
Demolition & Construction Management Plan

October 2018

No.1 Reading

29-35 Station Road, Reading

RG1 1LG

Rev: 2

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1.0 Introduction

This document has been prepared as part of the Environmental Impact Assessment (EIA) to be submitted to Reading Borough Council (RBC) with regards to the proposed development at 29-35 Station Road, Reading.

Section 1 outlines the location of the site and the scope of the project. Section 2 outlines the Principal Contractor's responsibilities, section 3 describes procedures for managing the site, and section 4 contains the traffic management plan. Sections 5 and 6 describe the demolition and construction phases, and finally section 7 outlines the programme.

1.1 The Site Location

The site (see figure 1), 29-35 Station Road, Reading, is currently a vacant 6-storey commercial premises, located in the centre of Reading, and covers an area of approximately 0.06 hectares. The property is situated on the junction of Garrard Street and Station Road and is directly opposite the railway station.

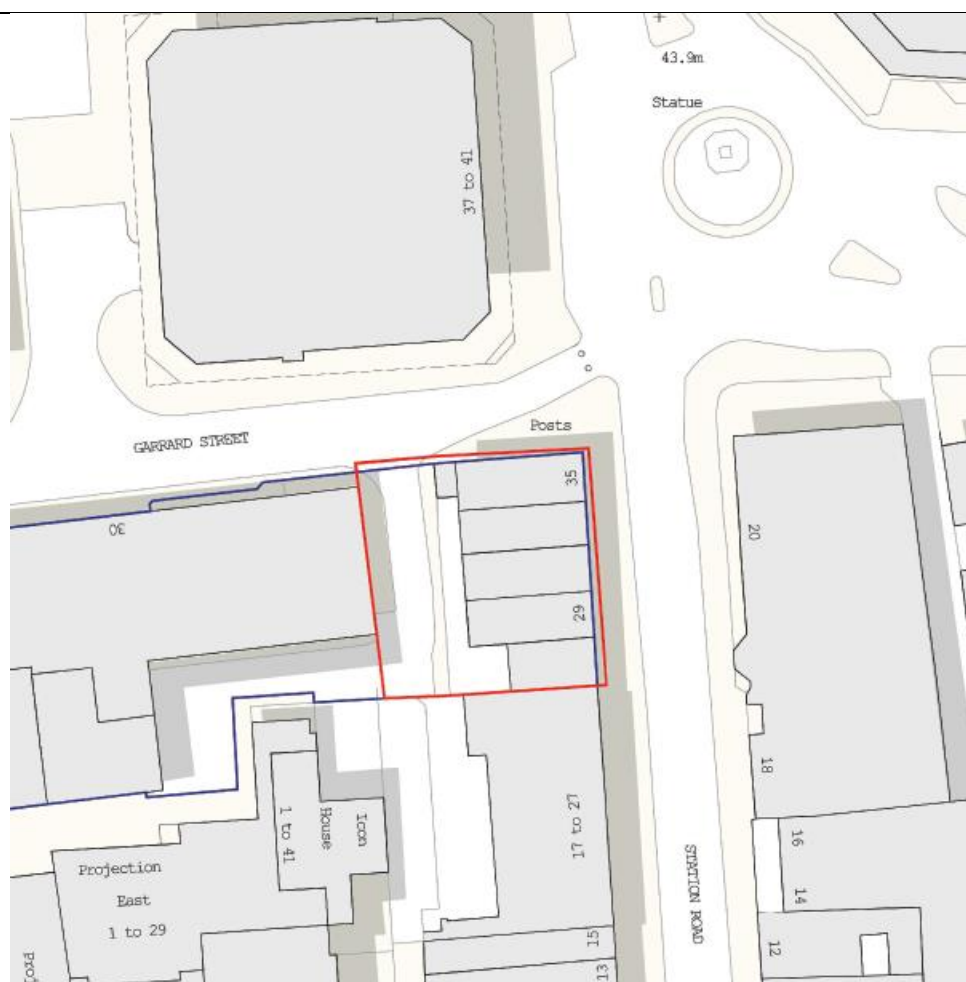


Figure 1: Site location plan.

Figures 2 and 3 below show the front and rear elevations of the existing property respectively, whilst figure 4 shows the adjoining property to the south at 27 Station Road.



Figure 2: Front elevation of the existing property on Station Road.



Figure 3: Rear elevation of the property.



Figure 4: Adjoining property to the south, 27 Station Road.

1.2 Scope of works

The scope of the project is to demolish the existing building occupying the site and replace it with a 22-storey hotel comprising:

- Ground floor – retail space;
- First floor – Hotel reception, bar, ancillary space, plus 2 no. hotel rooms;
- Second floor – hotel restaurant, kitchen, store rooms and meeting room;
- Third floor – transfer structure and MEP plant;
- Fourth to Sixteenth floors – Hotel bedrooms
- Seventeenth to Twenty First floors – Commercial offices
- Twenty second floor – Commercial offices and MEP plant

In summary, the project consists of the following phases:

- Demolition
- Soft strip of existing property.
- Demolition of existing 6-storey building.
- Substructure
- Foundations.
- Formation of basement.
- Reinforced concrete substructure.

- Reinforced concrete ground slab
- Superstructure
- Construction of new 5-storey reinforced concrete structure.
- Modular construction of hotel rooms.
- Lightweight steel construction of commercial (office) space.
- External Finishes
- Flat roof finishes.
- External double-glazed windows and doors.
- Rainscreen cladding.
- Curtain walling to ground floor retail units.
- Internal Finishes & Commissioning
- Common parts service risers and primary distribution
- Dry lined walls and partitions.
- Domestic plumbing, ventilation and electrical services
- Final fix kitchens, bathrooms and typical apartment finishes and decorations.
- Finishes to common areas.
- Shell and core fitout to commercial/retail/restaurant units.
- External Works
- External hard landscaping.

2.0 Responsibilities

The Principal Contractor will:

- Be responsible for the site environment and adhere to the obligations and recommendations set out in this Plan whilst also placing the same responsibility on all sub-contractors through pre-start meetings and the approval of their detailed method statements and risk assessments. The Principal Contractor's site-based construction manager will be the key person contactable on site related issues.
- Ensure management systems comply with this Plan.
- Provide the Local Authority with information of key personnel.
- Ensure that they, and their sub-contractors, provide and maintain tools, plant and equipment that are fit for purpose and without risks to health, safety and the environment.
- Obtain all necessary permits and licences from regulatory bodies. Based on the Master Development Programme in Appendix C, information on the nature and timing of all key site activities will be provided by the Principal Contractor to Local Planning Authorities, the emergency services and other Statutory bodies as required.
- Ensure a safe place of work at all times with safe means of access and egress from the place of work.
- Ensure safe handling, transporting and storage of articles and substances that will be incorporated into the works, or used on the project.
- Only utilise competent employees and sub-contractors who are trained and deemed competent in the safe working practices for the work they undertake, appropriate levels of supervision will also be maintained.
- Provide adequate resources to ensure the health, safety and environmental objectives for the project are met in full.
- Provide all persons on the project with information on the risks to health, safety and environment and the safe working practices to be implemented, to eliminate or reduce those risks to acceptable levels.
- Ensure the health and safety of operatives, members of the public and others who come onto site or come into contact with the Principal Contractor's work activities.
- Carry out all works without undue inconvenience and nuisance to members of the public and surrounding residents.
- Ensure adequate welfare facilities are available throughout the project in compliance with CDM.
- Monitor work activities to ensure health and safety standards and objectives are being achieved and maintained by all involved with the project.
- Co-operate with the Principal Designer, and sub-contractors to ensure the highest standards of health and safety are achieved.
- Comply fully with all duties under the Construction Design and Management Regulations (2015) and other relevant health and safety and environmental legislation.

3.0 Management Procedures and Controls

3.1 Good Housekeeping

The Principal Contractor will ensure that the site is kept in good order at all times. Including the maintenance and management of all entrances and hoardings

3.1.1 Pedestrian Access

Pedestrian access will be via a secure entry point that will be separate from the vehicle entrance to the rear.

Pedestrian routes within the site will be identified on the site traffic and logistics plan and explained during the site induction process showing all secure entrances and exits for both vehicles and pedestrians.

3.1.2 Project administration and Welfare Facilities

The Workplace (HS&W) Regulations 1992 specify the requirements for temporary facilities for the Works normally comprising of suitably sized canteen, changing and drying room and toilets. The location of the welfare accommodation and storage compounds will be located fully within the site boundary.

It is anticipated that the workforce numbers on site will peak at nearly personnel per day between as both the fitout and envelope works will be in progress (see figure 6 below). The site accommodation will be selected to provide suitable changing, welfare and dining facilities to cater for this number of site personnel.

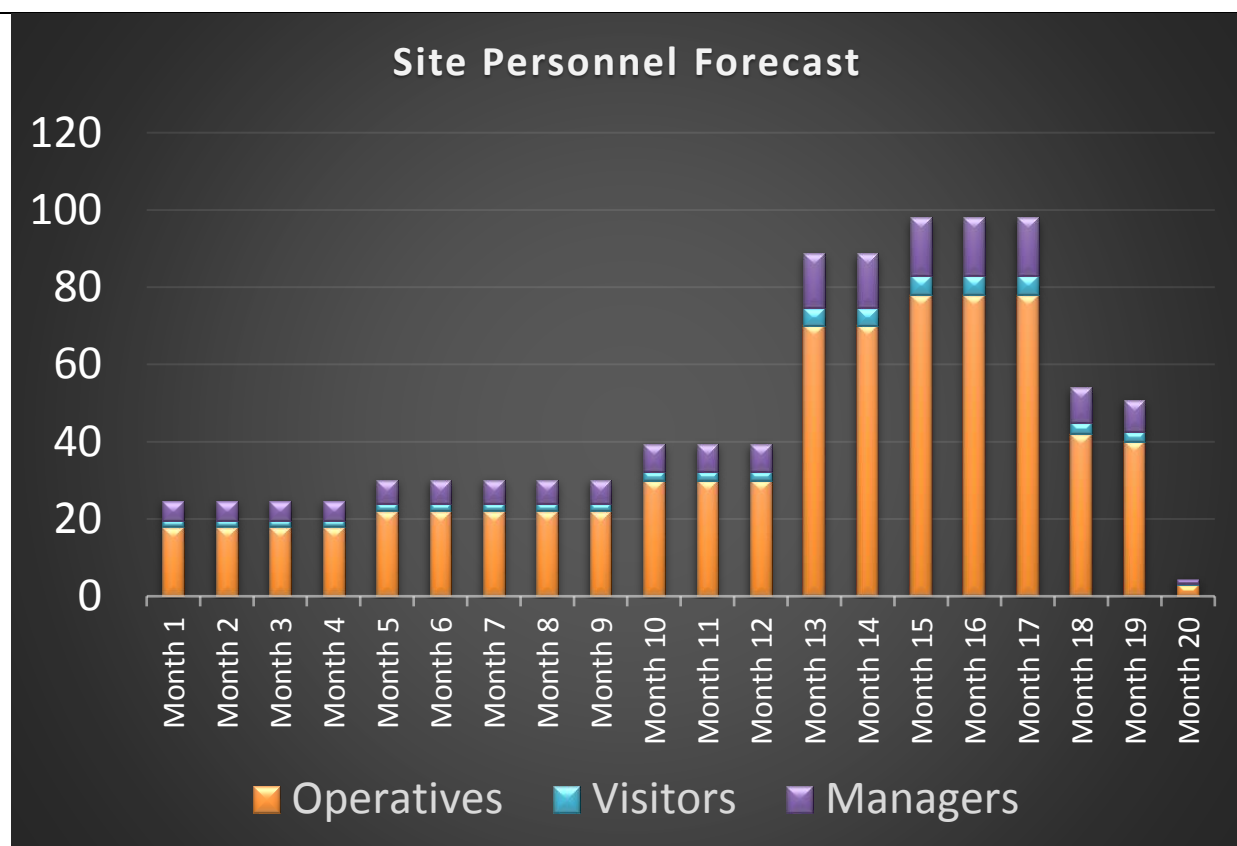


Figure 6: Number of personnel on site throughout the project.

3.1.3 Site Security

The site will be made secure via the erection of a hoarding around the perimeter. All access gates will be securely locked out of hours (see section 3.1.5).

In addition, it will be recommended that valuable items and power tools should be securely stored in site strong boxes or storage containers. Site boundaries will be secured when not in use and potentially hazardous materials will be safely secured e.g. fuel outlets will be locked, plant and equipment will be immobilised overnight.

3.1.4 General Good Housekeeping Measures

Measures to ensure the site is safe, secure and presentable at all times will include but will not be limited to the following:

- Clear access routes with appropriate signposting;
- Segregation and regular removal of waste including food stuffs;
- Keeping the site tidy and clear;
- Inspecting hoardings frequently, repair and repaint as necessary;
- Visual inspections of plant, equipment and material storage areas for leaks and spills;

- Toilet, changing and drying facilities will be kept clean;
- Open fires will be prohibited at all times;
- Hard standings for vehicles will be cleaned frequently;
- Mud will be minimised on access routes.

3.1.5 Hoarding and Fencing

Hoarding will be used to separate all construction works from general access. The extent and height of hoarding or fencing at a particular location will be selected to maintain effective security and achieve visual screening in line with the hoarding line shown on the Logistics Plans in Appendices A and B. The hoarding will be decorated according to the same standards and display relevant health and safety notices, directional signage and contact details. The hoarding will also be branded to market the development

Hoarding will be maintained in good condition at all times and any unofficial advertising / graffiti will be removed as soon as possible.

Lockable gates will be located on the entrances / exits from the site access road and will remain closed.

3.2 Transport

A Traffic Management Plan has been developed setting out the methods of control, application and monitoring of construction site traffic. This can be found in section 4.

3.3 Noise

3.3.1 General measures

The quietest and newest vehicles/plant machinery shall be used at all times. All vehicles and mechanical plant used for the purpose of the works shall be fitted with effective exhaust silencers, shall be maintained in good and efficient working order and operated in such a manner as to minimise noise emissions.

The Best Practicable Means (BPM), as defined in Section 72 of the Control of Pollution Act 1974, shall be employed at all times to reduce noise (including vibration) to a minimum, with reference to the general principles contained in British Standard BS5228: 2009 'Noise and Vibration Control on Construction and Open Sites'.

3.3.2 Working hours

Time of operations and ancillary works which are audible at the site boundary shall normally be carried out between the following hours:

- Mondays to Fridays 08.00 – 18.00
- Saturdays 08.00 – 13.00
- And at no time Sundays and Bank Holidays.

When unforeseen circumstances result in noisy works (audible beyond the boundary of the site) extending beyond normal working hours, the Principal Contractor will notify and seek approval from Reading Borough Council and records will be kept of such events by the Principal Contractor.

3.4 Dust

Referring to visible dust, it is imperative to prevent statutory nuisance arising from the demolition, construction works or dusty activities. Therefore a philosophy of the prevention of dust formation in the first place shall be adopted. Dealing with dust should be in the following fashion:

1. Prevention
2. Suppression
3. Containment

These three principles are well established and are central to the control strategies to control dust. They follow a hierarchy to control the emissions.

Method statements shall identify all the dusty operations and establish the best available techniques that are required to control dust emissions.

The main principles for preventing dust emissions are containment of dusty processes and suppression of dust using water or proprietary suppressants. Suppression techniques need to be properly designed, used and maintained, in order to be effective. For example, where water is used for dust suppression, processes require an adequate supply of water and all water suppression systems need adequate frost protection.

Where there is evidence of airborne dust from the building construction/demolition activities the site, the contractor should make their own inspection and assessment, and where necessary undertake ambient monitoring with the aim of identifying those process operations giving rise to the dust. Once the source of the emission is known, corrective action should be taken without delay.

3.5 Rodent Control

Regardless whether the site has been previously developed the Principal Contractor shall take the necessary measures to ensure proper control of rodents.

28 days prior to any building works are being carried out the subcontractors shall submit a method statement on how the destruction/dispersion of rodents will be controlled during demolition works.

The method statement shall demonstrate if / how the presence of rats and mice has been ascertained and how they will be destroyed if they have been/are found on site.

At all times the site shall be kept free, so far as is reasonable practicable, from rats and mice. (Prevention of Damage by Pests Act 1949, part 'H' of the Building Regulations (Drainage & Waste Disposal). Existing and new drainage will be sealed during the construction process to prevent rodent ingress.

3.6 Waste

3.6.1 Plan

In order to minimise the generation of waste and waste disposed to landfill, all spoil, construction arisings and wastes will be managed in accordance with the waste hierarchy and relevant regulatory controls.

Measures to reduce excessive quantities of material storage on site will include adopting a just in time approach to material deliveries.

A Site Waste Management Plan (SWMP) will be produced as part of the Construction Phase Plan adopting best practice procedures in as many areas as possible. The SWMP will be updated as the project progresses capturing any changes that may result in differing waste streams and quantities. The SWMP provides a structure for waste disposal at all stages of the construction project. It helps to identify:

- Who will be responsible?
- What type of waste will be generated?
- How will the waste be managed, reduced, reused or recycled?
- How will the quantity of waste generated from the project will be measured?

3.6.2 Material selection

During procurement buying schemes (such as group purchasing) will be sought to minimise packaging and waste wrapping of products. The buyer shall ensure accurate scheduling and ordering of materials in order to minimise waste through over ordering.

Materials such as timber will be selected from certified sustainable sources.

3.6.3 Waste Management

Compliance with all aspects of the Duty of Care (Environmental Protection Act 1990) will be achieved during construction in order to protect the interests and safety of others from the potential effects of handling, storing, transporting and disposing of materials and wastes arising from the works.

Disposal of waste from site will be carried out by a licensed waste carrier.

All non-hazardous waste leaving site will be accompanied by a waste transfer note.

Copies of waste transfer notes for non-hazardous wastes will be kept for a minimum of 2 years.

If waste is to be deposited, kept or treated on the site, a Waste Management Licence or an exemption will be obtained.

Where concrete crushing is to be undertaken, the crushing plant will have a relevant local authorisation issued under the Environmental Permitting Regulations (2007).

Copies of documentation for the transport of hazardous waste will be kept for 5 years.

3.6.4 Storage of soil, materials and waste

Waste will be clearly labelled and segregated on site.

Measures will be taken to ensure that wastes cannot blow away.

Should soils require disposal, the Principal Contractor will undertake Waste Acceptance Criteria (WAC) testing prior to disposal.

Housekeeping measures will be followed for the storage of materials to ensure that materials are protected as much as possible.

The burning of waste on site will not be permitted.

Site management will ensure that materials are not delivered to site too early and are not exposed to damage from weather or poor storage. Off cuts will be reused where possible (i.e. timber off cuts greater than 300mm in length could be used as noggins or packers).

3.6.5 Monitoring

Materials and waste taken off site will be measured and monitored.

As a minimum, the following waste management data will be provided:

- Quantity of materials and waste removed from site by type in volume and weight.
- Outcome of the materials and waste on and off site.
- Waste transfer notes.
- Hazardous waste consignment notes.

3.7 Community Relations

The Principal Contractor shall keep residents and others informed about unavoidable disturbance such as from unavoidable noise, dust, or disruption of traffic. Clear information shall be given well in advance and in writing.

A Contact Board shall be displayed prominently; this is to ensure that problems can be rectified quickly, and that neighbours can channel their questions and complaints to a member of staff who has the authority to take action.

All Contact Boards shall include the following materials:

- The title 'Contact Board';
- Name of the Principal Contractor, address and person to whom correspondence should be addressed;
- Name of the site manager;
- Month and year of completion of works;
- Names and telephone numbers of staff who can take immediate action, so that contact can be made at any time.

Occupiers in the vicinity who may be affected by noise from these works shall be notified of the nature of the works, a contact name, telephone number (including that to be used outside normal working hours), and address to which any enquiries should be directed. Such notification shall take place, where possible within, 2 weeks but, in any event, at least a week prior to the works commencing.

Should noise/vibration/dust complaints arise from the building construction/building works, these complaints must be recorded in a complaint's register and made available to the Local Authority, if requested. The complaint register shall provide information on day, time, details of complaint, details of monitoring carried out and any additional mitigation works.

Should complaints be received concerning works/activities, then where practicable all works being the cause of complaint must cease until such time as further agreement to work is negotiated.

4.0 Transport Management Plan

4.1 Construction Traffic Assessment

The following graphic (figure 7) provides our current assessment of the total number of vehicle movements each day, broken down into categories (note that a 'trip' is made up of two journeys, both to and from site).

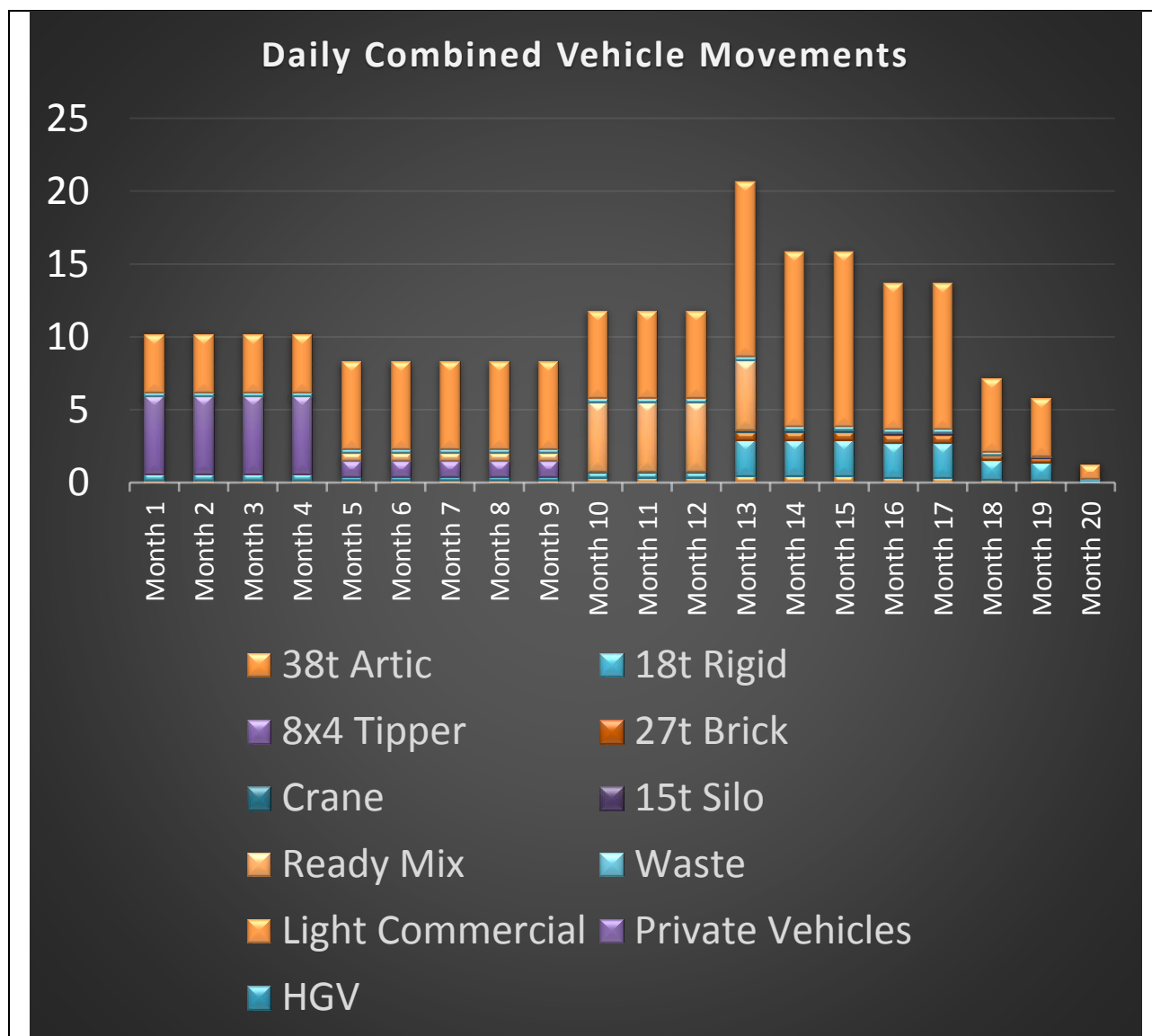


Figure 7: Construction traffic assessment.

From preliminary material and component estimates we have assessed both the vehicle type and numbers required for each element of the build. Our construction programme provides an indication as to the timing of each building element thus providing start and finish dates for the assessment.

4.2 Construction Traffic Routing

4.2.1 Regional Routing

Site delivery vehicles will be instructed to approach the using the following prescribed major routes (figure 8 and 9):

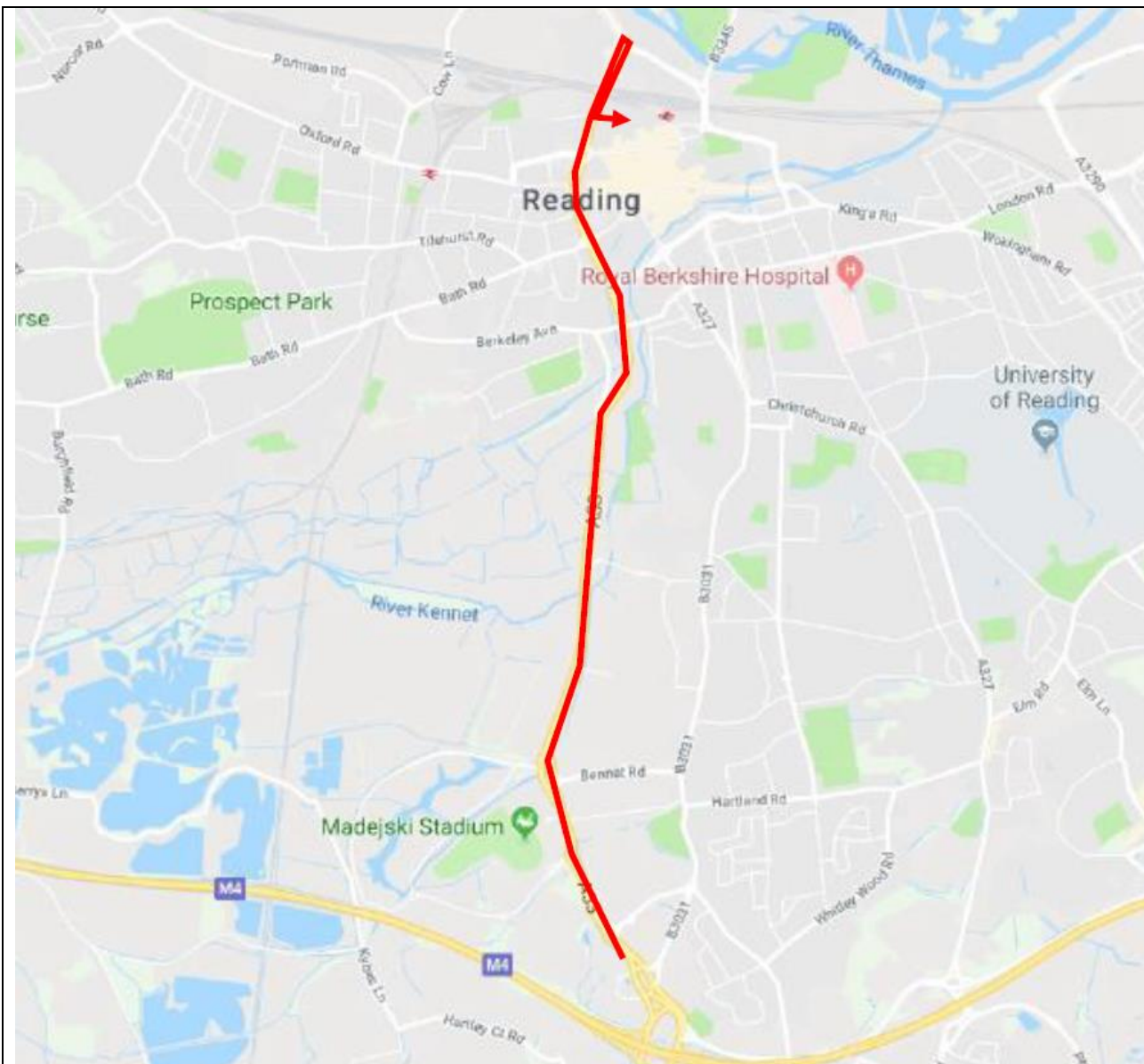


Figure 8: Regional routing from the south and west.

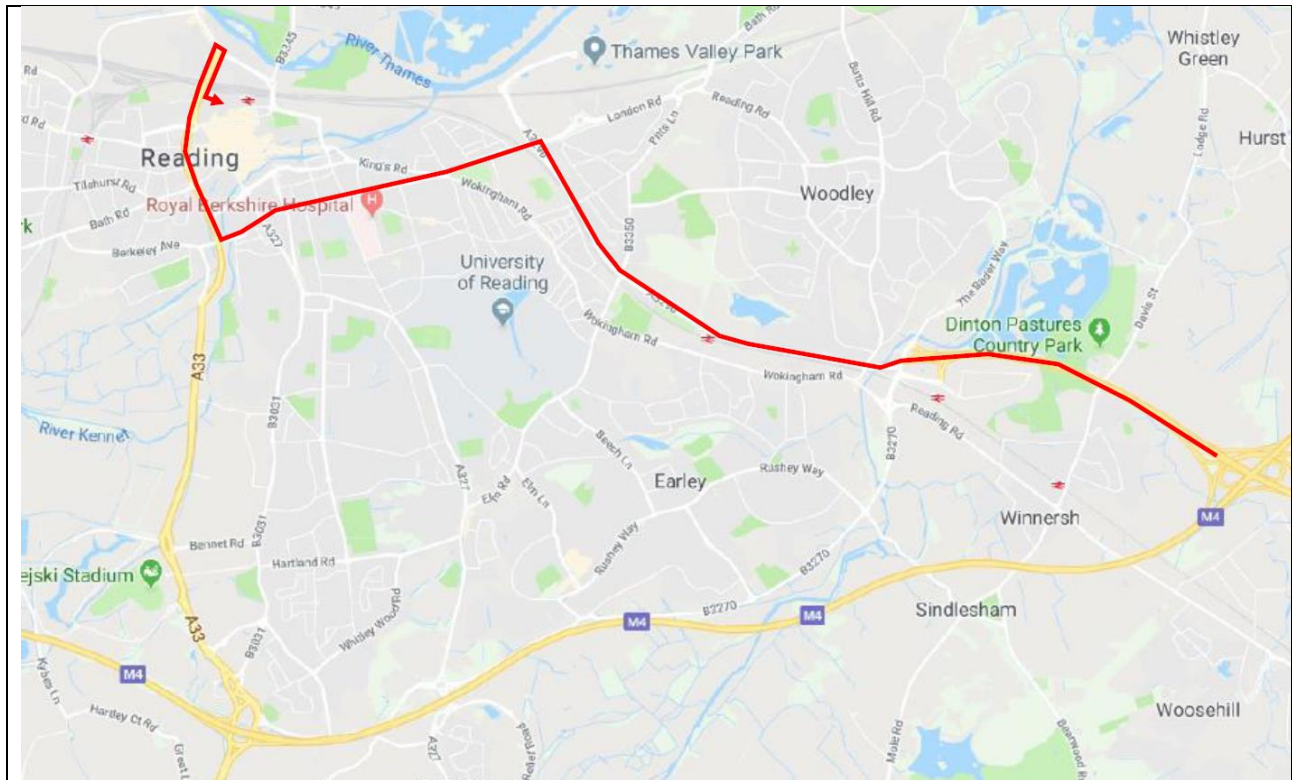


Figure 9: Regional routing from the east.



Figure 10: Regional routing from the north.

4.2.2 Local Approach to Site

All deliveries to site will be pre-booked with the site manager in advance. By using a pre-booked delivery system, the quantity of site traffic arriving at the same time shall be minimised.

All delivery vehicles will also be required to contact site 10 minutes before reaching the site. This will allow the gate staff to prepare and assess any traffic congestion on site. Construction delivery vehicles will not be permitted to circle the site or idle their engines at any time.

Unless otherwise agreed with site management HGV's and other delivery vehicles will not be permitted to arrive on site until after 09.30hrs and should leave site before 17:00hrs, so they don't interfere with rush hour traffic. Details of permitted hours will be clearly provided with all sub-contract and materials orders and clear directions will be provided to all delivery drivers.

Figure 11 shows the local approach route to site.

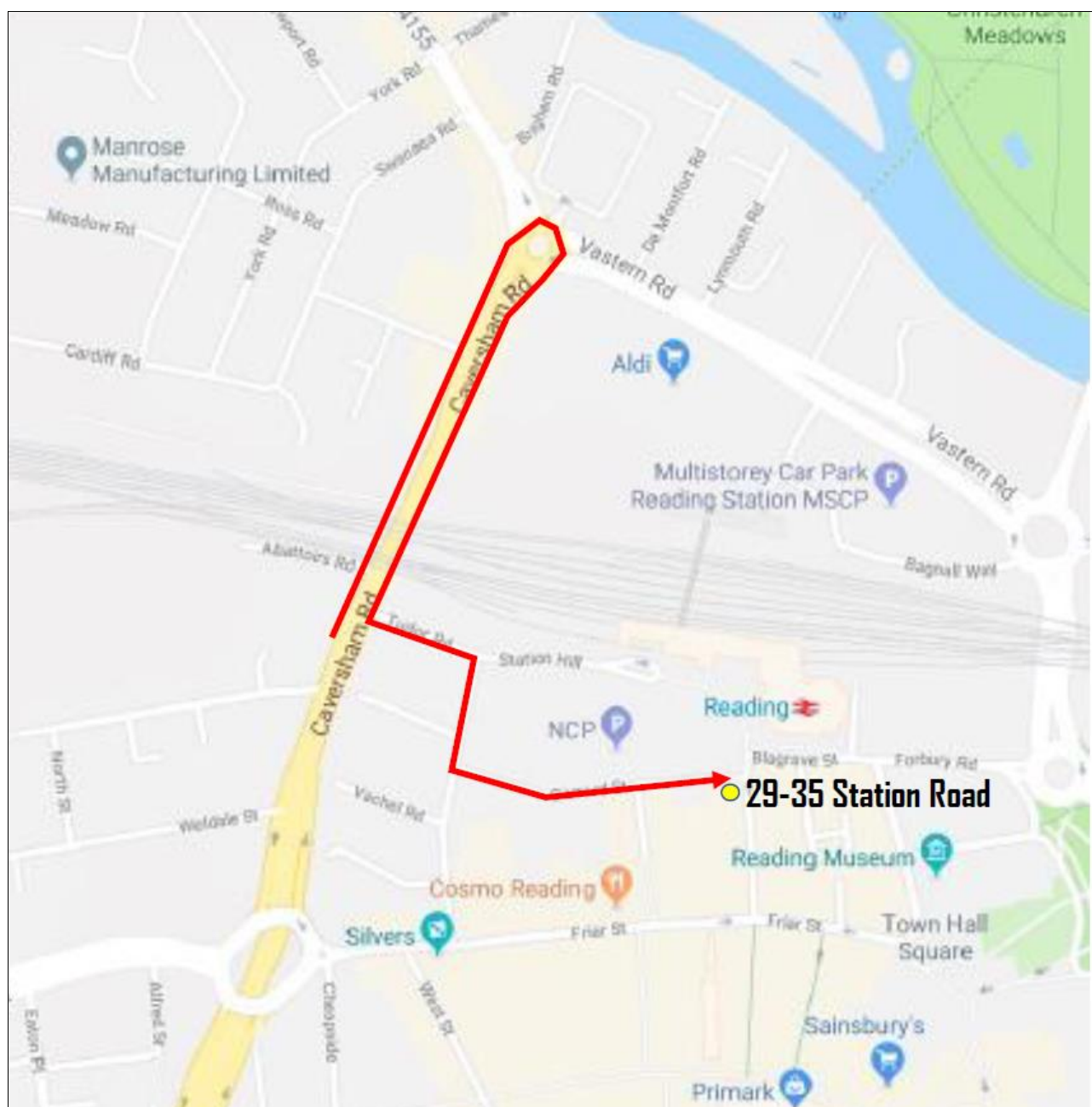


Figure 11: Local approach to site.

Vehicles will enter and leave the site facing forward; a banksman will be provided during reversing manoeuvres.

4.3 Construction Vehicle Parking

Due to the central location and constrained location, no parking will be available on site for private vehicles.

All construction workers will undergo a formal induction process before setting to work on site. During the induction process the local parking controls and enforcement will be clearly explained with the explicit purpose of discouraging attempts by construction workers to travel to site in private vehicles. Any constructions workers known to be parking locally will be warned by site management.

Workers will be encouraged to use public transport to get to the site. The site is directly opposite Reading railway stations, and there are numerous bus stops nearby. Detailed information on travel options will be made available during site inductions.

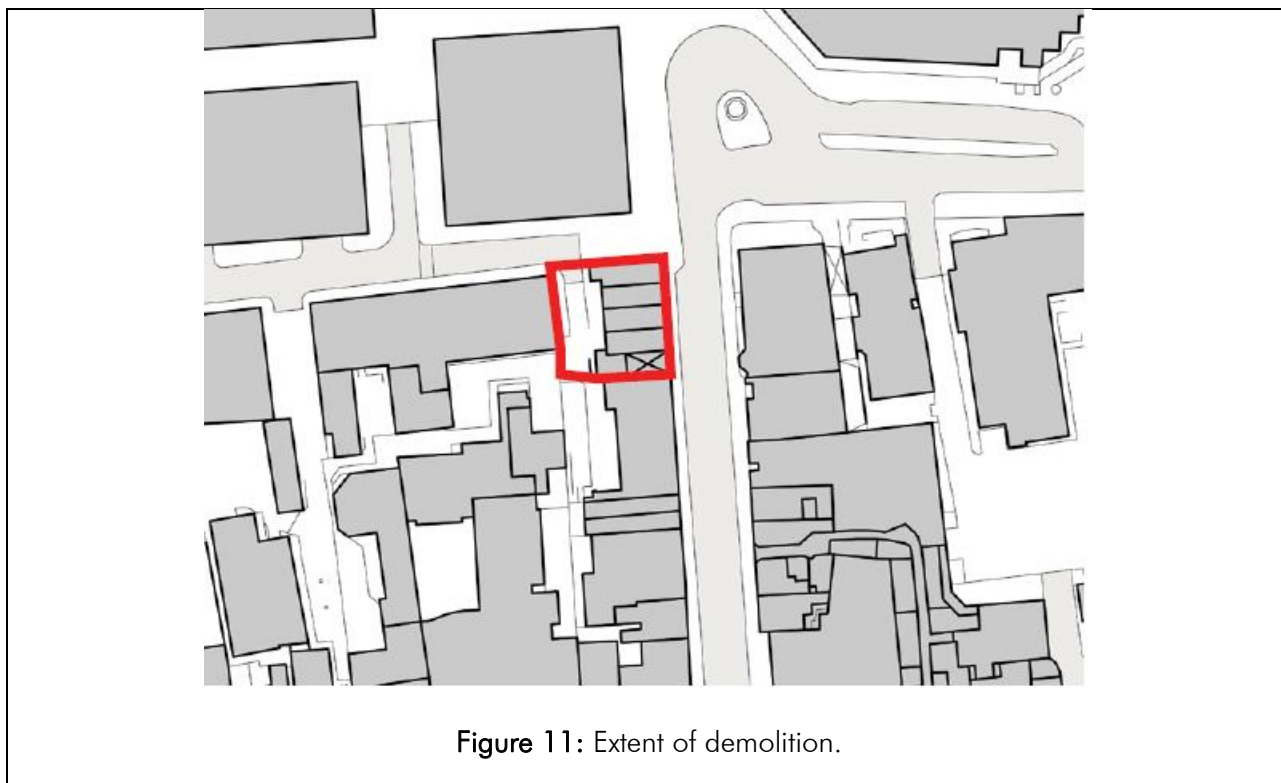
5.0 Demolition Phase Management

5.1 Demolition Notice

As required by Section 80 of the Building Act 1984, the Principal Contractor will notify the Council via a Demolition Notice no later than six weeks before demolition commences. Copies of the notice will also be issued to the occupiers of the adjacent buildings and utilities companies.

5.2 Scope

The existing building shown by the extent of the redline drawing below in figure 11 will be demolished.



The Principal Contractor will be required to fully assess the risks associated with the demolition prior to commencement and prepare appropriate written statements stating the method of demolition and measures to be implemented to protect the public and the site workforce.

No demolition works (except for the soft strip) shall commence until Party Wall Agreements are in place with the adjoining building to the south of the site.

All demolition works will be carried out in accordance with the ICE Demolition Protocol 2008.

A Redevelopment and Demolition asbestos survey will be carried out to identify hazardous material which will be removed by a fully licensed contractor once results are known. This work will take place prior to any demolition works. The approach for demolishing the building is set out below:

- Asbestos removal;

- Soft strip;
- Demolition of redundant structures;
- Grubbing up of ground floor slab and foundations;
- Crushing of demolition arisings to produce secondary aggregate;
- Segregation and removal of other demolition waste;
- Backfilling voids with site produced secondary aggregate

5.3 Site Set Up

The logistics plan during the demolition phase is shown in Appendix A. The key points are:

- Erection of full height demolition scaffold on the front and rear elevations;
- Hoarding to prevent public access to site at the front and rear of the site;
- An access gate to site in the rear hoarding;
- Erection of a protective covered walkway along the pavement on Station Road to provide continuing safe access for pedestrians;
- Site welfare facilities and offices will be situated on top of the covered walkway on Station Road.

5.4 Sequence of Works

The demolition contractor is yet to be appointed but sequence of works can be summarised as:

- Fencing, barriers and signage will be placed around the perimeter of the site;
- All site operatives will be inducted and made aware of the site-specific hazards;
- Access and egress routes will be identified and demarcated by barriers to separate vehicular traffic from pedestrians;
- Access to and from the site will be detailed in the contractor's method statement and plan of work;
- Once access is permitted hand tool soft strip operations will commence to remove all non-structural fixtures and fittings such as doors, carpets etc. The materials arising from the soft strip will be segregated and removed from site;
- Using a top down method, hand machinery will be used to pulverise the external façade after which a crunching pulveriser attachment will be used to break up the floor slabs;
- Prior to breaking the ground floor slab structure, a CAT scan of the area will be undertaken
- The slab will be broken into sections using a hydraulic breaker fitted to 360° excavator;
- The foundations will then be grubbed using an excavator with bucket attached;
- Any voids to be back filled will be done so using the site produced 6F2 crush material compacted in layers in accordance with the specification for Highway Works.

Dust suppression measures will be implemented using suitable screens, water to damp down and the use of covered vehicle skips to remove the waste from site.

Noise will be monitored against background levels and kept to a minimum using specific tools designed for the task which are modern, maintained in good order.

It is planned to reuse as much of the demolition material by way of crushed concrete, this will be crushed on site and reused to form the piling mat in the first instance. The crushing plant will be delivered using an articulated low loader lorry, it will then be driven off and tracked to the waste management area where processing works are to be carried out. Only CPCS trained and experienced operators will be permitted to operate and maintain the machine. All safety controls, barriers and ladders will be checked before each

operation of the machine. The machine log book will be maintained daily recording the condition of the plant. The operative will ensure that dust suppression by means of mains pressure water is adequate for the conditions and in operation when the machine is in use. A permit will be sought from the Local Authority under the Pollution Prevention and Control Regulations 2000. And as material is to be recycled a permit from the Environment Agency will also be sought.

5.5 Method Statements

Specific project method statements and risk assessments will be created for the demolition of the buildings by the demolition contractor. Particularly for the asbestos removal, breaking of slabs and foundations, crushing of concrete and backfilling of voids.

The project health and safety plan will capture the R&D asbestos survey data and its recommendations.

5.6 Site Management

The works will be supervised always by a competent person with appropriate experience and training. All operatives attending site will possess as a minimum a trade specific CSCS card. The site supervisor for the demolition works will carry out toolbox talks on a weekly basis and a record kept of the attendees and topics in the site office.

Exclusion zones will be established within the site boundaries using Heras type fencing or similar to keep operatives segregated from machinery operations and areas where there is a risk of falling debris.

6.0 Construction Phase Management

Upon completion of the demolition works, the construction phase will begin.

6.1 General Sequence of Works

The general sequence of works will be:

- Foundations;
- Substructure and drainage;
- Superstructure;
- Envelope (roof, windows, cladding);
- Internal fitout;
- External works.

6.2 Site Set Up

The logistics plan during the construction phase is shown in Appendix B. The key points are:

- Hoarding to prevent public access to site at the front and rear of the site;
- An access gate to site in the rear hoarding;
- Formation of a delivery/laydown area within the hoarding line on Garrard Street;
- Continued use of a protective covered walkway along the pavement on Station Road to provide continuing safe access for pedestrians;
- Site welfare facilities and offices will be situated on top of the covered walkway on Station Road.
- Location of a crane within the site;
- Erection of a goods hoist on the side of the building.

6.3 Anticipated Plant & Equipment

Consideration has been given to the type of plant that is likely to be used during the demolition and construction works. The anticipated vehicle type and use, as well as the anticipated plant and equipment associated with the construction process are set out in the tables below.

Table 1: SUMMARY OF VEHICLE TYPE, USE AND DISTRIBUTION FOR THE CONSTRUCTION PHASE

Vehicle Type	Use	Distribution
Rigid Heavy Goods Vehicle	Excavated material Removal, Plant, Accommodation Units,	Strategic road network to motorway
Vans	Small plant, Plant service, materials, other Suppliers.	Distributed to local and strategic network
Cars	Occasional deliveries, Couriers etc.	Distributed to local and strategic network

Table 2: ANTICIPATED TYPES OF PLANT AND EQUIPMENT FOR THE CONSTRUCTION PHASE

Plant	Site Set Up	Demolition	Foundations	Structure	Fit-Out
Delivery vehicles fitted with crane off-load (Hi-Ab).	✓				
Compressor with pneumatic tools		✓	✓		
System scaffolding/System Propping		✓		✓	
Lightweight Aluminium Towers	✓	✓		✓	✓
Mobile lightweight lifting equipment	✓			✓	
Small tools and 110v power tools	✓	✓	✓	✓	✓
500kg Rack & Pinion Hoist				✓	✓
Tele-Handler			✓	✓	
Mobile Crane	✓			✓	
Dumper			✓		
360 Excavator		✓	✓		
Crushing Plant		✓			
Piling Rig			✓		

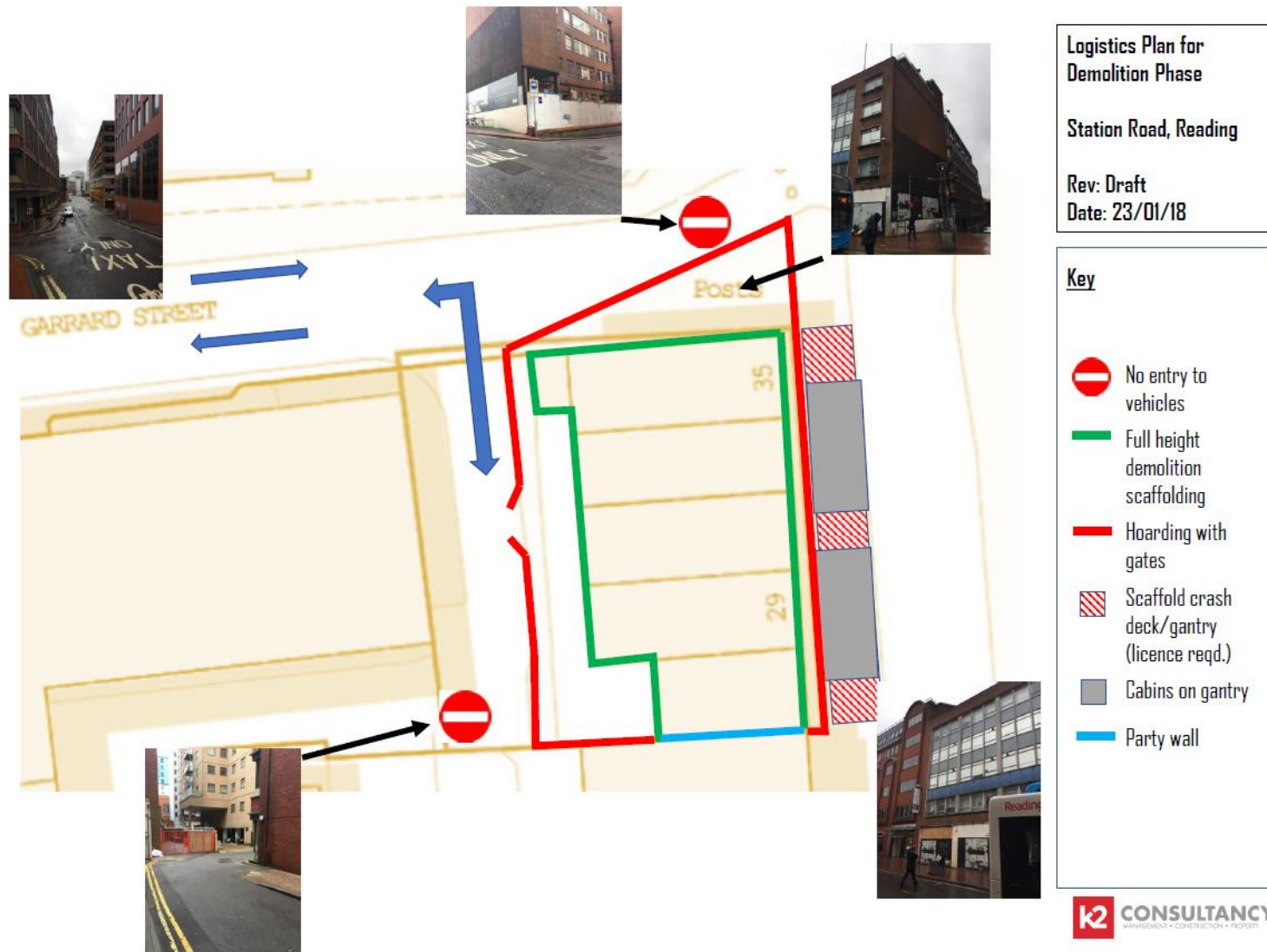
7.0 Programme

It is anticipated that demolition will commence in summer 2019, with completion in Spring 2021.

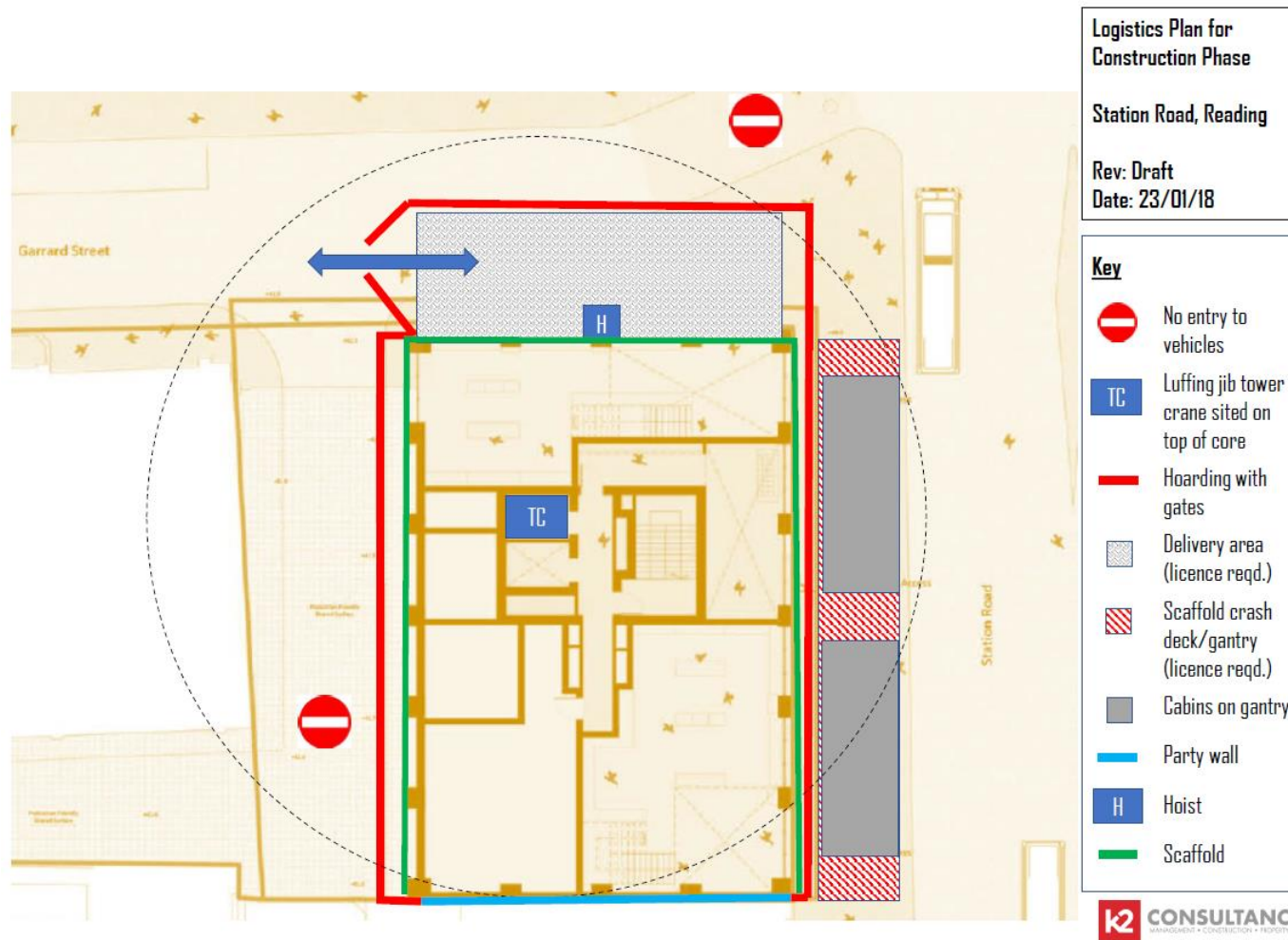
As per section 3.4.2, the hours of operations and ancillary works which are audible at the site boundary shall normally be carried out between the following hours:

- Mondays to Fridays 08.00 – 18.00
- Saturdays 08.00 – 13.00
- And at no time Sundays and Bank Holidays.

Appendix A – Demolition Phase Logistics Plan



Appendix B – Construction Phase Logistics Plan



Appendix C – Master Programme

