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Construct



FOREWORD FROM MICHAEL CONWAY



WELCOME TO THE SUMMER 2016 ISSUE OF *CONSTRUCT*. THE PAST FEW MONTHS HAVE SEEN SOME DRAMATIC CHANGES TO THE UK'S POLITICAL AND ECONOMIC LANDSCAPE, BUT THERE ARE STILL OPPORTUNITIES AHEAD.

Following the EU referendum vote there is, of course, some uncertainty for our industry and the wider economy. However, FM Conway enters this period of uncertainty in a position of great strength that will set us in good stead over the coming months and years. We continue to enjoy a period of hugely successful growth and the past few months have seen some exciting developments for our company.

July marked an important milestone for our business as we completed the relocation to our new headquarters in Sevenoaks. This fantastic state-of-the-art facility reflects FM Conway's size and scale as a leading UK contractor and will help our people to continue to deliver the best possible service for our clients, partners and colleagues.

While we continue to maintain a strong presence in the capital, working with around half of the London boroughs, we are also now growing our reach outside of London. We recently won our first county council contract to provide highways surfacing services for East Sussex, working as a subcontractor to Costain/CH2M.

We're also diversifying and expanding our business. This year we appointed a new head of consultancy services, Stephen Wojcik, to grow our combined design and build offering for customers. We are now able to provide a wide range of value-added services such as programme management, asset management and stakeholder consultation. Turn to pages 10 and 11 for Stephen's views on how more collaborative working models will help us to realise better public realm schemes.

We're also seeing exciting opportunities in the rail sector. We won our first major construction and civil engineering contract with Transport for London this year. This is, I'm sure, the first of many more successes to come for this division. Find out more on pages six and seven.

Well done to everyone who has worked hard to contribute to this success. There will be challenges ahead, but working closely alongside our clients, partners and colleagues we will overcome them.

MICHAEL CONWAY
CEO FM CONWAY

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FM CONWAY SECURES £56M CONTRACT FOR EAST SUSSEX HIGHWAYS WORK

FM Conway has won a £56 million contract to deliver highways surfacing work for East Sussex County Council, working as a sub-contractor to Costain/CH2M.

The contract, which commenced on 1 May 2016, is a seven-year agreement worth around £8 million per annum. FM Conway will be working as a sub-contractor to a Costain/CH2M 50:50 joint venture, which was confirmed as the main contractor for East Sussex's highways services contract earlier this year. It is the first time that FM Conway will be working on a county council contract.

The contract will see FM Conway delivering resurfacing, maintenance and machine patching projects. FM Conway has also secured a one-year contract to provide gully cleansing across the county.

Mike Betchley, operations director at FM Conway, said: "This is a milestone success for FM Conway, progressing our expansion into new regions with new clients, outside of our core London market."



This is a milestone success for FM Conway, progressing our expansion into new regions with new clients.



Learning at Work Week 16th to 22nd May 2016

FM CONWAY EMPLOYEES BRUSH UP ON THEIR SKILLS

FM Conway celebrated National Learning at Work Week from 16 May to 22 May, with employees encouraged to use the company's e-learning portal to develop new and existing skills.

National Learning at Work Week is an annual awareness campaign organised by the Campaign for Learning to promote employee training and development across all levels of an organisation.



SUSTAINABLE DRAINAGE SCHEME WINS ICE COMMUNITY IMPACT AWARD



A project completed by FM Conway to install a sustainable drainage system (SuDS) at Bridget Joyce Square in London's White City has been awarded the Institution of Civil Engineers' (ICE) 2016 community impact award.

Working in partnership with the London Borough of Hammersmith and Fulham, FM Conway converted the area into a community square and children's play space, installing special permeable paving and plant-filled basins to help reduce the impact of flash flooding during heavy rain.

Larry Kyan, senior contracts manager at FM Conway, commented on the project's success: "We are delighted to have been recognised at the recent ICE awards. The new drainage system will help to minimise the risk of flooding in the area, while the regenerated square now provides an attractive outdoor space for the local community."



FOLLOWING A PERIOD OF EXCEPTIONAL GROWTH, FM CONWAY HAS MOVED TO A MODERN NEW HEADQUARTERS IN KENT.

FM CONWAY MOVES TO NEW STATE-OF-THE-ART SEVENOAKS HQ

We now have a headquarters that reflects the scale and ambition of the company as we look to continue our success in the years to come.



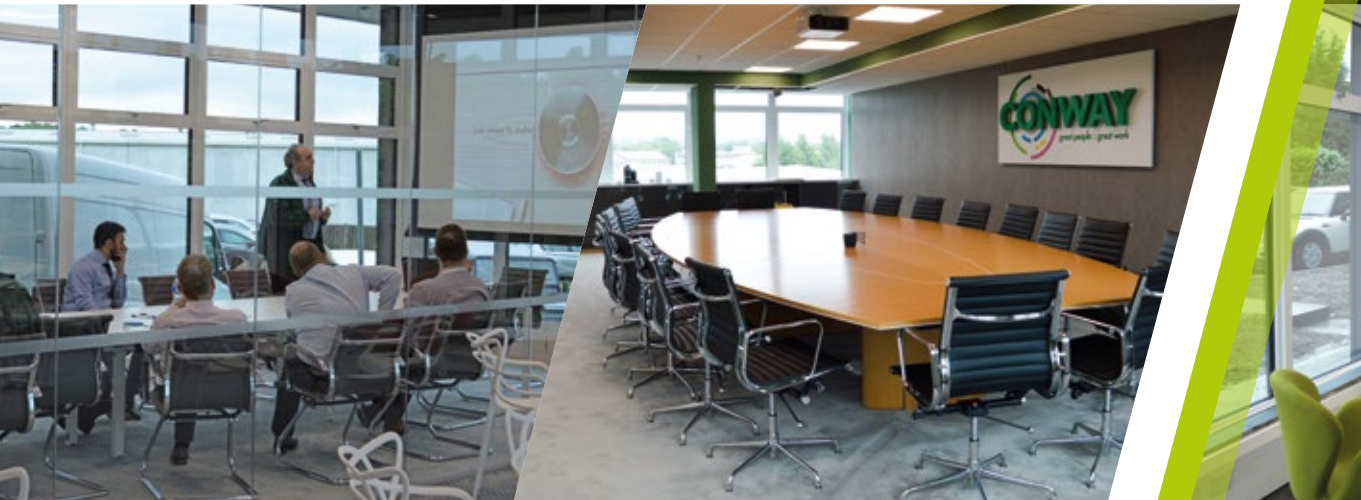
FM Conway has completed the relocation of its head office to a new state-of-the-art office facility in Sevenoaks, Kent, having outgrown its former Dartford headquarters thanks to continuing commercial success.

FM Conway purchased the 40,000 square foot facility in March last year and has since carried out an extensive refurbishment of the three-storey block to provide a dynamic and welcoming workplace environment for customers and employees. All of the company's support staff as well as its senior management team will now be based at the new headquarters.

The company will be retaining its former head office in Dartford, which will be converted to provide an expanded logistics hub for the business alongside the materials recycling and crusher facilities already located at the site.

FM Conway's chief executive officer, Michael Conway, said: "We have experienced phenomenal growth in recent years, with turnover rising by more than 40 per cent in 2015. Thanks to this move, we now have a headquarters that reflects the scale and ambition of the company as we look to continue our success in the years to come.

"Our people are at the heart of our business and we want to make sure they have the best working environment possible. The new office at Sevenoaks provides a modern, high-quality space that will ensure that our employees can continue to provide the best possible support for our colleagues, partners and customers."



Michael Fallon MP,
Secretary of State
for Defence, officially
opened the new
Conway House



*"When it's a family business,
every little bit of it matters;
and no details of it,
and no person within it,
is too small to pay attention to."*

NEW FRONTIERS

AS WELL AS MAINTAINING ITS POSITION AS THE LEADING HIGHWAYS CONTRACTOR IN GREATER LONDON, FM CONWAY IS EXPANDING ITS OPERATIONS ACROSS A NUMBER OF KEY SECTORS AND WINNING WORK WITH MAJOR NEW CLIENTS. RAIL AND CONSULTANCY SERVICES ARE TWO DIVISIONS SET FOR IMMINENT AND SIGNIFICANT GROWTH.



WAYNE FREWEN | HEAD OF RAIL

RAIL DIVISION SIGNALS INTENT WITH TFL CONTRACT WIN

FM Conway is widely recognised as the market leader in the London highways sector. What many don't know is that the company has a strong heritage in the rail sector too.



FM Conway has worked for many years in the rail sector, delivering projects ranging from station works through to bridge construction and renovation. However, until now, FM Conway has not worked directly for a large rail operator as a tier one contractor.

This is now set to change. The rail division has secured a construction and civil engineering contract with Transport for London (TfL). Expected to be worth in excess of £4 million, the contract is to deliver signalling infrastructure works for London Underground – providing civil engineering, M&E and fire protection services for a number of strategically located sites across the network.

This contract win is a major milestone for FM Conway, which is targeting significant and sustained growth in the rail sector. This project opens the door to further work as a tier one contractor in the near future.

It comes shortly after the appointment of a new head of rail to lead the division. Wayne Frewen has spent 18 years in the rail sector holding senior project lead roles with TfL, Morgan Sindall, Crossrail and, latterly, Network Rail.



He now leads a team of rail specialists with more than 150 years' experience between them. Further appointments in the division are imminent.

Wayne Frewen, head of rail at FM Conway, said: "FM Conway is widely recognised as the market leader in the London highways sector. What many don't know is that the company has a strong heritage in the rail sector too, having delivered projects ranging from rail bridge maintenance works through to depot construction contracts.

"We have a strong team here with an exceptional amount of experience delivering rail-related projects. The contract with TfL is just the first step in an exciting journey for FM Conway's rail division, and I can assure you that we will be achieving further growth and success in this sector in the months and years to come."



STEPHEN WOJCIK | HEAD OF CONSULTANCY SERVICES



Our customers are looking to us to provide an integrated solution that considers all aspects of a project from conception through to construction.

“”

CONSULTANCY SERVICES BOOSTED WITH SENIOR MANAGEMENT HIRE

FM Conway's consultancy services division is preparing for future growth having appointed one of the industry's leading infrastructure consultants as its new divisional head.

Stephen Wojcik has held senior roles with Cubic, Parsons Brinckerhoff, the Olympic Delivery Authority and AECOM and has consulted on some of the UK's largest highways and infrastructure projects. In his new role at FM Conway, he is now responsible for all design services, as well as key value-add services such as permitting and distribution, utility identification, programme management, asset management and surveying.

A key part of Stephen's role will be to develop FM Conway's combined design and build offering – an area in which the business has significant and growing expertise.

“Projects in London, from simple traffic schemes to major public realm improvement projects, are becoming increasingly complex,” said Stephen. “Our customers recognise that the design and build elements of a project can no longer be considered in isolation. They are looking to us to provide an integrated, collaborative solution that considers all aspects of a project from conception through to construction.”

“FM Conway already has a great deal of experience providing combined design and build services, and there are a number of projects we are already supporting, with more in the pipeline for the near future. It's an exciting time to be joining and I'm looking forward to helping the business achieve great things in the months and years to come.”



TEAM TFL

FM Conway has supported the annual Cycle Sportive since 2013 as part of our ongoing efforts to promote cycle safety in the capital.

“ ”
JOANNE GARWOOD
central services director,
FM Conway



TRANSPORT FOR LONDON CLINCHED THE CONWAY CUP FOR THE SECOND YEAR IN A ROW AT FM CONWAY'S ANNUAL CYCLING EVENT.

FM Conway employees, clients, partners and friends dusted off their lycra on Sunday 26 June for the fourth annual Conway Cup, part of the Telegraph London Cycle Sportive.

Nine teams took part in this year's 48-kilometre time trial event, starting in the beautiful Dulwich Park before finishing with a lap of the historic Herne Hill Velodrome – London's last remaining venue from the 1948 Summer Olympics, which FM Conway resurfaced in 2013.

Transport for London's team was victorious for the second year running, completing the course with an average team time of 1hr 35min. Team TfL PPD took second place, followed by Team Green Machine in third place.

Joanne Garwood, central services director at FM Conway, said: "FM Conway has supported the annual Cycle Sportive since 2013 as part of our ongoing efforts to promote cycle safety in the capital. As one of the largest construction HGV fleet operators in London and a delivery partner for the construction of the Cycle Superhighways, this is an issue which is particularly important to us as a business.

"It's also a great way to bring FM Conway's colleagues, clients and friends together. Well done to all of those who took part in this year's event!"

As one of the largest construction HGV fleet operators in London and a delivery partner for the construction of the Cycle Superhighways, cycle safety is an issue which is particularly important to us as a business.

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VICTORIOUS AGAIN!





WITH OUR PUBLIC SPACES BECOMING INCREASINGLY VERSATILE AND DIVERSE, IT HAS NEVER BEEN MORE CHALLENGING TO TAKE A PUBLIC REALM PROJECT FROM INITIAL DESIGN PHASE THROUGH TO COMPLETION. NOW MORE THAN EVER, CLOSE COLLABORATION BETWEEN ALL PARTS OF THE SUPPLY CHAIN IS CRUCIAL TO SUCCESS, SAYS **STEPHEN WOJCIK**, HEAD OF CONSULTANCY SERVICES AT FM CONWAY.

JOINED-UP THINKING



By involving contractors and engineers early, potential future issues can be identified before materials are specified, saving time, money and delay further down the line.



It's an exciting time to be working on public realm projects in the capital, with a host of major infrastructure and regeneration programmes transforming London's public spaces.

However, we also face more challenges than ever before. Public spaces are expected to play a vital place-making role in London's communities, with project teams needing to consider the impact of a project on its surrounding community from the very start of the design process. The increasingly diverse transport mix in London, with cycling and pedestrian modes of transport continuing to proliferate, adds further complexity when it comes to designing and building public spaces that can effectively serve many different users.

Close collaboration between project partners is key to meeting these diverse and complicated demands. The industry has come a long way over the past ten years in this respect, but there is still a great deal of room for improvement. There are cases where planners, architects, engineers and contractors are still operating in relative isolation and not sufficiently sharing best practice and expertise. When you are delivering complex projects for diverse customers, this simply will not work anymore. A collaborative, end-to-end approach is needed if large and challenging projects are going to be delivered successfully and efficiently.

Early engagement

All too often we see engineers and contractors brought in towards the end of the design process, when their early involvement can provide invaluable expertise and guidance on the realities behind a certain design or approach.

When it comes to public realm design, experimentation is being widely encouraged to create aesthetic spaces that contribute to an area's identity. This is no bad thing, and is leading to some truly unique and visually impactful designs - however, practicality and whole-life cost effectiveness must be considered throughout the design development process.

There are materials and surface treatments that can meet aesthetic requirements and be able to withstand the stresses of heavy traffic, but are unable to provide suitable texture and skid resistance for specific applications. Conversely, some products may be aesthetically beautiful and perfect for foot and cycle traffic, but will deform and fail under the load of heavy buses and HGVs. By involving contractors and engineers early, potential future issues can be identified before materials are specified, saving time, money and delay further down the line.



COLLABORATION IN PRACTICE: TRANSFORMING LONDON'S WEST END

Smarter working

Obtaining substantial quantities of materials or equipment within tight timescales has always been a challenge for large public realm schemes – particularly in one of the world's busiest capital cities. With the placemaking agenda pushing towards more bespoke designs, the palette of materials is becoming increasingly diverse, and procurement challenges are becoming more and more common.

Contractors and engineers have a broad range of experience of different project types which cuts across sectors. As such, they are able to innovate. Where specific materials cannot be procured, they are often well placed to advise on alternative solutions that meet the architect's vision but are accessible and able to be sourced cost effectively.

Those on the delivery end of the supply chain spectrum can also provide valuable insight into the regulatory landscape. The investment in our highway infrastructure and its performance is under the spotlight. Making sure that project teams comprise a broad a range of expertise from the start will make it easier to ensure that visions become reality, while achieving the value, reliability and safety demanded by our customers.

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FM CONWAY WAS RECENTLY COMMISSIONED TO DELIVER THE SECOND PHASE OF THE PICCADILLY TWO WAY SCHEME – A £22 MILLION PROJECT BY WESTMINSTER CITY COUNCIL SUPPORTED BY FUNDING FROM TFL AND THE CROWN ESTATE, TO CARRY OUT A COMPREHENSIVE PUBLIC REALM UPGRADE TO THE AREA AROUND PICCADILLY AND ST JAMES'S.

With the area attracting 130 million visitors every year and being home to some of the capital's busiest roads and key transport links, this had the potential to be about as challenging a project as you could get. It involved widening footways along Regent Street St James's and Haymarket and introducing two-way bus and cycle traffic through Piccadilly Circus, while maintaining the aesthetics and cultural heritage of this iconic London destination. Not only this, the extensive construction works had to be delivered with as little impact to the area as possible in terms of traffic and disruption.

It was only through extremely close collaboration between all parties involved that we were able to deliver this complex project successfully. As the main contractor, we worked closely with the project architects, professional services consultants and specialist product suppliers to ensure that all bases were covered throughout the project. This extended to external stakeholders as well. We established a 'developer forum' to keep all stakeholders up-to-date on progress and gather feedback on key aspects of the project.

By involving all parts of the supply chain in the project from start to finish and ensuring that every aspect of the project has been planned in minute detail, we have been able to deliver this complex scheme in the heart of London with minimal disruption – creating a public realm that the city and its people can be truly proud of.

FM CONWAY HAS SUPPORTED THE DELIVERY OF ONE OF LONDON'S FIRST CYCLE QUIETWAY ROUTES, HELPING MORE ROAD USERS TO ADOPT THIS HEALTHY, ENVIRONMENTALLY FRIENDLY MODE OF TRANSPORT.

A QUIET REVOLUTION



“““

NICK HARVEY
Cycling programme
manager
London Borough
of Lewisham

We are very happy with the quality of the work. The new Quietway now offers a safe and pleasant way for residents and visitors to travel through the area.

The Mayor of London's Vision for Cycling plan will see over £900 million spent on improving London's cycling infrastructure over the next few years.

In addition to the construction of Cycle Superhighways across the capital, part of this investment will go to Transport for London and its London borough partners to develop a network of orbital 'Quietways'. These low-traffic routes, which run along suburban streets and through parks, are key to making cycling in the capital safer and accessible to as many Londoners as possible.

As the term maintenance contractor for the London Borough of Lewisham, FM Conway was commissioned to deliver the 3km section of the Waterloo to Greenwich Quietway pilot scheme, which runs through the north of the borough. This complex upgrade scheme aims to improve the streetscape and road surface for cyclists along the route in five phases: Surrey Canal Road; Folkestone Gardens; Childers Street; Wotton Road; and Edward Street through to Coffey Street and Bronze Street.

Chris Collins, FM Conway's supervisor for the project, explained: "We first resurfaced the former canal footpath which runs along Surrey Canal Road, installing new coping stones along the pathway and laying new resin bound gravel. The next stage was to improve safety for cyclists by excavating a large soil mound in Folkestone Gardens. Our site team removed nearly 1,000 tonnes of soil before levelling the pathway and resurfacing it using FM Conway's own SureTint red asphalt blend."

An assessment of the route running along Childers Street revealed that this part of the scheme would be far more challenging than originally thought. A high voltage power cable was found just 1200mm below the road surface which, due to the strength of the concrete laid over the power cable, could not be easily removed.

Chris explained the team's solution to this challenge: "As we couldn't remove the cable, we redesigned this section of the Quietway, increasing the height of the road and cycle path by building a raised speed table. Due to the new, higher road level, we also installed extra large drainage pipes to improve surface water run-off."

Cycle lanes must be at least three metres wide to minimise the risk of collisions. The FM Conway team widened the pathway along Wotton Garden to meet these requirements, realigning a fence running alongside the path before resurfacing this section of the route.

The Evelyn Community Centre lies at the bottom of Wotton Road. Following many years of wear and tear, the road surface of the community centre's car park had failed. The site team excavated the old clay pavers at the site, before relaying Tegula paving on top of a Terram geotextile membrane and 100mm thick asphalt base to strengthen the road surface. The team also installed three new tree pits to improve the streetscape in the area.

As the team prepared to install the new cycle lane along Edward Street, an initial assessment of the site revealed a medium pressure gas main running directly below the kerb line. FM Conway's operatives worked closely with the borough's engineering team to redesign and divert the drainage system to minimise any safety risks. They also introduced a new yellow lining system along the road to reduce congestion and ensure that cyclists can easily navigate the route.

On the final section of the scheme, FM Conway installed new raised speed tables along Coffey Street and Bronze Street. As part of the wider regeneration of this part of Lewisham, new street furniture was put in place along Edward Street, Bronze Street and Coffey Street, including new lighting columns, cycle bollards and three-metre granite benches.



FM CONWAY HAS SUCCESSFULLY COMPLETED A CHALLENGING BRIDGE DEMOLITION AND RECONSTRUCTION SCHEME IN THE LONDON BOROUGH OF BEXLEY.

BUILDING BRIDGES

Bexley Village Bridge is a critical part of the local infrastructure in Bexley. Carrying the A223 over the River Cray, it is one of the main routes in and out of the high street and an important thoroughfare for local residents and businesses.

First constructed in 1872 to replace an earlier 18th century structure, the bridge was built using Victorian cast iron beams and a mix of brick, concrete and stone parapets. A steel footbridge was later added to the south side of the bridge.

Following many years of wear and tear, an assessment survey carried out by the London Borough of Bexley showed that the bridge was steadily weakening and was at risk of becoming unsafe.

As the term maintenance contractor for the borough, FM Conway was commissioned by Bexley Council to carry out a comprehensive upgrade scheme, supported by funding from Transport for London, which would see the existing bridge and parallel footway demolished and rebuilt. Crucially this would allow the overall width of the bridge to be increased from 9.22m to 9.91m, bringing it within safe limits for modern foot and vehicle traffic.

The FM Conway team first implemented a temporary footbridge to the south of the existing bridge to allow continued pedestrian access to Bexley High Street throughout the upgrade works.

Bexley Village Bridge carries a number of services and utilities over the river, including telephone cables, high-voltage electrical cables, medium and low-pressure gas mains and a 750mm high pressure water main that runs alongside the structure. The site team had to take extra care throughout the project to avoid damaging these utilities and to preserve the safety of those working on site. A key element of this was the use of vacuums excavation to safely remove the material around the services.



This was one of the most challenging projects I have ever worked on.

However, by working closely with Graham Wood from the London Borough of Bexley we were able to safely complete the upgrade programme nine weeks ahead of time.

“”

JOHN BRIGGS
Contracts manager
FM Conway

Liam McGoldrick, senior contracts manager at FM Conway, explained: “Vibration monitors were used throughout the upgrade scheme to assess the impact of our works. We had to be especially careful not to damage a large 700mm foul sewer main and the 750mm high pressure water main running across the structure. We took the old bridge down in two phases to allow us to re-divert the 700mm combined sewer main.

“We demolished three-quarters of the structure before installing 16 of the 20 piles for the new bridge down to a depth of 18 metres. We then constructed the bank seats for this part of the new structure which were tied in to the new piles. Once this had been completed, we diverted the 700mm combined sewer from the remains of the structure into temporary manholes and a new temporary sewer installed over the newly constructed bank seats. Following the diversion of the sewerage flow, we demolished the last third of the structure to allow the installation of the last four piles and the completion of the bank seats.”

During this phase of the works, the site team noticed that the flange bolts that were holding the high pressure collars on the Thames Water main had begun to corrode and were at major risk of failure. Making the most of the bridge closure, FM Conway and Thames Water took the opportunity to replace these rusty bolts with new stainless ones to maximise the lifetime of this asset.

Cofferdams were used during the works to redirect the flow of water under the bridge through a series of flumes. This allowed the site team to carry out their concreting works for the wing wall piles caps that sit within the riverbed and repair the existing abutment walls. Once this had been completed, the precast parapets and beams for the new bridge were lifted into place using a 300 ton crane.

With these in place, the team then installed the cast in situ reinforced deck slab. The deck was sprayed with a Stirling Lloyd Eliminator waterproofing coating to prolong the life of the structure and the steels within it. The team then installed new granite kerb and laid block pavers along the bridge’s pedestrian walkways.



FM Conway’s surfacing team laid the bridge’s new carriageway and resurfaced the approaches to it using recycled material from FM Conway’s state-of-the-art asphalt recycling plants. With this complete, the northern footpath was opened for public use, allowing the team to remove the temporary pedestrian footbridge.

John Briggs, contracts manager at FM Conway, said: “Bexley Village Bridge is an important historic structure for the local community and we tried to preserve the architectural style of the old bridge wherever we could. The brickwork parapets and coping stones from the old bridge were carefully removed and later reused on the new structure.

“During the process of removing the old coping stones, we discovered a foundation stone listing the date and name of the original Victorian builders. We carefully restored the inscription and added our own details before relaying the foundation stone as part of the new structure.”

John added: “This was one of the most challenging projects I have ever worked on. However, by working closely with Graham Wood from the London Borough of Bexley we were able to safely complete the upgrade programme nine weeks ahead of time.”

COORDINATION, COOPERATION AND INTRICATE LOGISTICAL PLANNING WERE CRUCIAL TO FM CONWAY'S SUCCESSFUL COMPLETION OF THE NEASDEN 'SUPER-SCHEME' - A TRIO OF COMPLEX UPGRADE PROJECTS ON THE A406 NORTH CIRCULAR AT NEASDEN.

SUPER-SCHEME SYNCHRONISATION

The A406 North Circular Road remains one of London's busiest A-roads. At peak capacity, it experiences traffic volumes only 10 per cent lower than the M25.

The Iron Bridge and the Dog Lane Arches in Neasden are two of the most important structures along this strategic road. They carry the A406 across the Jubilee and Metropolitan lines, while also carrying mainline rail lines into London. They are also nearly a century old. When the concrete waterproofing on both structures began to fail, it became clear that safety-critical refurbishment was needed.

Disruption to the transport network was unavoidable during the works, but Transport for London (TfL) wanted to ensure that it was kept to a minimum. TfL commissioned FM Conway to carry out three key schemes on the A406: the renovation of the Dog Lane Arches; the refurbishment and lifting of the Iron Bridge; and the rebuilding of the retaining wall on Dog Lane itself.

All three would be delivered simultaneously to minimise disruption to travellers, local residents and businesses and the need for additional road closures in the future.

Three-in-one

The first part of the project was to apply new waterproofing systems to the upper parts of the Dog Lane Arches and repair any areas where the concrete had been damaged. This required the phased closure of the westbound lanes of the A406, carried out in two stages prior to Christmas 2015.

"We established a contraflow system and took the A406 from three lanes down to two," explains Tom Chipperfield, contracts manager at FM Conway. "Treating each lane in turn, we carried out the required waterproofing works and resurfaced the closed carriageways. We also took the opportunity to upgrade the road's vehicle restraint system.

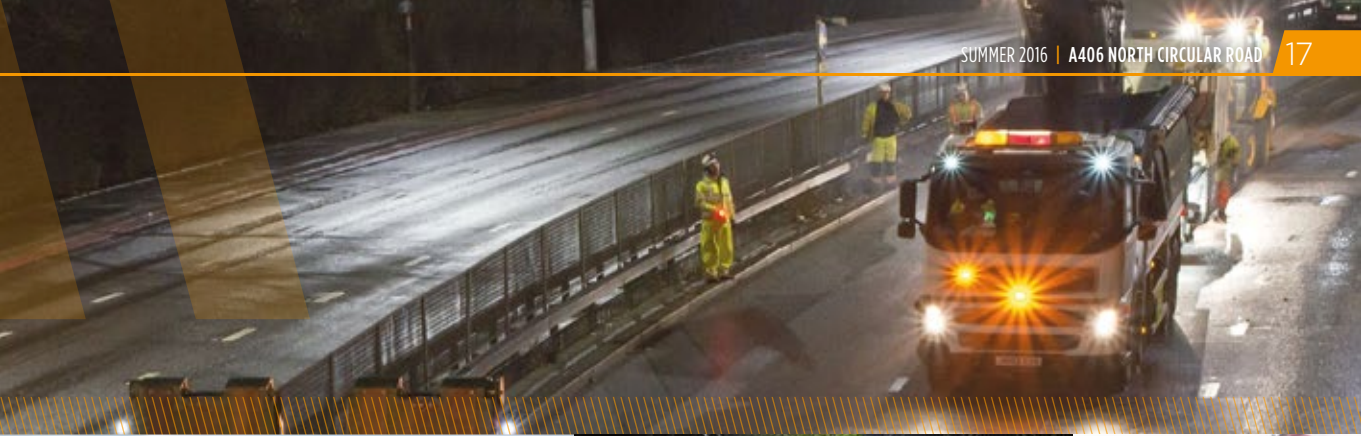
"Alongside the Dog Lane Arches work, we simultaneously began key works on the Iron Bridge overhead. Part of the Iron Bridge element of the project was a simple repainting and refurbishment job, which didn't require road closures and could be delivered at weekends. However, because the low-lying structure used to cause problems for larger HGVs, TfL also wanted us to use this opportunity to raise the bridge."

Closely coordinating the works with the waterproofing and carriageway refurbishment, FM Conway's team took the opportunity of the planned lane closures to install additional cross beams, lifting the bridge by 600mm. Larger lorries can now use this stretch of the A406, providing a significant boost to business in the area.

Technical challenges

In addition to the logistical challenges associated with a busy programme of multiple works, there were a number of complex engineering issues to contend with.

The Dog Lane Arches is located immediately above both the Jubilee and Metropolitan lines, and London Underground needed assurance that the track lines below would not be damaged by overloading the road.



The solution came in the form of truck-mounted Hiab units. Lighter than standard cranes, these units allowed the team to move heavy materials into place without breaching weight limits.

Weather conditions during the project posed added challenges. Although unseasonably dry weather in the lead up to Christmas helped speed up the concrete and waterproofing works, the high winds experienced during this time created problems for the Iron Bridge works, which were being carried out at height.

Tom Chipperfield explains: "On two occasions we had to abort weekend works on the bridge for safety reasons. However, because we had been able to deliver the concrete and waterproofing work quickly, we were still able to complete that phase of the project on time overall."

Stakeholder collaboration

Much of the project was self-delivered by FM Conway's own teams, with street lighting works, civil engineering, traffic management and surfacing all carried out in house. FM Conway's own range of construction materials was also used across the project. But while this streamlined the supply chain and made rapid delivery much easier, there were still multiple stakeholders that needed to be engaged throughout the project.

"Due to the strategic location of the scheme and the potential disruption it would cause, great care was needed to respect the

specific needs of all stakeholder groups," says Tom Chipperfield. "Access to the doctor's surgery at the local Brentfield Medical Centre, for example, was affected by the works, so we put special measures in place to enable doctors to get in and out quickly in a medical emergency."

"The nearby IKEA superstore – the entrance to which is adjacent to the project – also had the potential to be significantly disrupted. However, by placing additional signage to tell visitors to merge into the correct lane early, we were able to mitigate disruption caused to the business and its customers."

Events happening at the nearby Wembley Stadium also needed to be taken into account. When events were taking place, the team worked closely with TfL and the stadium's own event managers to ensure the appropriate roads were re-opened with clear diversions in place, minimising the additional strain on the already pressured transport network.

The final deadline for the project's completion was the Capital One Cup final, which took place at Wembley on 28 February 2016. The refurbishment of the two structures and resurfacing of the A406 needed to be complete ahead of this major sporting event, when thousands of football fans descended on Wembley. Thanks to intricate logistical planning and the simultaneous delivery of the project's different parts, the scheme was successfully completed in time for the final.

Due to the strategic location of the scheme and the potential disruption it would cause, great care was needed to respect the specific needs of all stakeholder groups.

“”

CONWAY PEOPLE

EMPLOYEES OF THE QUARTER

CONGRATULATIONS TO EVERYONE WHO WAS NOMINATED: ALLEN ABBOTT, NICK HOWARD, TONY TAYLOR, DALE CHENERY, LOUISE PARSONS, MATT DAHMEN, PETER TUTIN, TARIQ KASSAM, ADRIAN NICE, ANNE JOHNSON, CAROLINE TRUFFITT, CHEY CHAN, CLIVE CARTER, DANIEL CONWAY, DARREN BELL, DENNIS HUBBLE, EMMA GREATOREX, ERIC PLAICHE, GARETH PEVERALL, ISLAM RAMA, JAMES BOND, JOHN CORCORAN, JOHN O'BOYLE, JOHN WATSON, JONATHON PENNY, KAMAL UDDIN, KAMALJIT CHEEMA, KEMAL MEHMET, LUAN RAMA, MARK BRACEWELL, MATT STANLEY, PAT CRANE, PAUL MARTIN, PETER FRENCH, PHIL EDWARDS, RAINER APPLETON, RICHARD COUGHLIN, RYAN MACKIE, SHARON BOWDERY, SIMON BAKER, STEPHANIE TURNBULL, STEVE TAYLOR, TIM MARTIN & WAYNE SMITH.

▶ TOM CHIPPERFIELD, Senior Contracts Manager – Buildings & Structures



TOM'S COLLEAGUES SAY:

"Tom's dedication to the delivery of the A406 Neasden project over the past 12 months is a true example of an employee going the extra mile"

"It wasn't all plain sailing but Tom took full responsibility and helped develop strong processes which have now been shared across the whole of the business"

"His commitment to ensuring the project was delivered accident free throughout the 24/7 operation was outstanding"



▶ ALF CLARK, Yard Supervisor



ALF'S COLLEAGUES SAY:

"Alf always accommodates our requests for on-site repairs and assistance with organising clean up duties during major projects"

"We recently held an event at Mulberry Way which he sourced chairs and furniture for. He had solutions for everything we wanted to do without ever presenting any problems"

"He is an all-round good guy and happy to help wherever he can"



▶ COLLETTE THRELFALL, Workshop Coordinator



COLLETTE'S COLLEAGUES SAY:

"For her work she has put in on the Freeway Maintenance project – not only in terms of her dedication to getting the task done but also for her appetite to learn new skills and methods"

"Her exemplary attention to detail and desire for things to be just right has been invaluable"

"Without her willing participation it is certain that the project would not have met the go-live deadline"



COMPLIMENTING CONWAY

A member of public from Cranford, near Kettering would like to pass on her thanks for some recent drainage repairs that were carried out by FM Conway to the front of her property. Following a deluge of rain in the Kettering area, she reported that they suffered no flooding or ponding of water despite several years of issues at the site.

A member of public thanks Ade Nice and Luan Rama – cleansing team.

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“I just wanted to write to you to express my appreciation for the consideration your workers have shown to the Household Cavalry in Hyde Park. As you are aware, they are in the process of constructing the Cycle Superhighway in the Park. Clearly this has involved the use of a large amount of noisy and heavy machinery; normally guaranteed to frighten horses. However, whenever they spot the Cavalry horses either being exercised or on ceremonial duty, FM Conway’s employees automatically stop whatever they are doing. I suspect that this is deeply frustrating but I have no doubt that this has prevented a number of accidents. So thank you from all ranks of the Mounted Regiment.”

James Gaselee, Commanding Officer in the Household Cavalry Mounted Regiment, commends FM Conway’s term maintenance employees delivering the Hyde Park section of the Cycle Superhighway.

“May I thank you for resolving the situation concerning the Thames Water access drains in Bexley High Street. The noise caused by the flow of traffic over the inspection covers has been substantially reduced. You have my thanks on a job well done given the circumstances. My compliments to the team that completed the job both professionally and efficiently. A better night’s sleep was had by all in that part of the High Street!”

A member of the public praises Jason Clark and Martin Beresford from the structures team and Steve Heath and Vincent Oliver from the surfacing division.

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“They work tirelessly from early on until the end of their shift. They have always helped passing children to stay safe on their journeys to school and back. They are courteous and polite. Today they assisted me with carrying a heavy shopping load to my home, close to where they were working. They have carefully replaced some stones we laid at the end of our path. They are a credit to your company.”

A member of the public thanks Peter Noughton and Pat Noughton – Bromley team.

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**PEOPLE
FIRST**
GO HOME SAFE

Construct

SUMMER 2016



FM Conway Ltd

Conway House
Vestry Road
Sevenoaks
Kent
TN14 5EL

Tel: 01732 600 700

www.fmconway.co.uk

@FMConwayLtd