

### THE STORY

The Kodak factory in Harrow is a well known local landmark, distinctive due to its 213ft tall white chimney. Built in 1891, it was the first Kodak factory outside America and has been the source of employment for thousands of people since, with a peak of 6,000 in the 1950s.

With the advent of digital photography and technology such as smart phones and tablets, Kodak ran into trouble and had to change its operation significantly. By the beginning of 2017, the factory had closed entirely and was sold to Barratt Homes for development, with initial work beginning in 2018.

Upon completion the site will comprise over 1,500 homes and a Big Yellow storage facility, whilst retaining the iconic chimney.



The Kodak site in the 1920s (Image: English Heritage)

### THE CHALLENGE

**The Kodak site is large and presents a number of challenges insofar as safe demolition is concerned. These challenges and the site's interesting history has made it a marquee project for the Rye Group and one we are proud to be involved with.**

Challenges presented by the project include:

- Close proximity to a busy mainline railway - requiring additional safety procedures and site infrastructure
- Embedded within a residential community - requiring sensitivity, careful planning and collaboration to minimise disruption and maintain positive community relations
- The age of the site - meaning that a variety of hazardous materials and structures needed specialist work and demolition planning to ensure safety.

Whilst these challenges required extra oversight and consideration, the project presented a unique opportunity to be part of the transformation of an iconic site into a vibrant new community. The project presented an opportunity to bring together the multiple services covered by Rye. We were able to demonstrate the full extent of what we can do and how we work with our clients on complex, long-lasting programmes of work.





## THE PROJECT METHODOLOGIES

**Linked to the challenges presented by the site, this project comprises several phases and has required a number of different methodologies to be employed.**

Specialist teams within Rye's Environmental group addressed the issue of hazardous waste such as asbestos and the presence of chemicals throughout the old factory. The asbestos works were extensive, spanning 6 months and requiring specialist high level scaffolding and enclosure tents to minimise the risk of airborne particles escaping.

A combination of demolition techniques, using our specialist machinery were employed to reduce the site to ground level. This included specialist cutting, burning of structural elements, hi-reach demolition and ground level excavation.

We crushed thousands of tonnes of arisings, with it all being reused on site.

Following demolition and remediation, extensive works were required to put in place piling mats and install utilities and road-beds. This phase of the project required extensive collaboration with infrastructure organisations and local authorities to ensure compliance with comprehensive legislative requirements.



## THE IMPORTANCE OF PARTNERSHIP

We pride ourselves on strong and productive client relationships, enabled by a strong culture of communication and service across the organisation.

Throughout the project we ensured regular communication, project reviews and audits with the team at Barratt London.

With a project such as this, the scope was always likely to evolve over time and new challenges presented themselves. This required continual communication with the client and collaboration to ensure the project proceeded in line with expectations.



## THE SUSTAINABLE STANDARD

The Sustainable Standard is a philosophy that ensures we hold ourselves to account across a variety of pillars.

We are proud of an exemplary safety record on this project, a standard setting recycling and re-use rate and positive community relationships.

A bulk of this project has taken place during the Covid era, requiring additional safety measures to be put in place and extra training and vigilance across the operation.

Across all projects we work hard to ensure optimal results, delighted clients and a happy and healthy workforce that learns every day.



## THE CLIENT VIEWPOINT

*"Throughout this project we have been delighted with Rye's dedication and relentless focus on quality and safety. The working relationship with the management and site teams has ensured that the project has met our goals and maintained momentum."*

*Danny Masters, Project Director - Barratt London*