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# Construct





## FOREWORD FROM MICHAEL CONWAY



THIS YEAR FM CONWAY CELEBRATES ITS 58TH YEAR IN BUSINESS. SINCE OUR COMPANY STARTED OUT - WITH JUST A FEW SHOVELS AND A GREAT WORK ETHIC - OUR INDUSTRY HAS CHANGED BEYOND RECOGNITION. THERE ARE STILL BIG CHANGES ON THE HORIZON TOO.

Innovation has always been at the heart of our business and, as the stories in this issue of *Construct* show, it will underpin our future success as well. For the past five years we have been proud to be one of the leading partners in Transport for London's London Highways Alliance framework. As the term of the current framework comes to an end, we look back at how we have worked with our joint venture partner AECOM to tackle old challenges in new ways across the capital.

In the last few months, we have seen great success in our water and drainage management division which supports our core highway services. On pages 8 and 9, we look at the new technology and approaches being developed to boost the resilience and efficiency of our drainage networks - maximising asset value and minimising disruption for the public.

Effective asset management also continues to be a major driver for our structures team and their work to monitor and maintain important infrastructure. Turn to page 12 to read about the division's involvement in the restoration of St Saviour's footbridge in Southwark. The team has also been working with our lighting division to deliver the careful process of cleaning and modernising the South Bank's famous sturgeon lamps (page 14).

We're proud to lead our industry on resource efficiency through continued investment in our material manufacturing and design capabilities. Continuing this innovation journey, our Westminster surfacing team marked a significant moment this quarter when they laid an 80 per cent recycled asphalt surface course at Sutherland Avenue, as part of our term maintenance contract with the council.

Recycling is in our DNA as a business, but now more than ever, as we face challenges around climate and constrained resources, moving to a more sustainable way of working is critical. Our surfacing director, Paul Padfield, talks about the growth of the division and the added value our materials capability brings clients, including through our new contract with the London Borough of Lewisham.

From materials, to technology, to new ways of working, innovation is critical to our business and preparing our sector for future challenges. By continuing to invest and think differently, we will make sure we deliver great work - for our customers and the public.

**MICHAEL CONWAY MBE**  
CEO FM CONWAY

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## SENIOR TEAM STRENGTHENED

Ron Woodland has been appointed as a non-executive director on the FM Conway board. Formerly chief attorney in the business' legal department, Ron has played an integral part in FM Conway's transformation from medium-sized construction business to tier-one highways contractor. He will continue to provide legal guidance and strategic business advice in his new position.

Michael Conway MBE, CEO of FM Conway, commented: "FM Conway has experienced phenomenal growth over the past decade, developing strong relationships with our public and private sector partners. We're confident that by continuing to focus on our core areas of infrastructure specialism and the value we can deliver for customers, we can build on this success. Ron's legal expertise and detailed knowledge of our business stand us in good stead to capitalise on future opportunities."

**RON WOODLAND**  
non-executive director,  
FM Conway



## CENTRAL LONDON HUB LAUNCHES

FM Conway has opened a new central London office in Victoria Street, opposite Westminster City Hall. The modern facility provides a base for the business' London borough teams including colleagues from its consultancy, term maintenance, lighting, cleansing and structures divisions.

FM Conway CEO, Michael Conway MBE, said: "The investment at Victoria Street represents our self-delivery model in action. We pride ourselves on our ability to deliver integrated infrastructure services for clients, from design through to delivery. By bringing together our experts in this way we can encourage ever greater knowledge sharing and pooling of resources to deliver services more efficiently for our customers."



## SHARING BEST PRACTICE



The business welcomed senior representatives from Westminster City Council to its Erith Asphalt plant for the Westminster Innovation Forum to promote knowledge sharing and best practice in highway design.

FM Conway technical manager Mark Flint and technical consultant Helen Bailey led a workshop on the latest material developments and how specifications can be used to prolong asset life. Discussions covered the importance of specifying to meet the needs of different routes to avoid over-engineering, plus opportunities to further promote resource efficiency in the City, by using higher levels of recycled asphalt.

Ivan Farrell, FM Conway's performance manager for the Westminster term maintenance contract, said: "This was a good opportunity for all parties to assess how far we've come since the contract started and to challenge existing specification restraints, seeking positive action to protect the Westminster network for years to come."

## SUSTAINABILITY SUCCESS

FM Conway has been recognised for its sustainability credentials, winning the 2019 Better Society award for Waste Management and Recycling Programme of the Year.

The awards celebrate commercial organisations that are investing in more equal, ethical and sustainable ways of working. FM Conway fought off competition from Greene King and the London Waste and Recycling Board among others to be awarded the accolade at a prestigious ceremony held at the London Marriott Hotel, Grosvenor Square.

Over the past 30 years, the business has invested in an industry-leading network of asphalt manufacturing and recycling plants, processing waste materials from its live highway construction sites for re-use on future projects.





# A LOOK BACK AT LOHAC

CONWAY AECOM, FM CONWAY'S JOINT VENTURE WITH AECOM, DELIVERS MAJOR REPAIRS FOR THE CAPITAL'S HIGHWAYS THROUGH THE LONDON HIGHWAYS ALLIANCE CONTRACT (LOHAC) FRAMEWORK. SIX YEARS ON FROM THE BUSINESS' APPOINTMENT TO THE LOHAC CONTRACT FOR THE NORTH WEST OF THE CITY, WE LOOK BACK AT SOME OF THE TEAM'S STANDOUT PROJECTS.



## LEANER WORKING AT STAPLES FLYOVER

CONWAY AECOM was tasked to deliver a major joint replacement scheme alongside resurfacing works, drainage maintenance, carriageway lining and signage for Staples Corner Flyover on the A406, one of London's busiest roads. With the structure used by over 100,000 vehicles each day, minimising potential disruption was key. Using LEAN principles, the team developed a programme based on intense periods of activity rather than long road closures, reducing the original works timetable by 488 hours. Together with a novel community engagement plan to forewarn local stakeholders of the works, spanning the use of radio, online adverts in the London press and 18 variable message signs, this approach ensured the project's smooth completion.

## LEADING RECYCLING INNOVATION

FM Conway has continued to push the boundaries of materials recycling in the highways industry through its work with Transport for London (TfL). In 2017, TfL and FM Conway laid an asphalt surface course containing 50 per cent high PSV recycled aggregate along the A40 in west London, following a successful trial carried out on the A1 at Mill Hill. The project marked the first time that a surface course mix - used for the top layer of a road - containing such a high proportion of recycled material had been laid on a UK strategic route outside of trial conditions. Standard practice is to use just 10 per cent. The A40 works also saw FM Conway introduce an innovative 70mm single laying technique to speed up delivery and allow the road to re-open more quickly. The business and TfL have shared best practice and insights from their efforts, including through several media briefings.





## BOOSTING LONDON'S CYCLING CAPACITY

CONWAY AECOM has helped to transform the way Londoners travel around the city through its role in designing and constructing the £36m Cycle Superhighway East-West Route, extending from Tower Hill through the City of London, the City of Westminster and the Royal Parks to Lancaster Gate. The route has significantly increased London's transport capacity, with 3,500 cyclists using Victoria Embankment at peak times – encouraging people to travel in a green, safe and active way. Delivery of the East-West Route required strong working relationships with the London boroughs, local landowners and stakeholders including Royal Parks, Historic Royal Palaces and the Parliamentary Estate. TfL and CONWAY AECOM ensured requirements for state events and ceremonies were accommodated within the design and maintained during construction, including installing demountable kerbs to support the London Marathon which crosses the route.



## OVERCOMING TECHNICAL CHALLENGES ON THE A406

Neasden Iron Bridge and Dog Lane Arches in the London Borough of Brent are some of the most important structures on the A406 North Circular Road, carrying traffic over the Jubilee and Metropolitan Underground lines and mainline railway network. When the concrete waterproofing on Dog Lane Arches began to fail, FM Conway was commissioned to deliver a major refurbishment. To maximise the working window, the business was also charged with renovating Iron Bridge and rebuilding the retaining wall on Dog Lane, which had suffered from weathering. Due to the potential impact on the network, the project timescales were extremely tight. A contraflow system was established with the team working in phases to address each structure in turn. Responding to local feedback, FM Conway also used the planned lane closures to lift Iron Bridge, allowing HGVs to pass beneath it and reduce their journey times and carbon emissions. Constant liaison with TfL, Brent Council and a range of political, commercial and local stakeholders, including Wembley Stadium, was key to the success of this complex works programme.

## ENGAGING THE COMMUNITY, RAISING THE BAR ON SAFETY

CONWAY AECOM's challenge was to transform the popular high street along Kingsbury Road in the London Borough of Brent, while allowing the many local businesses to continue to operate and thrive. The scope of works was comprehensive, covering public realm improvements, installation of new cycle facilities and footway and carriageway repaving. Through continuous engagement with traders, the works programme was tailored to meet individual business requirements, including access needs. Health and safety was also a priority for the project given its location on a busy shopping street. High standards were maintained throughout to keep the public and CONWAY AECOM's team safe, with the project awarded FM Conway's prestigious 'Green Flag' accreditation to mark health and safety excellence.





# SHINING A LIGHT ON ENGINEERING EXCELLENCE



AN AMBITIOUS NEW PUBLIC ARTWORK PROJECT CALLED FOR FM CONWAY TO DRAW ON ITS EXTENSIVE EXPERIENCE OF DELIVERING COMPLEX ENGINEERING SCHEMES IN THE CAPITAL.

The Illuminated River on the Thames bridges is set to be the longest public art commission in the world. Designed by acclaimed artist Leo Villareal with architects Lifschutz Davidson Sandilands, the project will see up to 15 bridges along the Thames lit up with sequenced LED lights, creating an exceptional transformation that celebrates the role that the Thames bridges play in the enduring global identity of London, and encouraging people to enjoy the river and riverside at night.

FM Conway delivered the contract for the first phase of the project, working with the Illuminated River Foundation, the independent charity that was set up to deliver this major public artwork, to install lighting on London Bridge, Southwark Bridge, Cannon Street Railway Bridge and Millennium Bridge.

The team has had to navigate the challenges of waterside working in the heart of London as well as the needs and nuances of each structure.

Adam Barnes, senior contract manager at FM Conway, explains: "We have installed lighting fixtures for the four structures simultaneously, working at night to minimise disruption. Under any circumstances this would be a considerable undertaking in terms of logistics, planning and resources. In the case of Illuminated

River, this was combined with the challenge of working in central London and over the water."

FM Conway has drawn together expertise from across the business, capitalising on the company's experience of delivering major infrastructure projects in London including bridge illuminations for the 2012 Olympic Games.

Adam continues: "Meticulous planning was key to the scheme's success. We also had to build strong relationships with the Port of London Authority (PLA), Network Rail, the Thames Tideway Tunnel scheme and the many businesses and institutions who rely on these river crossings."

The Thames presented challenges but also opportunities for the team, who used the river to transport materials and equipment to the bridges, lifting them up from boat decks using winches.





“Meeting the highest health and safety standards was paramount, not only for our team but for river traffic too,” says Adam. “Every piece of equipment and material was triple-clipped to its operator, the structure and a safety line. We also had safety boats in place below the structures and devised special containment systems in line with PLA bylaws – including hanging a bale of hay from Millennium Bridge so that boats were aware of headroom restrictions!”

In delivering the enabling works for the project, the FM Conway team had to get to know the structures intimately. Adam explains: “We assessed the engineering requirements for each bridge, including access limitations for installing the lighting, the availability of power supplies and ensuring that the lights can be easily maintained after installation.”

The team worked closely with a construction abseiling specialist, CAN, to access more restricted areas. Cannon Street Railway Bridge proved one of the most challenging structures to work on, bringing additional rail safety considerations as well as requiring the installation of a new power supply. CAN and FM Conway trained electricians to use abseiling equipment in order to fit a new three-phase supply at Cannon Street, as well as to connect up the LED lights to the power supplies on the other structures.

“I never thought I’d be working with abseiling electricians but that’s the beauty of this project,” Adam comments. “It pushed us in unexpected ways, taking the best of what we can do in construction and engineering to deliver an inspiring piece of art for London.”

The team also invented a new containment system to access the underside of Cannon Street Railway bridge. Adam says: “We had to come up with a way to access the bottom of the structure while working over water and close to a live railway. We fitted high-density netting inside the structure with tension cables in it. The abseilers then clipped on to this and used it as a restraint. Even getting to the containment systems was a challenge! Team members had to walk along the train platform, through a pinch point and then along the safe side of the track before going down a manhole and out onto the containment systems via an access hatch.”

FM Conway has now completed testing and commissioning works for the structures – ready for the first phase of artwork which went live earlier in July. Adam continues: “It was a great chance for us to get other people excited about construction and art in the city. For both the Illuminated River Foundation and FM Conway, it’s always been important that we answer questions from passers-by and explain the scheme’s creative vision as well as the engineering needed to bring it to life. We’ve taken as many opportunities as we can to hold briefings for aspiring engineers and electricians and to engage the public.

“Illuminated River has inspired our team to think creatively and see our job in new ways. I hope it encourages others to do the same.”

*“It pushed us in unexpected ways, taking the best of what we can do in construction and engineering to deliver an inspiring piece of art for London.”*

**ADAM BARNES**  
senior contract  
manager,  
FM Conway

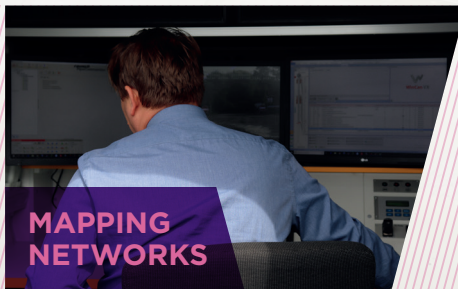




# CHANNELLING INNOVATION IN WATER AND DRAINAGE MANAGEMENT

FOR THE LAST SIXTY YEARS, FM CONWAY HAS CONTINUALLY INVESTED IN NEW WAYS OF WORKING, DELIVERING EFFICIENCIES FOR CLIENTS THROUGH GREATER PRODUCTIVITY IN DESIGN AND DELIVERY.

As part of this innovation journey, FM Conway's water and drainage management division has been working to bring together its expertise with specialist technology providers – helping to build networks that are more resilient and secure, while also keeping teams safe.



## ASSET DATA COLLECTION

FM Conway is working with specialist software providers to build a live, digital, record of complex underground drainage systems. The bespoke system enables teams to record the location and condition of gullies across a network like that in the City of Westminster – enabling better planning of maintenance works. The business is also investing in new hardware too, including fitting around 30 sensors to key gullies on the M25 to monitor when they are blocked or reaching filling point. The use of this internet of things technology means that maintenance teams can pre-empt potential challenges before they materialise, intervening early to tackle blockages.



## LASER MANHOLE SCANNERS

For more complex challenges, even greater use of technology and fresh thinking is needed. FM Conway is one of only two businesses in the UK to invest in laser manhole scanning – which sees equipment lowered into manholes to create a 3D model of the void space. Not only is the result more accurate than investigations recorded by human access, it avoids the need for confined space working and triples the number of investigations that can be made in a day when compared to traditional methods.

The tool, which has already been used on smart motorway projects on the M1, M25, M62 and A1(M), works alongside nationally deployed WINCAN software to create a record of the asset that can inform future maintenance works.





## SAFE WORKING AT HIGH SPEED

### CCTV CAMERA VANS

In line with its emphasis on self-delivery, FM Conway has been investing in its fleet as part of its innovation journey – fitting out nine specialist camera vans. The vans use a range of equipment to survey drainage networks – including robot-mounted surveillance equipment. The remote-controlled bots can access pipes as small as 50mm, with several also fitted with robotic cutters to slice through blockages.

After a series of recent trials, FM Conway has developed an upgraded version of the van which enables operators to move directly from the cab to the operational equipment at the rear. Effectively this creates a secure site compound for works that reduces the need for team members to step out onto busy roads.



## EFFICIENCY GAINS FOR CLEANSING

### HYDROBLASTER

FM Conway's unique hydroblaster is yet another example of the business' focus on innovative new techniques to tackle longstanding challenges. The multi-purpose vehicle has been designed to effectively remove the surface coating of roads using a high-pressure water-jetting system. With no need for wire brushes or chemicals, the technique minimises damage to road surfaces – while also collecting all waste generated by the works.



## MAXIMISING EXISTING ASSETS

### PIPE LINING

Better surveillance and mapping techniques are enabling FM Conway to deploy new tools to fix and maintain assets, including developing pipe-lining capabilities to restore existing pipework. One example is the use of sophisticated equipment to re-seal damaged pipework from the inside. Using a special balloon filled with air or water, the team is able to coat a pipe break in fast-curing resin, removing the need for costly and disruptive construction work.

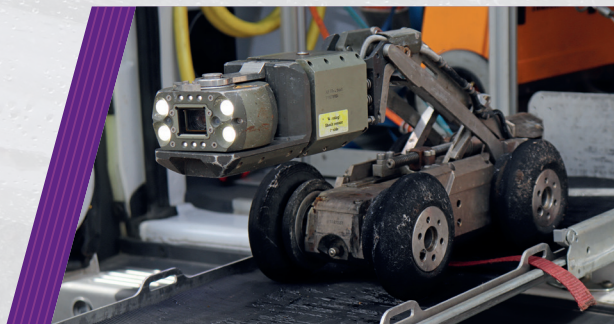


## RECYCLING AND SUSTAINABILITY

### DRAINAGE TREATMENT PLANT

Together with better asset maintenance comes a responsibility to manage resources sustainably. FM Conway's drainage treatment plant, which receives and separates out waste from 1.4 million gullies, can recycle multiple types of drainage waste – from surface water to oil-contaminated and hazardous materials.

*“The remote-controlled bots can access pipes as small as 50mm, with several also fitted with robotic cutters to slice through blockages.”*







# PIONEERING NEW HIGHS FOR RECYCLED ASPHALT

WESTMINSTER CITY COUNCIL AND FM CONWAY ARE PUSHING THE BOUNDARIES OF MATERIALS RECYCLING IN THE HIGHWAYS INDUSTRY.

FM Conway has laid a surface course mix, used for the top layer of a road, for Westminster City Council containing 80 per cent reclaimed asphalt (RA), marking an industry first in the UK.

Traditionally, the amount of reclaimed asphalt pavement (RAP) incorporated within road surfaces has been limited to 50 per cent for the lower layers of roads and just 10 per cent for the surface courses of motorways and A-roads. FM Conway and Westminster have been trialling higher uses of RA to drive up resource efficiency in the highways sector.

Simon Ditton, senior contracts manager for surfacing at FM Conway, comments: "Reserves of the finite raw materials needed to build and maintain our roads,

like bitumen and high-polished stone value aggregates, are under pressure so we need to find a more sustainable model of material use. FM Conway has always strived to lead the industry on recycling and we were one of the first UK contractors to invest in our own network of asphalt recycling plants, taking plantings from our live construction sites and processing them for re-use on the network."

The Westminster initiative builds on FM Conway's work with Transport for London. In 2017, FM Conway laid its Surepave E asphalt surface course mix, containing 50 per cent high polished stone value recycled aggregate, across 20,000m<sup>2</sup> on the A40 in west London.



FM Conway wanted to go a step further with the Westminster scheme. “We carried out a successful trial earlier this year with the City Council using over 50 per cent RA and have been looking for other schemes that would support a recycling approach. We want to demonstrate that greater use of recycled asphalt is a viable and more sustainable way of maintaining roads,” says Simon.

As Westminster City Council’s term maintenance contractor, FM Conway was briefed to resurface Sutherland Avenue, a residential street close to Warwick Avenue Underground station. Simon continues: “Sutherland Avenue presented an ideal opportunity for us to show the benefits of an 80 per cent recycled mix. It’s typical of many London residential roads and isn’t on a bus route so has average traffic loading for a street of its kind.”

The business also identified a chance to adopt an innovative single-laying technique which would minimise disruption for residents. “Sutherland Avenue has parking bays running down the centre and the sides of the street. To complete our works, we knew we’d have to close the road and suspend the bays, requiring residents to move their vehicles,” says Simon.

“We were therefore keen to keep our programme as tight as possible. Rather than taking a traditional approach to resurfacing the street, where materials are laid in two layers at a depth of 100mm, we laid the surface course mix in one go at a depth of 70mm.

This technique reduced the overall works programme by four days.”

The single-laying approach saved 500 tonnes of material compared to a traditional specification and allowed the team to implement directional road closures rather than a full closure, keeping more parking bays in use during the works.

In total FM Conway has resurfaced 9,300m<sup>2</sup> of Sutherland Avenue, supplying the high-recycled mix from its Heathrow asphalt plant. The business’ aggregates and asphalt research and development team were on hand throughout the works to advise on the material composition.

The 80 per cent mix has been laid on one side of the street, while a 50 per cent recycled mix has been laid on the other. The performance of both mixes will now be monitored and compared.

Simon continues: “12 cores have been taken from the street and will be tested for key performance indicators like voids and water content. Visual monitoring will take place on an ongoing basis.

“Hitting the 80 per cent target for a surface course mix is a major step on the path to a more future-proofed model of highway maintenance. We’re proud to be working with clients like Westminster City Council to show that high levels of recycled asphalt can and should be safely incorporated into all layers of our roads.”

*“FM Conway has always strived to lead the industry on recycling and we were one of the first UK contractors to invest in our own network of asphalt recycling plants.”*

**SIMON DITTON**  
senior contracts  
manager for surfacing,  
FM Conway



## SUCCESS IN LEWISHAM

The London Borough of Lewisham has appointed FM Conway to deliver a £6 million contract for highways resurfacing and lining works across the borough. The business’ strong track record of delivering highways projects in the capital and commitment to safety, quality and continual improvement were major factors in securing the contract.

The partnership will run for an initial period of two years, with the potential to be extended for a further year.

FM Conway will self-supply materials for the works, drawing on its state-of-the-art asphalt manufacturing and recycling plants at Croydon and Erith, as well as its bitumen terminal at Gravesend.



# KEEPING THINGS SHIP-SHAPE IN SOUTHWARK

*“Piling in a river environment brings its own special considerations, including soil conditions, tidal patterns and wind conditions.”*

**KEVIN BROWN**  
contract supervisor,  
FM Conway

**FM CONWAY HAS BEEN DELIVERING A COMPLEX REFURBISHMENT PROGRAMME FOR ST SAVIOUR'S DOCK FOOTBRIDGE IN THE LONDON BOROUGH OF SOUTHWARK.**

Once a hub of Victorian commerce, the dock's wharves and warehouses were used for unloading and storing goods from across the globe. Fans of Charles Dickens might also know it as the site of Bill Sikes' downfall in the novel, *Oliver Twist*.

Today, the industrial buildings have been converted to modern London homes, with the bridge providing a crucial link over St Saviour's Dock for residents and local businesses as well as for riverside walkers along the Thames.

The stainless-steel cable stayed structure was built in 1995 by the London Docklands Development Corporation before handover to Southwark Council. Through a regular maintenance review, the Council identified the need for a comprehensive upgrade to strengthen the bridge and keep it safe for public use, including renewal of its distinctive sailboat rigging and repairs to its hydraulic swing system. This system had been installed to allow large boats into St Saviour's Dock but had not been used for many years.

As Southwark's term maintenance contractor, FM Conway was appointed to refurbish the bridge, its opening mechanism and timber jetty approaches, working with its partner AECOM.

Before any works could begin, contract supervisor Kevin Brown and his team needed to ensure the area was safe to work in. Like many historic parts of London, this meant checking that there was no unexploded ordnance in the area. With this confirmed, the next step was to install the screw piles for the scaffolding from which the team would work, while cooperating closely with the Port of London Authority and Environment Agency.

“Piling in a river environment brings its own special considerations, including soil conditions, tidal patterns and wind conditions,” says Kevin. “We also had to allow for bow waves up to one-metre high and the pressure that this might put on the scaffolding structure.”





The team has modified the bridge's existing balustrade structures to accommodate the new design of the strengthening works. Ducting and cabling has also been installed for a new power system for the swing mechanism.

Louise Chenery, a civil engineering apprentice in the team, has been helping to procure a 40mm veneer for the timber piles that support the bridge's two timber approach jetties. Louise explains: "The water damage to the wood is cosmetic rather than structural. Our job has therefore been to find a suitable material for wrapping the existing timber, keeping the bridge looking ship-shape!"

The bridge needs to be closed for the duration of the works, so keeping residents and local stakeholders updated throughout the project is a priority for the team. Activity has been led by FM Conway's public liaison officer, Helen McConnell, who has been working closely with residents' groups to keep them informed.

*"The water damage to the wood is cosmetic rather than structural. Our job has therefore been to find a suitable material for wrapping the existing timber, keeping the bridge looking ship-shape!"*

**LOUISE CHENERY**  
civil engineering apprentice, FM Conway

The final stage of the process will see FM Conway collaborating with a specialist rigging supplier to re-rig the bridge. Kevin adds: "It's a finely tuned process. The rigging needs to support the weight of the structure to allow the swing system to rotate the bridge through 90 degrees. To do this, we'll mount load cells on each of the rigging strands, tensioning them to the right Kilonewton load specified by AECOM's engineers."

The project will complete this summer.



## FM CONWAY IS SUPPORTING THE REFURBISHMENT OF VICTORIA EMBANKMENT'S FAMOUS STURGEON LIGHTING COLUMNS.

*"We're proud to be playing our part in maintaining this iconic part of London."*

**GARY MARTIN**  
contracts manager,  
FM Conway

Eagle-eyed walkers in London will already be familiar with the city's sturgeon columns - a series of cast-iron lamps that run along Victoria Embankment in Westminster. Designed by architect George John Vulliamy, the columns take their name from the fish design that wraps around each post. They were first installed in 1870 to mark the completion of the river wall and have since become a much-loved part of London's street scene.

Westminster City Council recently commissioned FM Conway to support a major restoration project for the columns, as part of the company's term maintenance partnership with the council.

42 columns are being carefully dismantled by the team, before transportation to a specialist restorer in Coventry.

Gary Martin, contracts manager at FM Conway, explains: "The columns have been re-painted a number of times over the years and the build-up of paint had obscured their original ornate detail. Several had also been damaged through long-term wear and tear. Each column is therefore receiving a full restoration for the first time since they were installed in 1870, being grit-blasted back to bare metal, before being repaired and repainted."

The removal of the 2.5 tonne columns is no easy task and FM Conway has called upon the expertise of its structures and lighting teams to carry out the task. "Taking each column in turn, we've had to isolate the power supply and erect scaffold towers to allow us to carefully take them down, drawing on the experience of our structures team to ensure we don't damage the columns in the process," says Gary.

# PRESERVING A SLICE





Given the structures' proximity to the River Thames, the team has monitored tide patterns throughout the works to minimise any risk to colleagues working from the towers. In addition to standard personal protection equipment usually seen on FM Conway's construction sites, team members have also worn life jackets.

"Keeping the public safe during the works has been our highest priority," continues Gary. "We're completing the works in night-time shifts to minimise disruption and have introduced temporary closures of the pedestrian pathway running next to the columns and the nearby cycle superhighway."

The first 16 lamp columns have now been refurbished and returned to their home, with works for the remaining 26 in hand or due to start soon. Gary adds: "Next year marks the 150th anniversary of Victoria Embankment. We're proud to be playing our part in maintaining this iconic part of London and preserving its heritage for future generations."



# OF LONDON HISTORY







# 5 MINUTES

...ON SURFACING

**WITH PAUL PADFIELD**  
SURFACING DIRECTOR,  
FM CONWAY

**Q** What does the division do?

**A** We deliver infrastructure surfacing projects for public and private sector customers. Any given day might see us delivering critical pothole repairs for a busy London street, planing and machine lay surfacing a major strategic route, renewing a children's play area or surfacing a new road for a residential development.

We work closely with the term maintenance team to support FM Conway's long-term partnerships with the London boroughs, as well as delivering standalone services for customers like the London Borough of Lewisham – where we've just started a two-year contract. In recent years, we've had great success in the home counties, extending our reach into areas such as East Sussex where we work with the county council and Costain/Jacobs. We also collaborate with our business partner Toppesfield, pooling labour and resources to help deliver projects across the south east.

**Q** What are you doing to support clients with material specifications?

**A** FM Conway has always been known for its recycling capabilities and we continue to advise clients on resource efficiency. We've seen great strides made on this in recent years with high levels of recycled asphalt starting to be incorporated into specifications as standard.

The next frontier is working with clients to change mindsets around building in resilience into our highways. It's about investing in the right materials up-front to drive long-term value, providing better performance in the face of challenges like climate change and changes in the way we use roads. A key part of this is demonstrating the benefits of moving away from conventional hot rolled asphalts. Our aggregates and asphalt team, for example, is researching the use of advanced additives like polymer modified bitumen (PMB) to improve resistance to rutting and cracking. We're keen to share best practice, giving clients access to our cutting-edge manufacturing facilities and R&D laboratory.





**Q** What innovations are you investing in?

**A** An area that we're particularly excited about is the potential to use telematics to record data on the condition of a network we have just laid and use it to improve performance moving forward. Our client at East Sussex has been a real pioneer in this and we now have three crews using sensors to automatically log information about the laying process, such as mix composition, weather conditions, material density and temperature. Over time, we want to use this data to identify performance patterns, helping us to hone specifications and predict when surface renewal might be required in the future.

**Q** What is your division doing to tackle the skills crisis?

**A** We've been investing significantly in our team, supporting colleagues to upskill and recruiting the next generation into the business. We now have three apprentices in the division and three people on the FM Conway First Line Managers programme, which supports employees to develop their skills as project supervisors.

You need a can-do attitude in this job and a desire to do it well. We deliver vital services for the capital and beyond – in the last 12 months alone we surfaced 250,000m<sup>2</sup> of Westminster's roads. It's a major responsibility and following robust processes is key to success, but it's also exciting to know you're having a day-to-day impact on improving the way people travel around the city. Selling that message is the key to getting more talented people into our sector.



# CONWAY PEOPLE

## EMPLOYEES OF THE QUARTER

CONGRATULATIONS TO EVERYONE WHO WAS NOMINATED: LEWIS SHUTTLEWOOD, TARKAN OMER, TOM BRYCE, KATIE MITCHELL, JOHN STEVENS, MARK SHUTTLE, ZACHARY TABRETT, ALAN BALL, CRAIG CLOUGH, DESMOND CHEW, JUSTIN LEE, SAMUEL BONNETT, COLIN DEAR, VASILE FLORE, KEVIN BLAKE, NICK HOWARD, MIKE ANDONE AND ALISHA CHAHAL.

### ➤ GARETH SALT - transport division



#### GARETH'S COLLEAGUES SAY:

*"A couple of weeks ago another colleague was involved in an incident with a bus. Gareth managed to stop the bus by attracting the driver's attention. Gareth took control of the situation extremely well, instructing the bus driver on how to help and free the trapped driver. He then waited with the other driver until an ambulance arrived."*



## TEAM OF THE QUARTER

OUR TEAM OF THE QUARTER IS THE CUSTOMER CARE TEAM: GEMMA EASTER, ALISHA CHAHAL AND DEANNE FIELD.



#### THEIR COLLEAGUES SAY:

*"I find the whole team very professional in their approach when handling cable strikes. They are quick to react, contacting the utility companies and securing them to site as soon as possible. They always follow up for information regarding the repairs. Well done and keep up the great work."*





# A JOB WELL DONE

*“A big thank you from us at Merton, as I understand that some on-site adjustments were made to ensure we achieved the best outcome for the residents.”*

**Neil Smith at the London Borough of Merton** thanks the term maintenance team (Martin O’Donnell, Patrick O’Donnell, Michael Daws, James Bond, Stuart Jones and Ronnie Holland).

*“We are local residents and just wanted to acknowledge the great job that is ongoing in Balfour Street. The workmen are polite, courteous and knowledgeable and are doing a great job. The foreman is very helpful and friendly and always willing to answer any questions regarding the development – a great job all round.”*

**A member of the public** thanks the term maintenance team in Southwark (Vas Stefaniooa, Lulian Dragan, Gabriel Lupas, Adrian Cojocarar and Contanstine Soddolea).

*“I am an occasional visitor to London and I love to walk from Greenwich into town. I really love St Saviour’s Dock. It’s great to know such care is being taken to keep it safe. Thanks to you and your colleagues for caring for this place.”*

**A member of the public** thanks the structures team upgrading St Saviour’s Dock footbridge in Southwark.

*“As residents in the Sanderstead area we are extremely grateful to all of you for very kindly organising the resurfacing of Brian Avenue Road and it looks absolutely wonderful. We were away whilst the work was being carried out and came back to its completion which has been done to a very high standard.”*

**A member of the public** thanks the surfacing team in Croydon (Richard Pelling, Leon Pelling, Dan Smith, Peter Redpath, Andy Stuart, Terry Rann, Dom Chambers and Neville Martin).







**PEOPLE  
FIRST**  
GO HOME SAFE

# Construct

SUMMER 2019



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