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# Construct





## FOREWORD FROM MICHAEL CONWAY

WELCOME TO THE SUMMER 2017 ISSUE OF *CONSTRUCT*. IT'S BEEN ANOTHER BUSY QUARTER FOR FM CONWAY AS WE CONTINUE TO DELIVER GREAT PROJECTS FOR OUR CLIENTS - FROM MAJOR HIGHWAYS SCHEMES TO MAINTAINING AND ENHANCING SOME OF THE COUNTRY'S MOST ICONIC INFRASTRUCTURE ASSETS.

Our business continues to go from strength to strength. During the first half of 2017, FM Conway has consolidated its position as London's leading infrastructure services contractor with two new contracts with the Royal Borough of Kensington and Chelsea and the London Borough of Newham. Read on to find out more.

This success is testament to the talented people we have within our company, from our junior to our most senior colleagues. We recognise the importance of investing in the skills and training of our staff to ensure our work leaves a lasting economic and social legacy - and you can learn more about how we're working to tackle the construction skills shortage on pages 14 and 15.

Our success is also thanks to our ongoing ability to innovate and find solutions to challenging projects. Many of you will be aware of our work to transform the way we use materials in the highways sector but our teams are also introducing small innovations every day to deliver better projects for our clients and their customers - the public.

From leveraging the joint expertise of our construction and consultancy teams to deliver a novel engineering solution for an historic bridge in south west London, to the introduction of pioneering energy-efficient lighting along key routes into London's Heathrow airport, we're always looking for new ways to improve the way we design, build and maintain our infrastructure.

It's a model which continues to reap dividends for customers as we extend our presence across the south of England. As we look to the future and the need to create resilient highways and infrastructure assets that stand the test of time, I'm confident that this forward-thinking approach will set us and our clients in good stead.

**MICHAEL CONWAY MBE**  
CEO FM CONWAY

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## CONTRACTOR OF CHOICE FOR LONDON'S BOROUGHES

**FM CONWAY HAS BEEN AWARDED A SERIES OF MAJOR CONTRACTS FOR BOROUGHES IN THE EAST AND WEST ENDS OF LONDON, CONFIRMING ITS POSITION AS THE LEADING HIGHWAYS CONTRACTOR ACROSS THE CAPITAL.**

*These contract wins reaffirm FM Conway's position as London's leading highways contractor*

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**JAMES TALLON**  
term maintenance director,  
FM Conway

Five highways services contracts have been secured with the Royal Borough of Kensington and Chelsea. The contracts cover highways project works; surfacing and road marking; street lighting; paving works; and bridge and structure maintenance, including for landmarks such as Chelsea Bridge.

FM Conway has provided highways services for the Royal Borough since 2010. This new partnership will run for an initial period of five years, with the potential to extend for a further three.

The London Borough of Newham has also chosen FM Conway to deliver two £20 million contracts, covering highway maintenance and major roads improvement schemes for 419km of streets over the next four years.

FM Conway's term maintenance director, James Tallon, commented on the company's success: "These contract wins reaffirm FM Conway's position as London's leading highways contractor. Our extensive experience on the capital's roads combined with the skill and workmanship of our people and our self-delivery approach means we are ideally placed to tackle the unique challenges of working in a global city.

"We look forward to working in partnership with Newham Council and the Royal Borough of Kensington and Chelsea to deliver safe and sustainable infrastructure for their local communities."

## BEACONSITE

Outstanding HS&E Performance

## RAIL TEAM ON TRACK

**London Underground has awarded FM Conway's rail division a prestigious BEACON site safety and welfare award for its work on the Four Lines Modernisation (4LM) programme.**

The BEACON award, which recognises contractors who demonstrate best practice in site management, was awarded to FM Conway's Lillie Bridge Depot site in south-west London, where the company is constructing a new Signal Equipment Room (SER). The project is part of a £5 million package of works won by FM Conway to construct five new SERs across the Underground network.

Wayne Frewen, head of rail at FM Conway, commented on the achievement: "It's fantastic to see that we've got off to such a great start on our first major rail construction contract with London Underground. We take site safety very seriously as a business and this award is a glowing testimony to the excellent health, safety and welfare culture embedded within FM Conway, as well as the skill and hard work of the entire contract team."

## SHARING BEST PRACTICE

**FM CONWAY HOSTED THE CHARTERED INSTITUTION OF HIGHWAYS & TRANSPORTATION (CIHT) SOUTH EAST REGIONAL MEETING IN MARCH.**

*The event was a great opportunity to share learning and best practice, with Roger Williams, Head of Network Assurance for East Sussex Highways, discussing the benefits of a new collaboration between the council, CH2M and Costain to manage the county's highways. FM Conway has been supporting the partnership since June 2016, delivering highways surfacing works.*

*The event also included a talk from Andrew Boyle, Chairman of the World Road Association (WRA) UK and former head of engineering policy at the Highways Agency, on the vital role that UK engineers are playing to support international highways projects.*



# QUALITY COMES FIRST FOR PRESTIGIOUS BELGRAVIA UPGRADE PROJECT

*The use of high-quality techniques and materials, as well as a close attention to detail, has been essential to ensure the project reflects Motcomb Street's prestigious profile.*

“”

**ALEX SAMPSON**  
contracts  
supervisor,  
FM Conway



## WORKING CLOSELY WITH WESTMINSTER CITY COUNCIL AND GROSVENOR, FM CONWAY IS DELIVERING A HIGH-END PUBLIC REALM UPGRADE PROGRAMME IN LONDON'S BELGRAVIA DISTRICT.

As part of its term maintenance partnership with Westminster City Council, FM Conway has been delivering a £2.5 million public realm upgrade scheme funded by Grosvenor to Motcomb Street in the heart of London's West End.

The project has seen a dramatic transformation of the prestigious street, through the introduction of new high-quality materials which reflect and complement the high-end shops, cafes and restaurants, including the likes of Christian Louboutin and Ottolenghi.

The work, which began in September 2016, is being carried out in a series of stages over a 15-month period. It is supporting the pedestrianisation of the street, which will be closed to traffic between 12pm and midnight to help create a village-like feel.

Alex Sampson, contracts supervisor at FM Conway, explains:

"The overall project aims to improve the aesthetics of the street, delivering new paving, improved drainage, planting and lighting that will encourage people to visit and spend time in the area."

The use of high-quality techniques and materials, as well as a close attention to detail, has been essential to ensure

the project reflects Motcomb Street's prestigious profile. Alex continues:

"We've widened and repaved the footway in attractive and highly durable Yorkstone, and skillfully re-laid the carriageway with tri-stone granite setts. The real difference, however, has come from several highly bespoke items that have been crafted specially - from drain covers embossed with the name of the street, to the creation of a carefully beveled granite drainage gully running the length of the road."

As well as aesthetic improvements, the works have seen the complete reconstruction of the carriageway to strengthen its long-term durability and resilience, as Alex explains:

"Through careful planning and coordination with Westminster, Grosvenor and Thames Water, we were able to combine the new paving works with the replacement of the water main running under the street - taking the opportunity to then rebuild the carriageway with an entirely new sub base.

"This upfront investment means we ensure that the work we've done at surface level has strong foundations."

Keeping the local community informed throughout the programme has been critical to its success, with regular monthly meetings ensuring that residents and businesses are kept up to date and that disruption can be kept to an absolute minimum.

The upgrade programme for Motcomb Street is progressing well, with supporting improvement works on neighbouring Kinnerton Street due to get underway in the coming months. The overall scheme is due to be completed by Autumn 2017.





# OPENING UP PERUVIAN WHARF

THE CONSTRUCTION OF A NEW ACCESS ROAD BY FM CONWAY IS HELPING BRING A THAMESIDE CARGO HANDLING CENTRE IN EAST LONDON BACK INTO USE WITH WIDESPREAD BENEFITS FOR THE LOCAL AREA.



*Taking this approach has kept the project's impact on local roads and carbon footprint to a minimum.*

**“ ”**  
**CLIVE CARTER**  
 project manager,  
 FM Conway

FM Conway is playing a vital role in the restoration of a strategically important cargo-handling site on the River Thames. Peruvian Wharf in Newham, East London is one of fifty wharves safeguarded for port operations on the Thames and was purchased by the Port of London Authority (PLA) in 2016 to be reactivated. Bringing the wharf back into operation for the first time in more than twenty years will deliver new jobs and investment in the local area, as well as help to keep tens of thousands of lorries off London's roads every year.

The PLA has now let part of Peruvian Wharf on a long-term basis to the Brett Group, who will develop a new terminal at the site for importing construction materials. Before this can become operational, however, a new access road is needed, which is where the FM Conway team stepped in. Project manager, Clive Carter, explains:

“We were appointed by the PLA to deliver the new 280-metre access route onto the site from North Woolwich Road, allowing the construction and servicing of Brett Group's premises.

As the project moves on, we're also delivering new drainage systems, an electricity substation and access points for phone and internet.”

Before this work could start, almost 66,000 tonnes of crushed waste material has had to be removed from the wharf. The River Thames has played a critical part in shifting this material safely and sustainably.

“We've used 38-tonne long reach excavators to carefully rid the site of the waste material, the vast majority of which has then been shifted by river,” says Clive. “Two barges leave the wharf every day, laden with more than 2,500 tonnes of waste. You only get around 20 tonnes on a single lorry, so it's easy to see just how much sense it makes to use the river.

“Taking this approach has kept the project's impact on local roads and carbon footprint to a minimum – it really is a no-brainer.”

With the waste material now removed, FM Conway is working hard on delivery of the access road itself, with the wharf scheduled to reopen and be fully operational later this year.

# SUPPORTING THE UK'S MARITIME INFRASTRUCTURE

FM CONWAY HAS PROVIDED A HIGH-QUALITY SURFACE COURSE MIX FOR ONE OF THE SOUTH EAST'S MAJOR CARGO PORTS.

Located on the mouth of the River Medway, the Port of Sheerness in Kent is one of the South East's busiest maritime terminals. Operated by Peel Ports, the port handles a variety of cargoes, including timber and steel, but one of its main imports are new cars. Over the past few years, 325,000 new vehicles have arrived at Sheerness annually, accounting for 17 per cent of all new cars shipped into the UK.

A large proportion of these are imported by Volkswagen which has an eight-acre inspection plant at the port. Working in partnership with Hague Construction and Centar Surfacing, FM Conway was recently appointed to deliver a high-quality surface course material for the car manufacturer's storage facility at Sheerness.

Mark Flint, technical manager for aggregates and asphalt at FM Conway, said that providing a durable material that could withstand industrial use was a key consideration for the mix: "The Volkswagen storage area is extremely busy, with new vehicles stored at the facility before being collected for onward delivery within the UK.

The surface course mix we provided therefore needed to be able to stand up to heavy traffic over the long-term.

"We supplied 1,100 tonnes of our 14mm Surepave E AC HD mix which includes a polymer modified bitumen to make the surface course more resilient to deformity or fatigue. Our teams worked closely with Centar Surfacing who laid the mix on a planed area at a depth of 45mm thick."

Minimising the project's environmental impact was also an important consideration for the port. "Surepave E uses 50 per cent recycled asphalt content, produced by our Erith recycling plant," Mark commented. "Using this high proportion of recycled content significantly reduces the amount of virgin materials needed to support industrial projects like this, while still providing the high-quality performance needed."

*Using this high proportion of recycled content significantly reduces the amount of virgin materials needed to support industrial projects like this.*

“”

**MARK FLINT**  
technical manager  
for aggregates  
and asphalt,  
FM Conway

IN LINE WITH ITS SELF-DELIVERY APPROACH, FM CONWAY HAS STARTED MANUFACTURING ITS OWN POLYMER MODIFIED BITUMEN, SUPPORTING CLIENTS TO DELIVER RESILIENT, HIGH-PERFORMANCE INFRASTRUCTURE ASSETS.

# INDUSTRY FIRST AS FM CONWAY EXPANDS HIGHWAYS MATERIALS PORTFOLIO

*As a business, we've long championed the benefits of a self-delivery approach, manufacturing, supplying, as well as laying our own materials on the local and strategic road networks to drive cost and time efficiencies for our clients.*

**“”**  
**TIM METCALF**  
*director of  
aggregates  
and asphalt,  
FM Conway*



*The production of PMB supports FM Conway's growing asphalt manufacturing and recycling capabilities*



*FM Conway  
is committed  
to driving  
innovation in the  
highways sector.*

“““

**TIM METCALF**  
director of  
aggregates  
and asphalt,  
FM Conway

FM Conway has become the first highways manufacturer and contractor in the UK to produce its own Polymer Modified Bitumen (PMB), supporting the business' growing asphalt manufacturing division supplying London and southern England.

PMB is added to asphalt mixes to improve the long-term performance of road materials. Thanks to their greater elasticity, asphalt mixes which contain PMB can significantly improve the durability of highways assets. In particular, their greater resistance to rutting and cracking provides improved resilience to the impacts of changing weather patterns caused by climate change.

FM Conway's director of aggregates and asphalt, Tim Metcalf, commented on the expansion of the company's materials portfolio:

“As a business, we've long championed the benefits of a self-delivery approach, manufacturing, supplying, as well as laying our own materials on the local and strategic road networks to drive cost and time efficiencies for our clients. The production of our own Polymer Modified Bitumen marks the next evolution of this model, allowing us to continue producing high-quality materials for the UK's highways that meet the needs of roads users now and in the future.”

The development of FM Conway's PMB plant is the result of a close collaboration with its polymer supplier, Kraton Polymers, and leading plant equipment manufacturer, Benninghoven. The materials will be manufactured at a newly opened facility at the company's Gravesend bitumen terminal in Kent.

“FM Conway is committed to driving innovation in the highways sector,” added Tim. “We'll continue to explore how extending the use of PMB across all layers of our roads can support a more durable, whole-life approach to highways asset management and help us respond to industry challenges such as dealing with the effects of climate change.”

The production of PMB complements FM Conway's existing materials recycling and manufacturing capabilities. The company owns and operates six asphalt plants across London and the south of England in addition to the Gravesend bitumen terminal and PMB production facility.



*FM Conway self-delivers materials to drive  
time and cost efficiencies for customers*



# GREEN LIGHT FOR LONDON'S SUSTAINABLE FUTURE

THE LIGHTING ON THE A30 AND A4 ROADS INTO HEATHROW OFFERS A WARM WELCOME OR FOND FAREWELL FOR THOUSANDS OF AIRPORT PASSENGERS DAILY. FM CONWAY'S TRANSFORMATION OF THIS CRITICAL INFRASTRUCTURE IS HELPING TO UNLOCK A GREENER, SAFER FUTURE FOR LONDON.

*The new lighting will not only improve visibility and safety for road users but also help reduce energy use and make maintenance easier in the long term.*



**STEVEN CHAPMAN**  
senior contracts manager,  
FM Conway

The A30 and the A4 roads carry thousands of visitors and commuters into West London everyday and provide important links to London's Heathrow Airport. As part of its London Highways Alliance Contract (LoHAC) for the North West of the capital, FM Conway has been working closely with Transport for London to deliver a £4.5 million lighting upgrade for the two roads.

The works are being delivered by CONWAY AECOM - FM Conway's joint venture with AECOM - and will see the existing catenary lighting, a hanging system of lighting, across large sections of the A30 and the A4 from Stanwell Road, Bedfont to Hogarth roundabout in Chiswick replaced with a more sustainable system. Work on this ambitious four-year project is now nearing its end, with 178 energy-efficient lighting columns being installed along these strategic corridors.

The strings of lamps running between the existing catenary masts are a prominent feature on the popular commuter routes, but their 400 watt lamps have a limited lifespan and are energy intensive. The CONWAY AECOM team is replacing these outdated fixtures with modern 12m-tall lamp columns which use efficient CU Phosco luminaires, while also installing 5km of trenches for the new cable infrastructure.

Steven Chapman, senior contracts manager at FM Conway, explains the benefits of the upgrade: "The new lighting will not only improve visibility and safety for road users but also help reduce energy use and make maintenance easier in the long term. Unlike the old masts, which were located on the central reservation, the new columns are either side of the carriageway which means easier access for maintenance teams.

"The new CU Phosco SMART lights we're installing also give off a clearer light while using less than half the wattage of the previous lamps, and can be controlled through a central management system, allowing for further energy efficiencies through the use of adaptive lighting."

Meticulous planning by the CONWAY AECOM team has been critical to minimising disruption for commuters and businesses throughout the works, as well as for Heathrow airport - a nationally important asset.

Steven comments: "Using the expertise of our traffic management team, we've maintained access for road users throughout the upgrade. Partnerships with other contractors on site have also brought wider benefits for visitors to Heathrow airport. Another contractor team, for example, has been able to use our traffic management system to support their own works at the airport, preventing the need for additional equipment and teams on site.

"Our project is on track to be complete by summer 2018. We look forward to safely delivering the scheme on programme with our client and its stakeholders in mind. It's another example of CONWAY AECOM's great work, visible not just from ground level but by tens of thousands of air passengers as they land and take off from Heathrow daily."



# TEAM EFFORT AT BARNES BRIDGE

USING THE COMBINED EXPERTISE OF ITS CONSTRUCTION AND CONSULTANCY TEAMS, FM CONWAY HAS SELF-DELIVERED A COMPLEX STRENGTHENING SCHEME AT BARNES BRIDGE IN SOUTH LONDON.

Spanning the River Thames between Barnes and Chiswick, Barnes Rail Bridge in south London is a popular viewing point for the annual Oxford-Cambridge Boat Race. Each year, hundreds of spectators line the wooden pedestrian footbridge that sits beneath the main Victorian rail structure and links the Thames Path on the river's southern bank.

Over many years, the footbridge had begun to deteriorate, so in early 2017 the London Borough of Richmond Upon Thames appointed FM Conway to deliver remedial works to stabilise and strengthen the structure.

Kevin Brown, senior projects manager at FM Conway, explains the details of the project: "The existing footbridge sits on wooden piled supports, which are connected by the main deck beams with decking on top. Over many years, these supports had started to decay so we developed a plan to engineer a new steel truss to strengthen the bridge."

"The bridge's location meant that we couldn't use cranes to manoeuvre the new truss into position so we had to make sure that the design we came up with would be lightweight as well as strong. Working closely with our in-house consultancy team

and Richmond Council, we designed a system using a galvanised steel truss that was installed in two halves on the inside of the wooden piles and then bolted together. We concreted in new footings and also installed new wooden deck beams."

The team left the bridge's old wooden piles in place to preserve as much of the original structure as possible, with the new steel support interwoven between them. A new wooden deck walkway with anti-slip inserts and handrails was also added.

In addition to the technical challenges of the job, the team also had to overcome the complications of working so close to the river. Kevin explains: "We only had a narrow working window each day - just six hours and often in the early morning - because of the river tides which meant the bridge was under water at different points during the day. The structure also had to be open in time for the 2017 Boat Race so maximising these short working hours was key.

"Thanks to the close collaboration between our construction and consultancy teams and Richmond Council, I'm glad to say the bridge was open in time for the race, with over one hundred people watching from the bridge on the day."

*Thanks to the close collaboration between our structures and consultancy teams and Richmond Council, I'm glad to say the bridge was open in time for the race.*

“”

**KEVIN BROWN**  
senior contracts  
manager,  
FM Conway

FM CONWAY HAS INSTALLED A NEW 'WALK OF FAME' TO DELIGHT AND INTRIGUE VISITORS TO LONDON'S ICONIC TOWER BRIDGE.

# TOWER BRIDGE GIVEN THE VIP TREATMENT





*The installation of the plaques by FM Conway was a smooth and expertly managed operation.*



**DIRK BENNETT**  
exhibition  
development  
manager,  
Tower Bridge

Tower Bridge is one of London's most famous landmarks and a must-see for many visitors to the capital. Through its continuing partnership with the City of London Corporation and Tower Bridge Management, FM Conway was tasked to create a new 'Walk of Fame' along the historic structure.

As part of ongoing redevelopment and improvement works, the initiative aims to showcase the ordinary people who have worked at the bridge with commemorative name plaques.

Dirk Bennett, exhibition development manager at Tower Bridge, explains:

"Our 'Walk of Fame' is a celebration of some of the Bridge's unsung heroes, from bridge masters to the people who stoked the furnaces that originally drove the lift mechanism, as well as the first female employee at the bridge, Hannah Griggs. In addition to encouraging visitors to engage with the bridge's history, the new plaques are designed to improve visitor flow by guiding people from the South Tower to the engine rooms."

Eighty bronze plaques, designed by CoL Academy Southwark and the London Sculpture Workshop, were installed by FM Conway over four nights, with works restricted to off-peak hours to minimise disruption for road users and visitors.

Undertaking construction works on any piece of vital infrastructure is demanding, but the bridge's status as a busy tourist destination increased the challenge of the brief for the FM Conway team:

"A key part of our strategy was to keep the bridge open throughout the installation, both for tourists and users of the A100 road," says Jason Critchell, works manager at FM Conway. "Health and safety is always a key consideration when working in close proximity to the public, so we implemented a pedestrian diversion while we installed the plaques."

Jason added: "With the bridge deck depth an unknown quantity and the Thames just 10m below us, our installation process had to be very precise. We used specialist diamond rigs to pilot and cut the exact diameter hole for each plaque. The final 5mm of mastic asphalt was then gently hand-chiselled, preventing any damage to the underlying concrete."

The depth of each plaque was precisely gauged and bedded to ensure a smooth, level surface. Finally, a black Sikaflex sealant was applied around the plaques, creating a watertight seal and allowing for any thermal expansion.

Dirk concluded: "The installation of the plaques by FM Conway was a smooth and expertly managed operation. The 'Walk of Fame' has immediately become a highlight of any visit to the bridge that is well liked by visitors and staff alike."



# A BOLD APPROACH TO CLOSING THE SKILLS GAP



FM Conway's apprentices with CEO, Michael Conway MBE

FM CONWAY IS DELIVERING AN AMBITIOUS TRAINING AND RECRUITMENT PROGRAMME TO TACKLE THE CONSTRUCTION SKILLS SHORTAGE AND MAKE SURE THE BUSINESS ATTRACTS AND RETAINS THE BEST TALENT.

*By supporting our own great people to grow and develop, we're creating our future talent pipeline, ensuring we can continue to deliver great work for our customers for many years to come.*

“”

**LIZ GARVEY**  
HR director,  
FM Conway

The skills shortage remains a major challenge for construction. The Construction Industry Training Board reports that the sector needs to recruit over 35,000 workers annually between now and 2021 to meet the UK's development needs. This is a serious problem which has the potential to put major infrastructure projects at risk.

For FM Conway, this challenge has coincided with a significant and sustained period of growth, from a £71m turnover in 2006 to £250m today – making recruiting, retaining and developing skilled teams a number one priority for the business.

As a result, FM Conway has transformed the way it attracts and develops talent. HR director, Liz Garvey, explains: “We realised that traditional routes to recruitment and training weren't having enough impact. We've adopted a new, bolder approach to making construction accessible and attractive to as many people as possible – whether that's disadvantaged groups, school leavers, new graduates, career changers or returnees to work – and are investing in skills and training to ensure people thrive.”

## Widening the net

A variety of entry positions and training programmes now cater to a diverse talent pool, range of lifestyles and skillsets. Apprenticeship and graduate programmes are delivered through the business' own education platform – the Conway Academy – supported by select partners such as the Southwark Construction Skills Centre.

“We offer a deliberately broad apprenticeship programme, from entry to degree-level roles, from finance to highways maintenance positions”, explains Liz. “In addition, our Inspire higher education scholarship scheme and new graduate training roles – where young adults train on the job – widen our net further and ensure that these recruits gain real-world experience and learn from other colleagues.”

FM Conway is also supporting those who are furthest from work through its partnership with the Worshipful Company of Paviers at the London Construction Academy (LCA), which offers basic pre-employment training for disadvantaged groups.



*Apprentices receiving on-site training*



*FM Conway's higher education Inspire scholars learning about the company's recycling operations*

### Celebrating construction

Opening up young people's eyes to the opportunities available in construction is vital. Liz comments: "Many young adults have the skills to excel but don't know about the variety of roles on offer. We need to be better at challenging stereotypes about construction jobs as low-paid and non-technical, and getting people excited about the potential to shape UK infrastructure. Our teams are doing this by directly engaging with school children, their parents and wider influencers through school visits, careers fairs and on social media."

This approach doesn't stop at young adults and the business is now looking at how it can encourage more experienced candidates embarking on a new phase of their careers through flexi-roles and job shares. The company is also piloting a returnship scheme for one female returnee who has recently joined FM Conway after a long period away from the workplace. She is learning about the construction sector through a placement at its Sevenoaks head office.

### Supporting lifelong learning

Continued development is a critical part of the new programme. "Getting talented people into the business is one thing", says Liz, "but we also need to make sure there are systems and support in place to help them keep developing throughout their careers."

"The Conway Academy is open to anyone within the business who wants to build their skills. We now have a number of colleagues completing additional educational qualifications; for example, a number of people are studying for a degree alongside their core job responsibilities."

A new supervisor training programme has recently launched under the Academy to help prepare the next generation of leaders within the business. Liz explains the significance of this approach:

"Many people think of our self-delivery model in terms of using our own plant or materials. These elements are a key part of it, but it's also about training our people so that they can have long and successful careers with us. By supporting our own great people to grow and develop, we're creating our future talent pipeline, ensuring we can continue to deliver great work for our customers for many years to come."

## UPDATE



**UPDATES TO FM CONWAY'S APPRENTICESHIP PROGRAMME HAVE BEEN A GREAT SUCCESS.**

**14 YOUNG ADULTS GRADUATED FROM THE PROGRAMME IN 2016, ALL OF WHOM HAVE NOW TAKEN UP FULL-TIME ROLES AT THE BUSINESS.**

**THERE HAVE ALSO BEEN RECORD APPLICATIONS FOR THE 2017 COHORT, WITH OVER 450 PEOPLE APPLYING.**



# 30 SECONDS

ON MEETING FUTURE CHALLENGES  
FOR OUR ROAD NETWORKS

**WITH NICK BURMAN**  
BUSINESS DEVELOPMENT DIRECTOR, FM CONWAY

**Q** What changes are we seeing on our roads?

**A** Much of our road network, including local and strategic routes, dates from the last century and the major road building programmes of the 1960s and 70s. Since then, we've seen a continuous process of investment and development to maintain this network to support the country's economic prosperity and – ultimately – keep people moving.

However, we are now reaching a point where more significant reform and investment is needed to meet new challenges – from tackling the degradation of parts of the network due to their age and increased road use on key routes, to changes to our climate in the form of wetter winters and drier summers, which are putting extra strain on the structure of our roads.

As a result, we're now seeing a step-change in the goals and ambitions for the network. Through the Road Investment Strategy (RIS) 2015 – 2020, Highways England is delivering £15.2 billion investment in 100 major schemes across the country, from the reconstruction of junctions to the introduction of smart motorways and the creation of new link roads.

The primary goals of the RIS are to transform connectivity, capacity and the condition of the network, but also to leave a lasting legacy for the highways and construction sectors in terms of providing the skills, materials and collaborative practices that will help meet England's long-term requirements from its highways.

**Q** What is the role for new materials to meet these challenges?

**A** One of the biggest challenges we face is to use materials more sustainably, in order to minimise the environmental impact of road investment but also ensure that the work being undertaken now is resilient to future wear and tear.

Innovation in materials has been a major focus for our business for the last 20 years. Reducing reliance on virgin aggregates, especially in the south east where these are geographically scarce, is part of the reason for our own focus on developing stronger, high-performance recycled mixes which perform in the same way as virgin material.





**Q** With road usage climbing, how do we keep people safe on the network?

**A** As we gear up for major investment in the road network, we need to make sure that the health, safety and wellbeing of our people as well as that of the travelling public is front of mind at all times.

Working on an increasingly busy network – especially on high speed strategic routes - brings new challenges with regards to health and safety, placing a greater emphasis on risk assessment, skills and close collaboration across the supply chain.

We're seeing a strong shift away from health and safety from being simply a box-ticking exercise based on standard procedures, towards a truly behavioural programme of practices and skills that are absolutely embedded in how we maintain and develop our roads.

Our own behavioural programme around health and safety – People First – has championed many of these big themes for some time and has seen us roll out major new initiatives to help ensure teams and customers stay safe. Our near miss app – which allows drivers to report when they've come too close to an accident – encourages teams to focus on their actions on the road, while our early adoption of the ISO39001 standard continues to be a mark of how important road safety is to our operations.

Through our investment in producing our own poly modified bitumen, there is also huge potential to improve durability if used in the lower layers of the road – reducing lifetime costs for maintaining the network.

**Q** How can we increase long term efficiency?

**A** Delivering the investment we need in our roads needs to deal with the twin challenges of maintaining cost efficiency, but also minimising disruption when more people than ever are using the network.

Just as new materials can help to improve the performance of the network, there is huge potential to bring greater cost-efficiencies in capital expenditure through introducing new and better working practices, which maximise the use of tight working windows and ensure close collaboration across the supply chain.

Adopting new methods provides the opportunity to reduce disruption to the travelling public too, delivering journeys that are reliable and comfortable.



**NICK BURMAN**  
business  
development  
director,  
FM Conway

*There is huge potential to bring greater cost-efficiencies in capital expenditure through introducing new and better working practices.*

# CONWAY PEOPLE

## EMPLOYEES OF THE QUARTER

CONGRATULATIONS TO EVERYONE WHO WAS NOMINATED: ADAM BROWN, MARK SLUCE, MARC DIGWEED, MATT CHAPMAN, NICK HOWARD, SALLY TULEY, SCOTT DAVIS, BEN SUGGETT, CHEY CHAN, ELLA COLE, GRAHAM MEASURES, THE IT DEPARTMENT, JACOB BUNTING, JAMES WILSON, JAY WOODLAND, JULIAN WYNN, MARK CRESSEY, MARTIN MCGREGOR, PAUL MARTIN, PETER LYDON, RICHARD COUGHLIN, RYAN MACKIE, SHELLY PANESAR, STEFAN PINTEA AND TOM MCCONNELL.

### DEAN HALES - workshop



#### DEAN'S COLLEAGUES SAY:

*"For his recent professional conduct when another member of the workshop team was taken ill on site."*

*"He was cool and calm under pressure and made his colleague comfortable."*

*"For his continued effort while working under pressure within the workshop."*

*"Dean is always helpful and puts himself out to help everyone."*



### STACIE SINFIELD - resource and planning



#### STACIE'S COLLEAGUES SAY:

*"Her hard work and dedication is admirable, she never turns anyone away and is always helping out."*

*"She is always helpful to all and goes way above her daily role."*

*"She has always been very helpful in recruiting personnel for us and always has a smile on her face."*

*"She has a very 'can do' attitude and no task is too much trouble."*



*FM Conway is proud to announce that our efforts to make sure that everyone goes home healthy and safe at the end of the day have seen us donate a total of £41,423 to construction charity, The Lighthouse Club, over the past year.*

*We donate £1 to the charity for every near miss that we report. The Lighthouse Club provides financial and emotional support for construction workers and their families during times of hardship.*



# A JOB WELL DONE

“”

*“On behalf of the Ealing Common team, I’d like to thank you and your team for an excellent job on the Sudbury Town forecourt upgrade. It is truly stunning and our customers have given great feedback on the quality of the work done.”*

**Transport for London** thanks the CONWAY AECOM team for its London Highways Alliance Contract (LoHAC) work in Ealing.

“”

*“Please pass on my thanks to all the staff that carried out the resurfacing works. Considering all of the works were carried out during our normal operations, minimal disruption was encountered by our operations department; no shuttles were delayed, nor did any member of the public miss the shuttle that they were booked on. The staff carried out the works with a professional approach, ensuring that they worked safely but also carrying out the works as quickly as possible. The traffic management team was very proactive, ensuring traffic flow was maintained during each stage of the works.”*

**Eurotunnel Group** thanks the surfacing and traffic management teams.

“”

*“I would like to pass on my thanks to all concerned with the works carried out over the last three weekends at Dover Eastern Docks approach. There were numerous activities carried out on site by A-one+ and FM Conway with the assistance of Dover Ports, and the end result is something we can all be proud of; it only happened with the collaborative working that took place in advance and on site.”*

**The Port of Dover** thanks the surfacing, civil engineering, traffic management and cleansing teams.

“”



**PEOPLE  
FIRST**  
GO HOME SAFE

# Construct

SUMMER 2017



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