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ISSUE 44

# CONSTRUCT



## Foreword



### Adam Green

CEO FM Conway

In March we received the very sad news that our chairman Michael Conway had passed away after a long illness. Michael was an inspirational figure who guided our business for over 40 years, and I am proud to have had the opportunity to work with him in the two years since I took over as CEO. Michael's vision enabled the business to grow and develop. I and the rest of the senior leadership team share that vision and have developed an operating strategy that ensures FM Conway will continue as a strong and sustainable business.

This issue of Construct highlights the pillars that will ensure the business continues to be sustainable: our unique self-delivery model; investment in technology to improve safety and efficiency; and our commitment to drive carbon out of our materials and processes. We have had a very successful start to the year, with major contract wins including new term contracts with the City of London Corporation and Newham Borough Council. We also completed our first project as principal contractor under the new National Highways Asset Delivery Model in the south east region and received great praise for the way our team managed that role.

I am optimistic that we will win more work with National Highways, in conjunction with Toppesfield. Having Toppesfield as part of the group really builds our capability both geographically and from a contracting point of view. National Highways spent two days with us in March, and we were able to demonstrate first-hand the industry-leading work conducted at our Technology Centre to develop new materials that extend the life of roads. This is really exciting. If we can make pavements last 20% or 30% longer, we can generate huge cost and carbon savings, and dramatically cut disruption for drivers.

It is important that we invest in initiatives like this and in the technology that will make life safer and more efficient for our operatives. And we will continue to invest in our people at every level. We recently had a graduation ceremony for our apprentices, which I found very inspiring. At the same time, we have established a high level leaders programme, because we want to develop our future leaders from within.

## In Memory

### MICHAEL CONWAY MBE

1955 – 2022



In March, FM Conway chairman Michael Conway MBE passed away peacefully at home after a seven-year battle with cancer.

Michael was CEO of FM Conway for over 40 years, after taking over the company from his father Frank who founded it in 1961. In 2020 Michael moved into the role of chairman, where he continued to work closely with the senior leadership team.

Michael was a true pioneer in sustainable construction and was recycling materials ahead of his time. As a visionary leader who understood the importance of critical infrastructure within communities, he developed the business on the basis of strong long-term relationships with clients and supply chain partners.

He was passionate about the role of the business and the wider industry

in employing and empowering people to achieve success and founded the London Construction Academy to provide free education and training to help those not in employment or training.

In 2017 Michael was awarded an MBE for his services and continued commitment to UK construction, infrastructure support and road safety.

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# MESSAGES FOR MICHAEL

MICHAEL CONWAY MBE HAD A HUGE IMPACT ON THE PEOPLE WHO WORKED FOR THE BUSINESS, AS AN EMPLOYER, A MENTOR AND A FRIEND. HERE WE ENJOY SOME OF THEIR MEMORIES

**Michael Conway MBE was an inspiring mentor and a visionary leader within FM Conway and in the wider construction industry. He was also a dear friend to many people who met him over the years and inspired great loyalty in colleagues and employees.**

Michael liked nothing better than to visit sites and depots and speak directly with frontline workers to understand their challenges and hear their ideas. He genuinely felt that everyone who worked for the business was part of the FM Conway family.

"My Dad loved this business and all the people within it," says Joanne Conway,

Michael's daughter and FM Conway managing director. "He was passionate about the important role the business played in employing and empowering its great people, and the opportunities the business could offer."

Joanne adds: "Whilst we mourn my dear Dad, we can honour him also by dedicating ourselves to ensuring that FM Conway continues to be the strong family business it is, operating with the care, innovation, excellence and integrity that has been demonstrated by everyone who has helped to build the company over the past 60 years."



I had the pleasure of meeting Michael in 1997. I worked alongside him and greatly admired his passion for the business. I saw it grow to what it is today, and feel very privileged to have been a part of his dreams and to have met a great boss, friend and mentor. I will really miss him. What a loss.

**TOM O'DONOVAN, YARD SUPERVISOR**



I remember Michael coming to Purley Oaks Depot, he looked so smart in his suit and he gave me the warmest of greetings and a big cuddle. He made a point of asking how things are with the family and asking after my Mum. He was an amazing man who had time for everyone and lit up a room with his presence and amazing smile.

**SAMANTHA MCCORMACK, TERM MAINTENANCE SUPERVISOR**

Michael was a very welcoming person. I remember him always saying hello and asking how my studies were going.

I would like Michael to be remembered for his people skills. He always chatted to you, even passing on the stairs, and he insisted I went back to college to gain my BSc. He pushed me for that, which was brilliant.

**PAUL HOLDSTOCK, SENIOR QUANTITY SURVEYOR**



I first met Michael on the workshop floor. He told me he was an engineer and worked for his Dad, Frank.

He was more than a boss. I classed him as a friend who always had time to listen and advise in business and in my private life. He was an amazing man and will be sadly missed but never forgotten.

**JOHN TOBIN, RECYCLING MANAGER**



Michael asked me to go to the Brands Hatch racing circuit to sort out a job that was in a bit of a mess and on a very tight deadline. The installation team and myself had to spend three days and nights working to get back on programme. On the second night at about 11pm. Michael turned up in his brand-new Mercedes and brought a load of Big Macs and coffee for all the team. What a great guvnor.

**JOHN NUTTALL, HEAD OF RESOURCE AND PLANNING**



# HIDDEN ASSET

A HISTORIC STREET NEAR LONDON BRIDGE HAS BEEN GIVEN A NEW LEASE OF LIFE, WHILE PRESERVING ITS HERITAGE

## FACTS

Project  
**White Hart Yard paving**

Location  
**Borough High Street**

Client  
**London Borough of Southwark**

Contract period  
**May-June 2021**

FM Conway division  
**Term Maintenance**

The area around Borough in Southwark has many historic lanes and passageways opening out into courtyards where coaching inns once stood. One of these is White Hart Yard, a side street that links Borough High Street with Guy's Hospital.

It would be easy to miss if you did not know it was there, as its entrance is only a 2m wide gap between shop fronts. But it is an extremely busy cut-through for people going to and from the hospital, and its central courtyard houses a bar, residential buildings, and a university department.

Last year FM Conway gave this historic lane a much-needed facelift as part of its term maintenance contract with the London Borough of Southwark. The work was initiated by the local Business Improvement District (BID), Better Bankside.

The improvements involved repaving the lane and yard, and were designed to

preserve their historic character by using traditional materials. These included a seven-colour mix of granite setts, shallow whinstone dolerite kerbs and granite wheelers – strips of stone within the paving to replicate those that would originally have been used to take the weight of beer carts.

The team laid 6,000 setts in seven phases to maintain access so people could get to their homes and places of work. "We had to closely manage pedestrians going in and out without walking through a construction site," explains FM Conway contracts manager, Jonathan Russell. "We could only lay small sections in each phase, which was very slow work."

The other big challenge was getting the old paving out and the new materials in, as the entrances at each end of the street were too narrow for a grab lorry. "We used small vans each day to deliver only the materials that were needed, which all had to be manually off-loaded," says Jonathan.



# STREET SMART

IN THE FIRST YEAR OF TfL'S NEW FRAMEWORK THE BUSINESS HAS COMPLETED DIVERSE PROJECTS ACROSS LONDON

**FM Conway has just completed its first year as a contractor on Transport for London's (TfL's) Surface Transport Infrastructure Construction framework. The framework, which runs for six years, is being led by the civil engineering division, which has already demonstrated its expertise across a wide range of activities.**

The schemes commissioned in the first year included paving, installing security bollards, and remodelling junctions to provide a safer environment for pedestrians and cyclists. The civil engineering team has been able to call on other divisions where required, thanks to the business's unique self-delivery model. FM Conway is one of five contracting groups on the framework, and

## FACTS

Contract  
**Surface Transport Infrastructure Construction framework**

Client  
**TfL**

Contract period  
**2021 - 2027**

FM Conway division  
**Civil Engineering**

TfL is keen that they all share best practice. "A collaborative approach is extremely important to TfL – not just with them but with other contractors, suppliers and subcontractors on the framework," explains FM Conway framework manager Christina Noble.

"The ethos from the very beginning has been about keeping communication up – making sure we update TfL on the progress of works and call-off requirements."

The framework contractors meet regularly to discuss what's worked, what hasn't worked and what they can do better, and are encouraged to bring innovation to the design and construction process. ▶

**01 WESTMINSTER BRIDGE**  
Value: £5.3M



Temporary steel barriers have been replaced with permanent hostile vehicle mitigation bollards on both sides of Westminster Bridge to provide security and safety for cyclists and pedestrians. The consultancy division carried out trial hole investigations to establish the location of utilities within the existing bridge deck and used this information to design the bollard foundations. Work on site was carried out by the civil engineering division and included installing new kerb lines and resurfacing the bridge deck. TfL originally anticipated it would take a year to design and deliver the scheme, but the work was completed in just 10 months from July 2021 to May 2022.

**04 CITY HALL**  
Value: £318,800



The Greater London Authority moved to a new home in Newham, east London, in January 2022, following the conversion of an existing building. FM Conway carried out works outside the building to make it more appropriate to its new use, including installing security bollards, traffic signals and crossing points for pedestrians and cyclists, realigning junctions, carriageway surfacing and paving. "Communication was critical to ensure we did not block access or get in each other's way when interfacing with TfL and the fit-out contractor ISG," says Christina.

**07 YORK ROAD ROUNDABOUT**  
Value: £600,000

Detailed design and construction of improvements to the carriageway and roundabout.

**08 A10 EDMONTON COUNTY SCHOOL**  
Value: £103,600

Detailed design and redevelopment of existing junction.

**15 CHELSEA BRIDGE**  
Value: £33,600



Detailed design and construction of new cycleway wands and road markings for Cycle Superhighway 8.

**09 TOLWORTH ROUNDABOUT**  
Value (design review): £83,500

FM Conway and design partner Arcadis are acting as design consultants for an entrance to a new housing development being built by Lovell Homes and the Guinness Partnership off the Tolworth roundabout. Arcadis reviewed the developers' concept design and developed briefs to enable FM Conway to carry out a range of surveys, including ground penetrating radar, ecology and soil investigations. The project highlights the collaborative partnership between FM Conway and Arcadis, says Christina: "Arcadis is our design partner and they provide expertise in specialist civils work, such as road safety audits and highways design, complementing the expertise of our consultancy division." An instruction to carry out detailed design and permanent construction is being issued in May and is likely to be valued at around £2.5M.

**16 A12 GANTS HILL**  
Value: £30,000

Detailed design and construction for a change of speed limit.

**02 CYCLE SUPERHIGHWAY 8**  
Value: £420,000

Detailed design and construction.

**03 HAMPSTEAD ROAD**  
Value: £400,000

Detailed design and construction of upgrades and improvements to existing pedestrian and cycleway management.

**05 PARK LANE**  
Value: £300,000

Detailed design and construction of improvements to existing infrastructure by permanently installing temporary COVID-19 measures.

**06 A3212 CHEYNE WALK INTERSECTION WITH BATTERSEA BRIDGE**  
Value: £194,000

The first phase of the project to make this junction safer for pedestrians was completed in November 2021. FM Conway installed a new signal-controlled pedestrian crossing, realigned the kerb line, erected new signage and changed the road markings. A total of 27 phases were required for the road marking installation alone. Phase 2 will be carried out later this year.

**10 A217 LUMLEY ROAD/ST DUNSTAN'S HILL JUNCTION**  
Value: £74,900

Detailed design and construction of improvements and alteration to an existing junction.

**11 BUS ROUTE 49**  
Value: £65,000

Detailed design and alteration of an existing junction to allow access for new electric buses.

**12 A205 UPPER RICHMOND ROAD**  
Value: £55,100

Detailed design and construction for a change of speed limit.

**13 CYCLE SUPERHIGHWAY 10**  
Value: £45,500

CCTV surveys of existing ducting to enable concept design.

**14 NEW KENT ROAD**  
Value: £43,900

Drainage, lighting and CCTV surveys of ducting.

**17 A205 THURLOW PARK ROAD JUNCTION**  
Value: £19,700

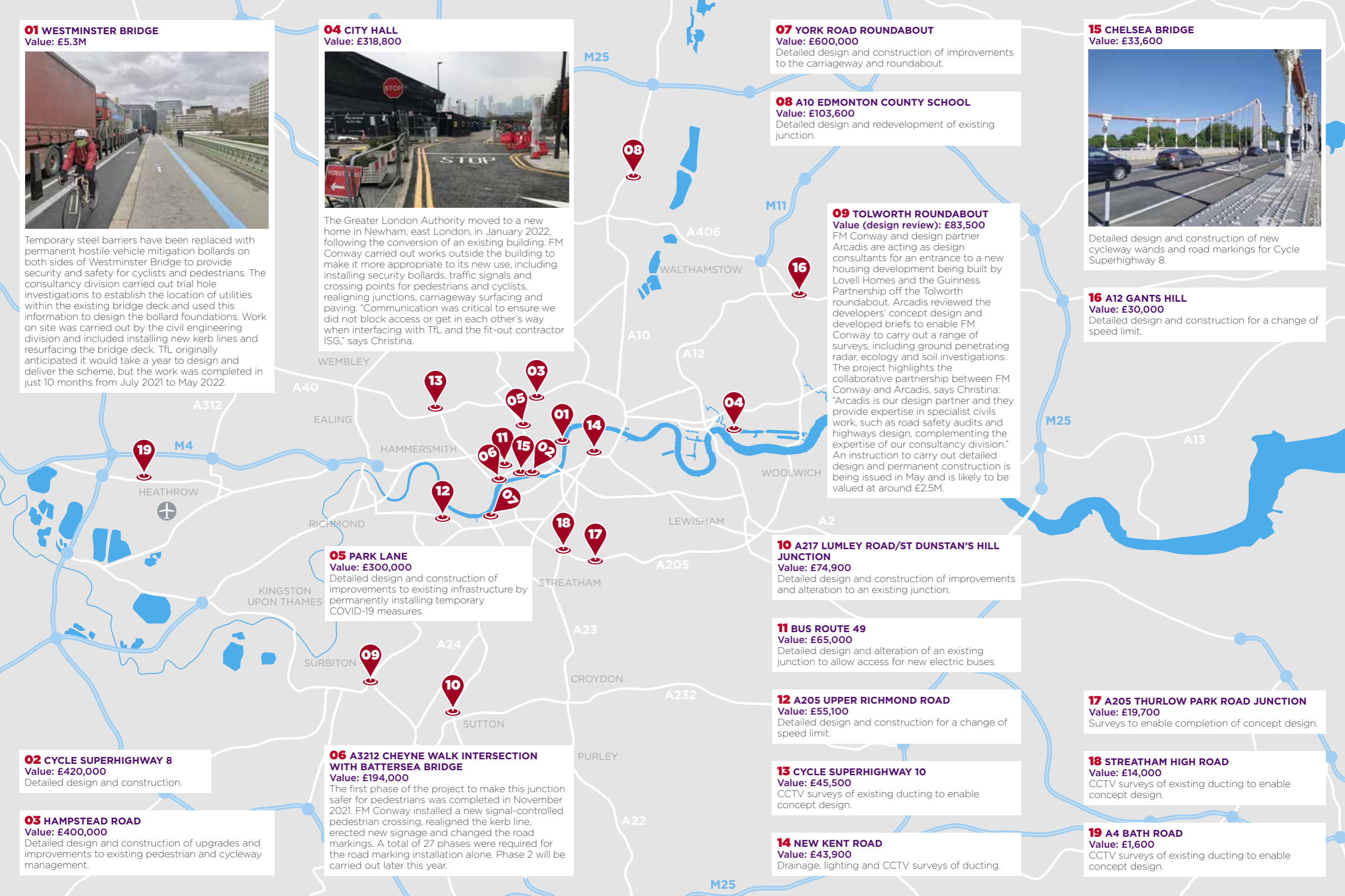
Surveys to enable completion of concept design.

**18 STREATHAM HIGH ROAD**  
Value: £14,000

CCTV surveys of existing ducting to enable concept design.

**19 A4 BATH ROAD**  
Value: £1,600

CCTV surveys of existing ducting to enable concept design.



# SPECIAL ROAD DELIVERY

THE SUCCESSFUL DELIVERY OF A RESURFACING PROJECT IN KENT FOR NATIONAL HIGHWAYS DEMONSTRATES THE BENEFITS OF EARLY INVOLVEMENT AND COLLABORATION BETWEEN CONTRACTORS AND SUPPLIERS



**National Highways, which runs England's strategic road network, is an important and well-respected client of FM Conway. In November 2021 that relationship stepped up when, having won a contract on the Pavement Framework, the business was appointed as principal contractor.**

The project, to resurface a 2km stretch of dual carriageway on the A21 at Bourne Place near Tonbridge in Kent, involved working



## FACTS

Contract  
**A21 resurfacing**

Client  
**National Highways**

Location  
**Bourne Place, Kent**

Contract period  
**January - February 2022**

FM Conway divisions  
- **Surfacing**  
- **Aggregates & Asphalt**  
- **Transport**

with the newly appointed National Highways' Scheme Delivery Framework (SDF) for the Southeast region. And, as the principal contractor, FM Conway was responsible for coordinating the work of all the other suppliers and contractors working on the scheme and ensuring the safety and the quality of their work.

The business knew that the first contract carried out as principal contractor would be an opportunity to set a precedent and demonstrate the standard it plans to achieve under the new framework.

"Collaboration between all suppliers and contractors working on the scheme was exceptional and there was positive feedback from everyone," says FM Conway framework manager Andy Weymouth. "As the principal contractor we ran all the planning meetings and managed to keep the same teams in operation from start to end, including the same pre-coated chipping team, which helped maintain surfacing consistency."

The A21 scheme involved planing 50mm off the existing asphalt surface and replacing it with a new 50mm thick hot rolled asphalt surface course. In some locations, where National Highways' designers identified that there might be deep cracks, the planing went down to 130mm to enable the cracks to be repaired before a new 80mm warm mix binder course and 50mm hot rolled asphalt surface course were laid on top.

The surfacing team worked closely with the traffic management contractor to establish how to phase the work, which was all delivered under full overnight carriageway closures. The planings were returned to the Chelsfield recycling depot, where they were processed and sent on to Erith to be incorporated as recycled asphalt into pavement material.

"One of the benefits of being the principal contractor is our early involvement, which enabled us to have more control of the programme, so we could plan in the

## LOCATION



phases from the very start and capture any efficiencies," says Andy.

Careful planning and collaboration meant the A21 contract was the first work to be undertaken by any of the contractors on the new framework in the Southeast. The business also managed to shave time off the programme, cutting the number of shifts from 25 to just 20. This was partly due to efficiencies, and also because FM Conway advised National Highways that not all the anticipated crack repairs were required.

"When we did the planing we found that many of the cracks were only on the surface and therefore not very deep," explains Dan Cumberland, FM Conway service delivery manager. "Once we had a good understanding of these patterns of cracks we went back to National Highways and they agreed that we did not have to plane out so many of the deep areas. That enabled us to increase the work we could do in a night and saved a shift on each carriageway." ►

## “This was the first scheme under the framework for everyone, and we had good buy-in from the start”

The shortened programme meant less disruption to the network, reduced traffic management requirements, and fewer contractors on site. Carbon was also reduced as there were fewer lorry movements, which helps National Highways move towards its net zero target for maintenance and construction by 2040.

The business also introduced some technical innovations to improve efficiency, ride quality and safety, including telematics that create automatic laying records for each load of material and an app that controls the rate

of spread of the pre-coated chippings (see box). Another innovation was an Averaging Beam on the paver that uses laser levelling to average out the depth of material and create a smooth finish.

“It helps with efficient use of material, and we have had really good feedback about the ride quality, so we will be adopting it on other projects,” says FM Conway senior contract manager Simon Ditton.

The scheme was delivered in two phases – the southbound carriageway first and then the northbound. Work started at 8pm each evening, and the carriageway had to be handed back, complete with road markings, by 6am the next morning.

“The collaboration between National Highways, ourselves and the other SDF contractors was key to delivering this scheme,” says Andy. “This was the first scheme under the new framework for everyone, and we had good buy-in from the start from an efficiency point of view and in terms of the quality we were trying to achieve.”

### INNOVATION

**FM Conway’s surfacing team used an app to monitor the rate of spread of the chippings in the new surfacing. The app is linked to an infrared camera, fitted to a smartphone, which can calculate the rate of spread and the percentage of the asphalt mat that is covered by the chippings.**

Traditionally, this is something a technician would do

manually, standing on the newly laid asphalt and taking measurements around working rollers and chippers. The app means the same job can be done much quicker and far more safely from the side of the carriageway.

Additional safety benefits come from using a telematics system that creates an accurate record of every load of material that goes

down on the road. The system collects data about the material as it is loaded into a truck

at the asphalt plant, and then records the time, temperature and GPS location at the time of laying. It

can also be linked to temperature sensors in the roller and can incorporate compaction rates.



## Project



# PARKING PLACE

AN UNDERGROUND CAR PARK IN CROYDON HAS BEEN TRANSFORMED INTO A SAFE, BRIGHT SPACE WITH A NEW RESIN SURFACE

### FACTS

Project  
**Fairfield Halls car park refurbishment**

Client  
**London Borough of Croydon**

Contract period  
**November - December 2021**

FM Conway divisions  
**- Road Markings - Term Maintenance**

Key subcontractor  
**Roadgrip**

**Croydon’s Fairfield Halls has recently undergone a major refurbishment, including improvements to the surrounding public realm. One of the key upgrades was to the Halls’ underground car park, which FM Conway delivered at the end of 2021.**

The car park had been closed for seven years when the London Borough of Croydon opted to reopen it to improve accessibility to the Halls. Initially the local authority asked FM Conway just to replace the markings that delineate the parking spaces, but once the structure was opened it was obvious a more comprehensive solution was needed.

“The existing surface was an unsightly tamped concrete finish,” explains senior contract manager Oliver Scutts. “Applying new markings directly to the untreated concrete would have resulted in premature failures and, when you look at all the work that has been done above ground, it would have been doing a disservice to the rest of the area.”

The company instead proposed applying a resin floor coating to the surface, which could be coloured to highlight the different areas and would last much longer. FM Conway used polyplaning to grind a fine layer off the concrete and take out the worst of the undulations. Then the surface was cleaned using captive shot blasting to remove any remaining debris, stains and contaminants, and swept to leave it clean and dust free.

A resin layer was applied to the entire 9,640m<sup>2</sup> surface by subcontractor Roadgrip, which is known for applying road markings for Formula 1 and MotoGP tracks. “The coating provides the base layer and fills voids,” Oliver explains. “Once the base coat was down, we applied colours to delineate walkways, parking bays, roadway and accessible bays. We then demarcated the entire area with a cold-applied, carbon-reducing road marking product.”

The work has transformed the car park, and it is now a flagship for the borough.

# Project

**A programme to convert the Royal Borough of Greenwich streetlights to energy saving LEDs is on track to be completed ahead of programme and with additional works completed within the original budget. The programme is being delivered by FM Conway's lighting division, which last year won a six-year term contract to maintain streetlights in the borough.**

Greenwich currently owns around 21,000 streetlights and another 4,000 on road signs and bollards. Most use traditional, inefficient lamps, resulting in high electricity bills, CO<sub>2</sub> emissions and maintenance costs. Converting them to LEDs will use around 70% less energy, with additional efficiencies coming from the fact that the new luminaires are fitted with a near field programmable driver that reduces the light by 30% between 12am and 6am.

The Borough plans to replace all its lanterns and is starting with those in most need of replacement - especially those with columns that are structurally unsafe. These were

## GREENWICH STREET LIGHTING IN NUMBERS

**3,000**  
lamp columns replaced

**17,500**  
lanterns replaced

**70%**  
energy saving per year

**1,500t**  
CO<sub>2</sub> savings per year

identified by FM Conway during the previous term contract period.

"Over five years we surveyed all the lighting assets and did structural tests of all the columns," explains lighting director Graham Cartledge. "From that we developed a traffic light system for replacing them, with red being the ones most at risk."

Around 3,000 lamp columns were identified as red or high amber, and these are now being taken out and replaced with new steel columns that include LED lanterns. A further 14,500 luminaires are being switched over to LED on existing columns. "We started with areas that had the highest outage rates," explains FM Conway business, client & technical support manager Steve Deakin.

The traditional way to replace lamp columns is to install a new column next to the existing one, then swap the electrical connections over and come back later to dismantle the old column. But the slightest change in location can have a negative impact on

residents, so FM Conway is putting the new ones in the same position.

"We arrive at the street, excavate to expose the service cable, then disconnect and remove the existing columns, install the new columns in the same holes and reconnect - all in the same day," explains Graham. "It is less work since we don't need to temporarily reinstate where the old column was."

The lighting division currently has 10 gangs working on the column replacement, and a further four gangs carrying out the lantern conversions.

In accordance with FM Conway's commitment to reducing waste and making construction as sustainable as possible, all the old lamps, luminaires and columns are being recycled. The old concrete lamp columns are going to FM Conway's Dartford recycling depot for crushing into backfill material.

The company is well ahead of schedule with the whole project. All the lantern conversions

## FACTS

Contract  
**Street lighting conversion to LED**

Client  
**Royal Borough of Greenwich**

Location  
**Greenwich**

FM Conway division  
**Lighting**

Contract period  
**October 2021 - September 2022**

will be completed in June and the lamp column replacements in September, halving the anticipated programme.

"The earlier we finish, the more energy the client saves," says Graham, who explains that the efficiencies have been achieved through good planning and the right resources, including a high number of very competent operatives with excellent supervision.

He adds: "Because of the efficiencies we've brought to the contract, the client will have more work done for the same budget."

Tony Hutchinson, street lighting manager at the Royal Borough of Greenwich, says: "Since the contract award it was always apparent that a scheme of this magnitude would be challenging. However, working with the FM Conway team has been rewarding. From the initial planning to starting on the ground, it has shown that careful planning not only eliminates major disruption but also shows how work can be completed in a timely manner."

STREETLIGHTS THROUGHOUT THE ROYAL BOROUGH OF GREENWICH ARE GOING GREEN MUCH FASTER THAN THE CLIENT EXPECTED, THANKS TO AN EFFICIENT TEAM AND CAREFUL PLANNING

# LIGHT SAVER







# LONG LIFE

**The Technology Centre is developing materials that will ensure roads have a longer lifecycle and save carbon**

FM CONWAY'S INDUSTRY-LEADING TECHNOLOGY CENTRE IS DEVELOPING MATERIALS THAT WILL EXTEND THE LONGEVITY OF ROAD PAVEMENTS, WHICH WILL GENERATE SIGNIFICANT CARBON SAVINGS OVER THE ROAD'S LIFECYCLE

**A lot of industry effort is, quite rightly, focused on cutting the carbon that goes into road construction materials. But focusing solely on the initial carbon ignores the potential to reduce carbon even more over the road's lifetime by extending the lifecycle of the pavement.**

"Roads need to last longer," says FM Conway head of technical Mark Flint. "Any carbon savings you make at the start are significantly reduced if you have to return and resurface the road after only a short time.

"If a road currently lasts for seven years between repairs, we should be looking at what we need to do to make it last for 10. Or if it

currently lasts 10 years, how can we extend that life to 13 or 14 years? This, in conjunction with sustainable road construction materials, will make a huge impact on carbon savings."

The lifecycle of a road depends not only on how it was constructed, but also how well it can withstand the elements and increased traffic loadings. "Most of the maintenance that is done on UK roads involves repairing the top 50mm to 100mm," says Mark. "That is the part that suffers through sunlight, rainfall, high and low temperatures and the increasingly heavy traffic, which are all factors that age a road and potentially cause it to fail."

He adds: "Some roads are now taking three to four times the level of traffic they were designed for."

FM Conway is continually researching and developing materials that will enable roads to withstand the degradation caused by the elements and by heavy traffic. "We are always looking to see if there is any new technology that could help in the way a road is constructed, or different materials or additives than can make the roads last longer," says Mark. "We also look at other parts of the

**"Any carbon savings you make at the start are significantly reduced if you have to resurface the road after a short time"**

industry to see what their best practice is, and what materials they're using."

An example of this is use of the business's SureLane polymer-modified stone mastic asphalt to resurface Whitehall in central London last year. SureLane is based on a material that was developed for airport runways and taxiways, so it is very hard-wearing and durable, and has much better wheel tracking and fatigue properties than traditional hot rolled asphalt.

The business has also invested in equipment for the Technology Centre to test new

materials as they are being developed. "Some of the testing we do is specifically around the onset of cracking and how you reduce that," Mark explains. "We can do a low temperature test that mimics the mode of failure for reflective cracking, which helps us to research how to slow the cracking process down."

The business is also investing in the manufacture of "warm mix" asphalt, which is manufactured and laid at lower temperatures, so requires less fossil fuel to heat. "By mixing the material warm, rather than hot, you can actually slow the rate of bitumen ageing, which helps to contribute to a longer life," explains Mark. "We have testing equipment in the lab that has helped us to understand how materials age, and we can see that bitumen suffers most damage during mixing, storing and laying. By reducing the temperature of those activities, we can help prevent some of that early life ageing."

Saving carbon is not the only benefit of extending a pavement's lifecycle, says Mark: "For a road owner, it is in their interest for their road to always be open. If it lasts longer, there is less disruption for all stakeholders, and it is less expensive to maintain."



In 2020 FM Conway launched its 'Big Ten in 10' strategy to change the way health and safety risks are managed. Since then, initiatives to support the strategy have already had success both within the business and in the wider industry. "Millions of activities that could cause fatal or life-changing harm have either been removed altogether or people have been protected from them," says safety, health and environmental quality director Andrew Cox.

Big Ten in 10 focuses on the 10 biggest risk activities that can cause high consequence harm. "Until now, safety has relied too much on individual behaviour and instructions," explains Andrew. "Our approach shifts the emphasis onto eliminating the activity, substituting it for a safer activity or putting in engineering controls that provide protection while the activity is underway."

Examples include buying wheeled loaders fitted with an active personnel detection system that monitors the area behind the machine and automatically applies the

THE BIG TEN IN 10 HEALTH AND SAFETY STRATEGY HAS ALREADY REDUCED HARM FOR FM CONWAY EMPLOYEES AND IS GAINING TRACTION THROUGHOUT THE INDUSTRY

brakes if it detects a person within 6m or an object within 2m.

Another example is a complete change in the way mixing drums are cleaned at the asphalt plants. "It used to be done once a year and would take up to 14 days, with four men working in a confined space using jack hammers," explains Andrew. "One of the fitters suggested using a water jet system. Now the whole process can be done in 16 hours with only two brief confined space entries, so all that dust, noise and vibration has been completely removed."

The company's approach is gaining wide support. As chair of National Highways' Supply Chain Safety Leadership Group, FM Conway chief executive Adam Green is sharing knowledge about the 'big risk' strategic direction and seeing momentum growing. "We are being approached by suppliers and the companies we collaborate with who want to add big risk strategy to the suite of things they do," says Andrew. "It shows that our philosophy is an exemplar for the industry."

AWARD WIN

FM Conway's approach to safety has been recognised by National Highways, which has given the company an award for 'Exceptional contribution to road user safety'. The business has a

parallel approach to National Highways' Home Safe and Well Strategy 2040 for the elimination of fatal and life-changing harm on the strategic road network. Occupational road risk is one of the

highest risks within the business, so the company launched an initiative to target risk at the source, identifying improvements to safety critical controls across the fleet and enhancing training processes.

These include direct vision cabs, SideScan®Predict collision avoidance systems, Viewmatics driver telematics, automated braking systems and electronic wheel nut indicators.

THE BIG TEN



TEMPORARY WORKS

There will be no failure of any temporary work solution designed and installed across our projects.



CONFINED SPACES

Where it is not possible to eliminate working in a confined space, we will implement engineering controls to reduce and manage the entry process.



SAFE DIGGING PRACTICES

We will eradicate all avoidable utility damages from the business.



TRAFFIC & PEDESTRIAN INTERFACE

We will implement engineering controls that prevent people coming into contact with our moving vehicles and plant.



SUBCONTRACTOR CONTROL

As a minimum, we will self-deliver 90% of the works that we undertake, and where we cannot self-deliver, we will engage with subcontractors and ensure full adherence to People First : Go Home Safe.



ISOLATION & GUARDING

We will ensure that all fixed and mobile plant deemed to have high-risk repair and maintenance operations, will be dual controlled, cross-monitored with interlocks, and where removal and opening of the guards and doors will automatically make the plant safe.



WORKING AT HEIGHT

Where it is not possible to eliminate working at height, we will implement physical protection.



LIFTING OPERATIONS

All equipment will be purchased and designed to have safety critical controls that eliminate people coming into contact with the consequences of lifting operations.



OCCUPATIONAL HEALTH

Where elimination is not possible, we will create a working environment where exposure to life-changing health risks is minimised; focusing on vibration, noise, dust and manual handling.



OCCUPATIONAL ROAD RISK

Through our actions, no road user will suffer life-changing harm involving our vehicles.

**Q How long have you worked at FM Conway?**

**A** I joined the bids department in 2009. It was a great introduction to the business, but I was always keen to move around and gain a wider knowledge of how the business operates. From there I moved into SHEQ, in a new role where I worked with Dave Conway in quality.

From SHEQ I joined the Tiger Team, which was responsible for finding solutions to issues across the business. I started in the plant and workshop division and was placed in the parts department, which needed an entire reorganisation. I've always been good with organisation. I like getting things right and I don't like it when things are messy or out of place - I get that from my Mum - so it made sense to be in a role where I could apply this. I have stayed there ever since, overseeing the parts department, then as workshop quality manager, senior asset manager in plant, and now director.

**Q What does self-delivery mean to you?**

**A** Our self-delivery model gives us control over quality and safety and makes us more efficient.

I'm currently focusing on upskilling our people so they can do more work in house and out on the road. In April we got our own diagnostic set-ups for plant equipment, which will bring huge efficiency benefits by reducing downtime and costs. If a machine goes down, we can have people on site to sort it out within a couple of hours instead of having to rely on the manufacturer's maintenance team to come out. We already have this equipment for vehicles, but we want to get our team trained to use it for tasks that we usually have to pay manufacturers to do.

I also want to rebuild our workshops in Dartford so we can improve the environment and increase the types of work we carry out in house.

**Q What are the main challenges?**

**A** This is a very big division with a huge amount of responsibility. We've got over 1,000 vehicles, another 1,000 pieces of large plant and over 4,000 small tools. There are more than 200 HGVs, which are on six-weekly inspections, and the rest are on 10 or 12-weekly inspections. We have a great team overseeing all of this, but there is still room for improvement. My aim this year is to get more people in so we can expand, and to change people's job roles so that we've got the right people in the places where they can excel.

When I first took over asset management, we had a lot of different manufacturers in the fleet. I've focused on consolidating and simplifying this. The idea is to use only set key suppliers for vehicles, plant and small tools. It ensures we keep a better quality of equipment to reduce breakdowns and maintenance costs.

**Q How do you invest in the right technology?**

**A** It's a constant juggling act to decide which new technology to invest in. Some bits of kit change every year, so after a year or two they are out of date. We want to be at the forefront of the industry, but we also want to make sure we're spending money in the right place. If the kit is changing every year, it makes more sense to hire it in rather than purchase.

Our investment should be going into making things better and safer. We had an issue with loading shovels reversing, leading to near misses with operatives. We spoke to Liebherr, who offer a personal detection system that auto brakes when the machine is 6m away from a person or 2m away from an object, and we have now bought three of those units for the asphalt plants at Erith, Croydon and Heathrow. We want the manufacturers to bring us their new technologies and we can see which ones are best for the business.



**DAN CONWAY**  
PLANT & WORKSHOP DIRECTOR

**Q How can the fleet be more sustainable?**

**A** The plant and vehicle fleet should be as sustainable as possible. More electric vehicles are coming onto the market now, and they can go further, so the next step will be to get charging stations and extra power into all our depots. We'll be using the company's SureCharge system for that. We are also reaching the point where a lot of

small tools will be electric and able to do a full day's work.

When it comes to large plant, I personally think it looks like battery power has gone as far as it can go, and the manufacturers seem to be investing more into hydrogen power.

With lower carbon machines being a lot more expensive, we must work with our client base to share the costs.

# FAMILY VALUES

**FM Conway is not just a family business, but a business of families. Every division in the company can boast multiple generations of different families, and water & drainage management (WDM) is no exception. There are currently two mother/daughter gangs working out of WDM's Sittingbourne depot in Kent; both mothers are HGV drivers, while their daughters are operatives.**

Jamie Prime was first to arrive, in autumn 2020. She worked for six months before being joined by her daughter Aliyah Francis. Aliyah then recommended her friend Morgan Hales, who loved it so much that she convinced her mother, Bunny, to join in November 2021. All of them have taken advantage of FM Conway's employee referral scheme.

The mother/daughter pairings have proved to be a huge success, in part because they already have a relationship and can play to each other's strengths.

TWO MOTHER/DAUGHTER TEAMS ARE DEMONSTRATING FM CONWAY'S FAMILY VALUES AT WATER & DRAINAGE MANAGEMENT'S SITTINGBOURNE DEPOT

Jamie and Aliyah work on the night shift, which they say works really well for them, as they keep horses and nights allows them the flexibility to tend to them during the day.

The work is very varied, and includes cleaning and unblocking gulleys and pits, jetting lines, and clearing floods. Morgan says: "I previously worked in a warehouse where I would stand in the same place, and it was boring. This job is something I love doing. Each day is different. You are constantly on the move at different locations."

When asked what advice they would give other women thinking of joining the industry, Aliyah says: "Don't be put off by the stereotypes; we're now outperforming some of the men in our division!"

Jamie says: "Don't be afraid to get your hands dirty," and adds: "FM Conway is a great company to work for. They really invest in you."

Mother and daughter team Bunny and Morgan Hales



# DRIVER TRAINING

A PROACTIVE APPROACH TO HGV DRIVER TRAINING IS THE KEY TO SECURING A SUSTAINABLE FUTURE FOR THE TRANSPORT FLEET

**Callum Stevens is all set to drive the company's Class 2 vehicles**

**FM Conway owns and operates a large truck fleet, which is used to deliver materials and move plant between depots and sites. Last year, in response to the UK's well-publicised shortage of HGV drivers, the business decided to develop its own recruitment and training programme to make sure it can keep that fleet on the road.**

"The trainees can begin their learning before joining the company in their own time and can even line it up with the notice period of their previous employment," explains Steve.

The transport division currently has nine people going through the HGV driver training, and the water & drainage management (WDM) division is about to take on its first cohort.

"We were already feeling the effects of the skills gap and driver shortage, so rather than wait for an initiative from the Government, the business decided to create our own proactive approach to address this," explains senior transport manager Steve James.

The first driver to complete all elements of the HGV Class 2 driver training was Callum Stevens, who has joined the business as a night-time driver at the Heathrow asphalt plant. Callum, who gained his Driver's Certificate of Professional Competence (CPC) at the Wallace School of Transport in Surrey, is following in the footsteps of his late grandfather Peter Seamen, who was also an FM Conway driver.

Prospective drivers would normally pay to go through the training for an HGV Class 2 licence, but under the new initiative FM Conway is taking on this cost. The only stipulation the business makes is that anyone who takes the training works for FM Conway for at least two years after getting their licence.

Callum wants to progress within the business to earn his Class 1 licence and become a low loader driver, like his grandfather.

# GOLDEN TICKETS



As part of FM Conway's 60th year celebrations, each issue of Construct featured 15 Golden Tickets randomly inserted in the copies sent to employees. Each ticket guaranteed the finder a prize of either annual leave vouchers, a camera or cash. With the release of our anniversary edition, the final prize draw included a jackpot of £6,000.

Here are some of last issue's winners:

**Andrew Veness**  
Driver, Transport

The top prize of £6,000 went to Andrew Veness, an asphalt tipper driver at Erith. Andrew, who found out just before Christmas that he had won the jackpot, said he would use it to treat his family over the festive season and for a holiday. He added: "I'm so happy to see FM Conway doing so well and I enjoy working for a great company with great drivers."

**Przemyslaw Jankowski**  
Trainee supervisor, Westminster

Przemyslaw Jankowski, who has been with the business five years, won £60 ahead of the Christmas holidays. "I'm really happy to be a Golden Ticket winner," he said. "I'll use my prize to treat my three-and-a-half-year-old boy to some Lego as he loves it."

THE FINAL GOLDEN TICKET GIVEAWAY TO CELEBRATE FM CONWAY'S 60TH ANNIVERSARY INCLUDED A £6,000 JACKPOT AS WELL AS ANNUAL LEAVE VOUCHERS AND CAMERAS

**Paul Wells**  
Senior quantity surveyor, TfL contract

Senior quantity surveyor Paul Wells won a camera just in time to capture the festive period with his family. "It's nice to be part of the 60th anniversary celebrations, and winning a prize makes it even better," he said.

**Richard Coughlin,**  
Senior surfacing estimator, Surfacing

Richard Coughlin also won a camera in the final batch of Golden Tickets. Richard has worked for FM Conway for 20 years and is a regular Construct reader. "I enjoy reading about works completed by other divisions," he said. "I was pleased to receive a prize and I plan to give it to my son."

**Stewart Martin**  
Compliance manager, Street Lighting

Lighting division's Stewart Martin was thrilled to win £60, saying it brought some joy at the end of a frustrating and unprecedented two years. "I plan on using this money to treat my wife, to show my appreciation for all that she has done for me and my daughter through these difficult times," he said. "Everyone's mental health has taken a tumble through the pandemic and a little pick me up can go far in saying thank you."

**Jessie Glasz**  
Performance analyst, Term Maintenance

Jessie Glasz, who works on the Southwark term maintenance contract, also won £60. "It makes me feel lucky. I was aware of the Golden Ticket scheme, but I didn't know that I'd be entered," Jessie said.

**Alan Burrows**  
Finance business partner, Plant and Workshop

Alan Burrows won a day's leave with his Golden Ticket. "It's always great to win something. I'm going to use it to take a well-deserved day's rest," he said.



## DAN CONWAY

Dan Conway has been appointed as FM Conway's Plant & Workshop director. Dan, who has been with the company for 13 years, will use his significant experience and expertise to develop FM Conway's services and take his teams forward, with a focus on sustainable technology and the plant and vehicle fleet. Dan said: "I am looking forward to working with my teams and the wider stakeholders to understand their experiences and ambitions and consider ways to improve and extend the services we provide."



## WEST SUSSEX

FM Conway has been awarded the latest carriageway and footway package for West Sussex County Council. The contract, valued at around £6 million, forms part of a wider £17 million investment in roads and footways across West Sussex.



## SENIOR TEAM

FM Conway has strengthened its senior leadership team with the appointment of new sustainability director Matt Tallon, and HR director Liz Garvey. Matt has joined the Aggregates & Asphalt division to support the long-term stability of the business, and will focus on decarbonisation, commodity investment and strategic logistics. Liz, who was HR director until 2019, has re-joined the business to build on the great work being delivered by the HR and learning & development teams.

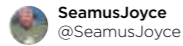
## CITY OF LONDON

### — Contract win

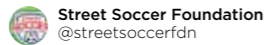
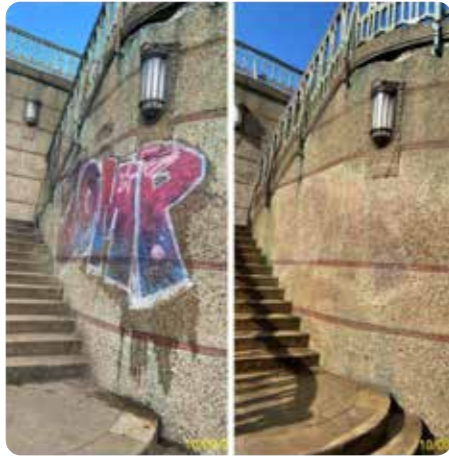
FM Conway has been awarded a five-year term contract with the City of London Corporation to provide highway improvements and maintenance works across the City's unique public realm. The business will deliver a range of services across carriageways, footways, bridges, street lighting and drainage, as well as providing low carbon solutions and materials across the City's highway network and assets. This new partnership sees FM Conway building on its recent success in delivering high-profile projects on London's historic infrastructure.



A JOB WELL DONE



Well done London Highways Alliance delivered by @FMConwayLtd who carefully removed the graffiti this afternoon on Twickenham bridge #Richmond. We shared some good tips on graffiti removal @RichmondNubNews @LondonPortAuth @KeepBritainTidy



Thank you so much @FMConwayLtd for your continued belief and support of our charity. Your continued investment allows us to enrich and support hundreds of young peoples' lives. It truly matters and is immensely valued. Together, #ChangingLives through #Football



We are very pleased to have achieved Net Zero Carbon status for our routine bridge maintenance activities with @FMConwayLtd. This is the first step in our carbon reduction plan: [rbt.org.uk/2022/charity-a-...](https://rbt.org.uk/2022/charity-a-...)



To celebrate International Women's Day and the National Association of Women in Construction week, I with Ringway conducted a collaborative woman's only safety tour with Transport for London, TKJV, FM Conway Ltd and Eurovia. We visited two sites within Central London, Mansell Street and Old Street, both commissioned by TfL to help with their London Street Space and Healthy Streets projects.

13 Ladies came along to help increase visibility of women in constructin across the London Network. It was a fantastic day and I'm sure will become an annual event! Thank you to all who helped.

Happy International Women's Day

#internationalwomensday #womeninconstruction #womeninconstructionweek #safety #works for london #thankyou #tfl #london



A Transformational Approach to Occupational Road Risk has just been award for Exceptional contribution to road user safety @FMConwayLtd #NationalHighwaysIndustryAwards



Compliment from  
Member of the public

Location  
Wembley

Division  
Term Maintenance

"Congratulations to you and your team at FM Conway for the excellent work carried out to the pavements and driveways in Rugby Avenue and Charterhouse Avenue. The residents are very happy with the improvements made by your team to the street."

Employees  
Vasile Bene, Vasile Bogoslov, Catalin Vacarciuc, Ciprian Burghilea, Gheorghe Ungureanu, Alin Stanciu, Danut Andrei Bargan

Compliment from  
Member of the public

Location  
Croydon

Division  
Term Maintenance

"The team working on St Andrews Road are a credit to your company. The foreman was especially polite, considerate, and kept the site clean and tidy. The quality of work is really good."

Employees  
Ray Milner, Maxhim Nezha, Craig Rooke, David Small

Compliment from  
Member of the public

Location  
Cross Road, Kingston-upon-Thames

Division  
Surfacing

"Great work by the team. The road is so tidy, and watching was like a work of art. Everyone knew their job and just got on with it."

Employees  
Paul Padfield, Danny Kew, Adrian Kew, Ricky Kew, Ioan Sarbu, Arthur O'Connor, Jason Strudwick

Compliment from  
Megan Hill, project supervisor, Pegasus Utility Services

"FM Conway have been really easy and great to work with and I can't recommend you enough to all other companies we work with. Everything from the orders department to the accounts and correspondence from yourself is fantastic. I very much look forward to working together on future schemes."

Division  
Aggregates & Asphalt

Employee  
Maggie Taylor

Compliment from  
Gabriela Hampson, project manager, National Highways

Division  
Traffic management

Employees  
Kevin Gormley, Gavin Reynolds, Keith Collins, Sukhminder Rai, Daniel Rudd, TaSwaine Gray, Derek Crump, Abdul Nur, Anthony Abson, Anthony Hardy, Leon Smith, James Cook, Mark Blackeby

Location  
A2, Kent

"I just wanted to email you about the successfully completed A2 Boughton-Dunkirk project. Your ownership and commitment to delivering this scheme in the most effective and safe way really deserves recognition. This scheme was a real challenge for all of us, but we've made it. Thank you again!"

Compliment from  
Nicholas Hill, investigation technician, Southern Water

Division  
Water & Drainage Management

Employees  
Csaba Hajlitsuz, Mike Gatton, Jack Marden, Kris Rutherford, Eneo Kalemi

Location  
Underhill Lane, Clayton, West Sussex

"Thank you for the assistance we had in a desperate few hours of need. I am very grateful for the speed that you guys responded on getting to site to help rectify the situation. Without your lads being on site with us today we would not have got very far at all. Top job and thank you to all the guys."



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