licences, etc. if necessary.

## Wheel Washing Facilities

A powered jet wash will be in place for wheel washing for the duration of the development. All wheel wash run-off will be bunded.

## The Project Team

For this project, the management structure and details of roles and accountabilities are set out in this section of the Project Delivery Plan.

## Project Organisation structure

### Hill

**Regional Director:** - Harvey Dharmi

### Construction: -

Justin brown – Contracts Manager

TBC – Site Manager

### Commercial: -

Joseph 'O'Brien – Contract Surveyor

Shea 'O' Brennan – Trainee Contract Surveyor

### Technical : -

James Larner - Senior Technical Coordinator

Esme Foley - Trainee Technical Coordinator

Jack Watts - Trainee Technical Coordinator

### Consultants

GTA - Engineers

G x W – Geoenvironmental and Geotechnical consultants

Survey Solutions - USI

## Roles and Responsibilities

The Project Leader and senior members of the Project team are involved in selection and appointment of individuals to fulfil roles within the project team. Suitability and competence of individuals for each role is measured relative to their skills, qualifications, knowledge and experience.

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## Competency and Training

A formal up-to-date record of training is maintained for the Hill project team and located on the Hill HSE Training Matrix.

A training and competency matrix and training requirements shall be maintained for Hill personnel; assessed by line managers as part of the appraisals process. Training and further development needs are identified in line with HowNow and the training matrix.

Hill employees must satisfy the mandatory training requirements for their role and responsibilities on the project.

All suppliers and consultants shall only employ competent and trained personnel on the project and shall provide an up-to-date record of relevant training for their personnel employed on the project. This shall be maintained and located on Intranet.

All suppliers and consultants will confirm the requirement for training, qualifications and certification in their operational control plans. This information is required as part of Method Statements and shall be audited upon request by Hill. A record of relevant qualifications shall be maintained, updated and provided to Hill.

## Authoring Review and Approval

Arrangements shall be put in place to ensure that the key project documents are authored and approved by the appropriate party. The latest version of each document as identified in the gateway process should be located on Intranet.

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## Objectives & Targets

Under our commitment to meet customer and key stakeholder requirements and our drive for continuous improvement, Hill has established objectives at appropriate levels to achieve these aims.

## Quality & Service Excellence

Specific objectives have been set for Quality and Service Excellence, arrangements for monitoring and reviewing their achievement:

| Objectives                                       | Specific Project Strategy to Achieve Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>No RIDDORS</i>                                | <ul style="list-style-type: none"><li>• <i>100% CSCS compliance for all operatives.</i></li><li>• <i>Robust review and ensuring compliance of method statements and risk assessments.</i></li><li>• <i>Implementation of Hill best practice procedures.</i></li><li>• <i>Implementation of relevant Health and Safety meetings as per schedule.</i></li><li>• <i>Thorough review of any small no lost time accidents or near miss reporting</i></li><li>• <i>Improvement plans to be developed and implemented by Contractors, as applicable.</i></li></ul> |
| <i>Completion and Commissioning on Time</i>      | <ul style="list-style-type: none"><li>• <i>Implementation of Hill planning procedures, including five week look ahead review meetings, contractor weekly work plans, and progress reviews/reports.</i></li><li>• <i>High quality site records of work activities, including as built reports, piece counts, and photographic reports.</i></li></ul>                                                                                                                                                                                                         |
| <i>No Defects or Snags at PC</i>                 | <ul style="list-style-type: none"><li>• <i>Implementation of Hill QA/QC procedures.</i></li><li>• <i>Robust review and management of contractor ITP's in regards to work progress.</i></li><li>• <i>Utilisation of quality software to accurately record and close out defects and snags throughout build sequence.</i></li></ul>                                                                                                                                                                                                                           |
| <i>All Handover Documentation provided at PC</i> | <ul style="list-style-type: none"><li>• <i>Implementation of Hill QA/QC procedures.</i></li><li>• <i>Key milestones for compilation and review of handover documentation prior to PC to be included in client / Hill programmes.</i></li></ul>                                                                                                                                                                                                                                                                                                              |

## Information Management & Reporting

This document sets out the minimum requirements for managing information on a project. Information management procedures may vary from project to project according to the contract type, requirements of the project team, or Employers requirements. This document outlines the preferred approach but shall be developed to incorporate the project specific requirement

## Information & Data Management

Unless otherwise dictated by Client, all incoming and outgoing communications shall be dealt with in accordance with Hill requirements.

Information created or generated by Hill and the project supply chain shall be referenced in accordance with the Hill or project agreed protocol and a record of distribution maintained.

Specific details of approval and distribution procedures shall be agreed and documented.

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Filing shall be in accordance with Hill procedures, IT Policies and Hill Data Protection Policy. Filing index shall be the same across electronic and hard copy systems. Duplication shall be kept to a minimum.

Beyond being available, information must be easily and conveniently accessible with appropriate controls in place to ensure access is authorised and to protect privacy, confidentiality and integrity. The Hill clear desk policy will be applied to ensure access to information is controlled at all times.

Archiving & Disposal shall be in accordance with Hill procedures and requirements set out for the particular security classification appropriate to the documents.

### Project Reporting

The project meeting and reporting matrix are located on Intranet. This includes Client, Hill internal reporting and supply chain.

Supplier meetings will be held regularly with the Hill Manager. Suppliers are required to issue a formal report to the Hill Manager in advance of the meeting. The agenda shall include a review of the suppliers' control plans and their performance in meeting the standards and requirements set for the project.

### Customer Relationship Management

Project teams will ensure that Client contact details are up-to-date and agreed communication arrangements are implemented.

### Media & Public Relations

All matters relating to Media and Public Relations are to be dealt with in accordance with Hill Media and Publications Policy.

For further assistance contact the Hill Communications Team.

### Communications

To ensure that Hill continues to meet Client expectations, Hill shall identify opportunities for improvement and implement any necessary actions to improve the services we provide.

### Corporate Responsibility

#### Industrial Relations

Refer to policies located on the Intranet for Social inclusion, Ethics, Anti-Bribery, Equality and Diversity.

#### Community Liaison

Arrangements for liaison with local community are set out in the Community Engagement Plan. Prior to commencement, the Supplier shall contact the Environmental Health Officer at the local Council to discuss working methods and measures to be used to minimise disruption.

During the works, communication with neighbours will be maintained as a minimum via notice boards (displaying contact details for key personnel) and newsletters updating progress and key upcoming

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activities

## Complaints

In the event of a complaint from a neighbour, member of the public, Local Authority or any other stakeholder, whether given verbally, in writing or both, it will be recorded in a designated logbook. The complaint will be managed in accordance with the Hill Complaint Handling process (SVCM team).

## Onsite Awareness & Instruction

Arrangements for co-operation and co-ordination between all parties involved in the project (including Client, Principal Designer, etc.) and engagement of the workforce is undertaken through regular meetings and the following forums implemented on the project:

| Forum                                       | Requirement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Site Induction                              | All site personnel are required to attend the project operatives' health and safety induction course prior to accessing the site. Inductions must be booked with Hill 48 hours in advance, and operatives must be proof of identity and CSCS competency. This course is based via online platform. Site security access control system rights are issued only on completion of the course. Other inductions must be completed dependent on operative role and workface (i.e. lifting operations induction, supervisor induction, working at height induction).                     |
| Visitor Induction                           | All visitors to site are required to attend the basic site induction providing them with information regarding key risks and control measures on site at that time. All visitors will also be escorted by a fully inducted member of the site team, unless they attend the full site induction. Hill visitor form must be completed and countersigned by Hill management prior to access being granted. Visitor branded PPE must be worn at all times when on site.                                                                                                                |
| Contractor Induction                        | All contractors are required to undertake their own thorough inductions on every project. The Contractors are also required to conduct health and safety method statement briefing meetings with their employees prior to commencing work on site, as well as daily (or nightly) task / activity briefings.                                                                                                                                                                                                                                                                        |
| Quality Induction (AM to review and update) | Suppliers will undertake quality inductions to ensure that quality control requirements set out in Inspection and Test Plans are communicated to those that will be directly carrying out the work.<br>The quality control requirements for the project must be communicated and referenced to benchmark, mock-ups and sample where appropriate.<br>Checking procedures and hold points need to be raised, and the opportunity provided for operatives to give feedback based on their practical experiences. This induction must be specific to the particular trade or activity. |
| RAMS Briefings                              | Contractors' shall undertake RAMS briefings to their workforce and any others affected by the work, these shall be recorded. Briefings will take place prior to commencement of the task and shall include an explanation of risks, agreed methods and precautions.<br>Contractors will undertake re-briefing following any changes to the work in hand, or for ongoing works at regular intervals defined within their RAMS                                                                                                                                                       |
| Safety Toolbox Talk Training                | Weekly by the contractors' managers or health and safety managers<br>Safety toolbox talks must be on a relevant H&S topic associated with the current or planned imminent works. Toolbox talks may further be instructed at any time to cover learning points from incidents. All Contractor operatives                                                                                                                                                                                                                                                                            |

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| Forum                                           | Requirement                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                 | and management are expected to attend monthly site safety stand downs and presentations.                                                                                                                                                                                                           |
| Environmental Toolbox talks                     | Delivered on a monthly basis by suppliers on relevant environmental issues to raise awareness. When undertaken, attendance records are to be uploaded to Hill bespoke monitoring system to demonstrate good practice.                                                                              |
| Quality Toolbox Talks (AM to review and update) | Undertaken by the suppliers' managers / suppliers or Hill Package Managers. Must be on a relevant topic associated with the current or planned imminent works. Toolbox talks may further be instructed at any time to cover learning points from issues identified through quality inspections     |
| 3pm Meeting (Daily)                             | Site activity co-ordination meetings will be held daily at 15:00 to plan and co-ordinate the next day's site activities, and enable Contractors to have appropriate information to relay to their operatives at the next day's Daily activity briefing. Hill and Sub-contractor black hat meeting. |
| Daily Activity Briefings                        | DAB's undertaken daily by the contractors' supervisors prior to commencing shift. To communicate requirements regarding high risk activities impacting on planned activities and any key issues / lessons learnt from previous shifts.                                                             |
| Weekly Project Progress Meeting                 | Regular progress meetings to be held between Hill and supplier supervision to review performance and targets                                                                                                                                                                                       |
| Design Team Meeting                             | Design team meetings to review design issues and communicate updates / changes affecting design risk assessments impacting on suppliers' works.                                                                                                                                                    |
| Monthly Internal Team meetings (ITM)            | PDN16.                                                                                                                                                                                                                                                                                             |

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## Site Training & Awareness

All contractors personnel must have attained and continue to maintain competence in respect of the roles and tasks they undertake.

Each contractor on site is required to maintain an up to date training matrix identifying names, job titles, CSCS card details, training undertaken, dates for refresher training, for each individual on site. A copy of the updated matrix must be issued to the Hill management team each month or this information must be available via a central InnDex system or similar.

## Improvement

To ensure that Hill continue to meet Client expectations, Hill shall identify opportunities for improvement and implement any necessary actions to improve the services we provide.

## Lessons Learnt

Lessons learnt exercises shall be undertaken at the end of pre-construction and post-practical completion. Interim reviews / lessons learnt exercises should be carried out to suit the complexity, nature and timescales of the project.

## Supplier Performance

Hill managers will report Contractors' performance information on a monthly basis in the Hill procurement database. We will share performance information with our suppliers to assist with improvement of their performance.

## Customer Satisfaction

Where the Client is agreeable a Customer Satisfaction Survey will be undertaken to provide feedback on Hill performance to aid our continual improvement programme.

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