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Construct



FOREWORD FROM MICHAEL CONWAY



AS THE INDUSTRY ASSESSES THE FALLOUT FROM CARILLION, OUR FOCUS FOR THE COMING YEAR REMAINS ON STABLE AND SUSTAINABLE GROWTH.

The demise of one of the construction industry's biggest companies has been a wake up call for many. Although the reasons for Carillion's failure are multiple, it is a reminder of the risks of becoming overstretched: too focused on growing turnover and paying shareholder dividends, rather than on delivering successful projects that bring strong returns.

Conversely, our goal as a business through 2018 will continue to be focusing on what we do best – delivering exceptional results for our customers in our core areas of specialism.

This doesn't mean that we won't continue to look at new opportunities, but it's essential that growth remains stable and sustainable: identifying areas where we can make a difference for our customers by bringing to bear our expertise and knowledge. Put simply, whether working on Berkeley's Southall development (page 14), at the Channel Tunnel (page 6) or London's Baker Street (page 8), our objective remains delivering the infrastructure that communities need to thrive.

At the same time, Carillion has taught us that the industry needs to raise the standards of what it does, and the efficiency of how it's done. From Greenford Flyover on page 12, to the work being done by our lighting division on page 16, this issue of Construct is littered with examples of innovation: but we need to make sure that we're continuing to push our boundaries to deliver better results for our customers and our communities.

That means investing in new methods and technology, but also in our people. At the heart of our success lie our values as a family business and that doesn't just mean having Conway in your name. Instead, it's our wider team – from technical and construction teams in the field to our office staff – that sets us apart. We were reminded of the strength of this family at our recent whole company event in January, which you can read about on page four. Our commitment to continue to put people first is also the driving force behind our new health and safety strategy, which is discussed on page 13.

Getting the most from our teams means creating a supportive culture defined by honesty in our working relationships, inclusive practices and respectful attitudes that encourage everyone to contribute their ideas and energy. This approach has always been intrinsic to how we work; but as we reflect on recent shocks to our industry, and on future challenges, it is more important than ever now.

MICHAEL CONWAY MBE
CEO FM CONWAY

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PRIDE OF CONWAY





FIRST RAIL DELIVERY BOOSTS WORK TO CUT BUSINESS' CARBON FOOTPRINT

The first rail delivery of aggregates from the Port of Tilbury to FM Conway's Theale asphalt plant in Reading has been successfully completed, supporting the company's commitment to sustainable construction.

Along with bitumen, aggregates are one of the key components that make up the road surface. Tim Metcalf, aggregates and asphalt executive director at FM Conway, said that the business' ongoing commitment to reduce its environmental impact had acted as the impetus for FM Conway to look at alternative ways to transport its aggregate supply:

"This more carbon efficient form of transport means that we can cut the number of lorry movements on our roads, as well as giving us greater control over our product supply. The rail link provides us with a reliable source of aggregate, ensuring that we can continue to produce high-quality highway materials for our customers when they need them, passing benefits in terms of time and cost."

SETTING THE BAR ON AIR QUALITY

FM Conway is investing £7 million in its vehicle fleet as part of its ongoing efforts to lead environmental best practice within the construction sector.

The business has commissioned 25 new HGVs and 136 1.5 tonne, 3.5 tonne and 7.5 tonne vehicles. The new purchases include 60 7.5 tonne vehicles and 17 eight-wheel tipper, which meet Euro Six standards.

The move comes in advance of key environmental proposals being outlined by the Mayor of London, including the extension of the Ultra Low Emissions Zone within the capital.

The business has now invested over £235 million in its materials manufacturing and logistics infrastructure over the past decade. Peter Parle, FM Conway's transport manager, comments: "Whether it's investing in plant and vehicle emission technology or cycle safety, FM Conway aims to pave the way on best practice for construction logistics. This latest move will ensure that our vehicle fleet continues to meet the highest environmental standards, helping to improve London's air quality and supporting our many construction projects in the capital."



The business has commissioned 25 new HGVs and 136 1.5 tonne, 3.5 tonne and 7.5 tonne vehicles.

INNOVATION AT WORK

WORKING IN COLLABORATION WITH TRIME UK, FM CONWAY HAS BEEN DEVELOPING A KEY SAFETY FEATURE TO DELIVER INNOVATION IN LIGHTING TOWERS.

One of the business' teams noticed that it was possible to move the traditional tower plants while extended – posing a risk to teams working in already hazardous nighttime conditions.

As a result, the business has developed an innovative mechanism using sensors which automatically collapse the lighting column if the plant is moved or not mounted securely, removing the risk to the equipment, on-site teams and members of the public.



FM CONWAY CELEBRATES COMPANY-WIDE SUCCESSSES TO KICK START 2018

MORE THAN 1,000 FM CONWAY EMPLOYEES CAME TOGETHER AT THE END OF JANUARY TO RECOGNISE THE BUSINESS' SUCCESSSES AND LOOK FORWARD TO THE OPPORTUNITIES AHEAD.

The company event was a fantastic opportunity to bring together all our great people and celebrate another successful two years for the business.



ANDREW HANSEN
chief operating officer,
FM Conway

The Queen Elizabeth II Conference Centre in Westminster temporarily became FM Conway HQ on 26 January as the business assembled for its 2018 company event.

FM Conway chief operating officer, Andrew Hansen, began the day with a keynote address, reporting strong growth for the company following major contract wins, new business acquisitions and partnerships, and key infrastructure investments of £235 million over the past decade.

Headline statistics included news that FM Conway is now among the UK's top 70 largest private employers, deploying 3,000 people every day. Growth has been a consistent factor in the company's development, with turnover increasing from £160 million four years ago, to in excess of £300 million this financial year. The aggregates and asphalt division has gone from strength to strength, making the company the second largest asphalt supplier in the south east of England and the sixth largest supplier in the UK.

Central services executive director, Joanne Garwood, also set out some of the business' continued investment plans, including developing its asphalt plant network and the construction of a new innovation centre to support FM Conway's research and development work.

The overarching theme for the biennial event was 'working better together', emphasising the importance of partnerships and sharing knowledge and expertise across the business to bring benefits for customers and the travelling public. Joanne also unveiled a new scheme designed to encourage employees to put forward their ideas for improving ways of working through the 'Big Idea' competition, offering rewards for team members who propose innovations.

Plans to make sure that talented people continue to join FM Conway were outlined, with a new target of creating one apprentice place for every 20 employees in recognition of the essential need to recruit and train the talent that the construction industry requires for the future.



A major highlight of the day was a presentation from former Formula One world champion Damon Hill, who shared his experiences of how the power of competition and team work can be harnessed for success.

Rounding off the day was a lively Q&A session hosted by chief financial officer David Donnelly, followed by the Pride of Conway Awards to celebrate those employees who have gone the extra mile for FM Conway and its clients.

Andrew Hansen, chief operating officer, commented: "The company event was a fantastic opportunity to bring together all our great people and celebrate another successful two years for the business.

"The talent and skill of our staff is what underpins our great work for customers. Our focus over the next two years will be on continuing to do what we do well and investing in our people and business to ensure that we meet the needs of our customers now and in the future."



KEEPING UP WITH EUROTUNNEL

FROM RESURFACING ESSENTIAL CONNECTIONS TO FOSTERING BIODIVERSITY, TIGHT PROGRAMMING, SAFETY AND ATTENTION TO DETAIL ARE ESSENTIAL TO CUSTOMER EXPERIENCE AT THE CHANNEL TUNNEL.



By the end of the night, we had transported over 1,200 tonnes of asphalt and had successfully completed the works efficiently but safely within the tight timeframe.

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UPGRADING CRITICAL INFRASTRUCTURE

Spanning nearly 32 miles from Kent to Calais, the Channel Tunnel transports 21 million passengers and over 2.5 million cars between the UK and France every year. The railway link also provides a crucial trade connection between the UK and mainland Europe and annually transports over €115 billion of goods.

Working at the Eurotunnel Folkestone terminal in Kent, FM Conway is responsible for an ongoing programme of surfacing and asset management to ensure that this vital connection stays up and running, delivering a seamless and enjoyable experience for Eurotunnel's passengers.

The nature of the link means that works need to be carefully programmed to minimise disruption. Recently, FM Conway coordinated the resurfacing of the site's two loading overbridges, which are used to transport freight and passenger vehicles from the terminal down onto the train platforms themselves.

To coincide with Eurotunnel's bi-national evacuation training day and essential maintenance work, FM Conway needed to deliver the surfacing works within a 12-hour window to ensure the terminal could be reopened once the training day ended. As a result, extensive planning was required to make sure that the project was delivered faultlessly and safely.

Luke Pantrey, surfacing supervisor at FM Conway, explains: "Down to the minute planning was essential to coordinate this extensive project within the course of a single night.

"By self-delivering the entire project – from supplying our 10mm Surephalt surf 40/60 PSV 60 asphalt from our plant in Erith to transporting the arisings back for recycling – we were able to ensure that we had complete control of the programme. By the end of the night, we had transported over 1,200 tonnes of asphalt and had successfully completed the works efficiently but safely within the tight timeframe."

SHAPING THE LANDSCAPE

As well as keeping customers moving en-route to and from the continent, FM Conway's asset management team is working with Eurotunnel to keep the terminal up and running, while also supporting environmental work on the coastal landscape.

Steve Simmonds, contracts manager at FM Conway, comments: "Our primary job is to ensure that the Eurotunnel service buildings, as well as the main terminals, and the connected road network are kept well maintained at all times to ensure Eurotunnel is able to deliver the best possible customer service to people travelling to and from the continent."



The contract also covers management of Samphire Hoe – a site of special scientific interest which was reclaimed from the sea using chalk marl from the excavations of the Channel Tunnel. The asset management team maintains the site on an ongoing basis to foster biodiversity and attract indigenous plant and animal life, carrying out drainage works as required to prevent surface water pooling and ensuring the area closely mimics the surrounding landscape.

Steve Simmonds continues: "As part of our contract with Eurotunnel, our team ensures that this popular destination remains accessible and safe for visitors – requiring regular maintenance to manage and shape the landscape as it matures. Together with Eurotunnel, we're also always looking at ways to improve the environment, introducing new features that boost biodiversity and provide more attractions for the many schools that visit."

Our team ensures that this popular destination remains accessible and safe for visitors



FM CONWAY SOLVES BAKER STREET CHALLENGE WITH TWO WAY TRANSFORMATION

AN AMBITIOUS SCHEME IS SET TO RESTORE THE CHARACTER OF ONE OF LONDON'S MOST FAMOUS STREETS.



Working for Westminster City Council and Transport for London (TfL), FM Conway is delivering a major transformation of the Marylebone road network to balance the needs of motorists, pedestrians and cyclists, by converting Baker Street and its neighbour Gloucester Place to two-way traffic.

Renowned for being home to English literature's most famous detective, site of the Beatles' record store and a key property on the Monopoly board, Baker Street is also one of Marylebone's busiest streets, seeing high traffic volumes heading south towards Oxford Street from the Marylebone Road.

The route was converted to a one-way street in the 1960s in a bid to ease congestion, but changing vehicle dynamics in the area have seen the growth of heavy single-file traffic which can act as a barrier to pedestrians and other road users at peak times.

The £15 million project, which is being supported by the Baker Street Quarter Partnership and the Portman Estate, is seeking to restore the area's heritage as an accessible and walkable London village.

Michael Hurley, senior supervisor at FM Conway, explains:

"One-way systems can in the right circumstances ease congestion, but in the long term has had the opposite effect in Marylebone - resulting in higher speeds and bonnet-to-bumper traffic that can hamper access for pedestrians."

"The new two-way scheme has been designed to redress the problem, slowing down traffic to make it easier for pedestrians to cross these streets while also creating simpler and more easily navigable routes for motorists."

The project is seeing major reconstruction and realignment works at a total of 44 junctions along both Baker Street and Gloucester Place, as well as the series of interconnecting routes that run between them. Such a wholesale transformation of the network has required close coordination between the project partners to ensure the safety of pedestrians, while keeping the area moving. Michael continues:

"The number one priority for the construction programme has been ensuring safe pedestrian access, creating clearly marked routes around the works and alternative crossing points as the road layout itself has changed.

"At the same time, we've worked closely with TfL and Westminster City Council over a number of months to coordinate the traffic management programme with other improvements and construction works across the wider area, to ensure that the disruption to motorists is kept to a minimum."

As well as pedestrians and motorists, improving access for cyclists through Marylebone is a critical part of the project. Advanced stop lines - which enable cyclists to wait safely at the front of queuing traffic - are being introduced at all junctions, while new cycle lanes will connect the area with the wider London Cycle Grid, making it easier for two-wheeled road users to both pass through and visit the area.

The nature of the project and its scale means that constant dialogue with businesses, residents and the wider community has been essential to ensure that the works run smoothly with minimal disruption, as Michael explains:

"Keeping both Baker Street and Gloucester Place accessible to traffic for the majority of the works has been critical to making sure Marylebone remains open for business. We've worked closely with local businesses as well as road users to communicate the changes that are taking place on a regular basis."

The first phase of the project, including replacement of nearly half of the junctions, is now complete and the area is due to open to two-way traffic during early 2019.



The number one priority for the construction programme has been ensuring safe pedestrian access, creating clearly marked routes around the works and alternative crossing points as the road layout itself has changed.



MICHAEL HURLEY
senior supervisor,
FM Conway



INVESTING IN BARNET'S FUTURE

CONWAY AECOM IS DELIVERING A MAJOR HIGHWAY MAINTENANCE PROGRAMME WITH RE – A JOINT VENTURE BETWEEN BARNET COUNCIL AND CAPITA – HELPING THE BOROUGH TO MAXIMISE INVESTMENT AND DELIVER LONG-TERM BENEFITS FOR ITS RESIDENTS AND BUSINESSES.

Since 2015, CONWAY AECOM has been working in conjunction with Re (Regional Enterprise) on behalf of Barnet Council to deliver a £50m, five-year Network Recovery Programme (NRP) – a major investment scheme for the borough's highway network.

At a time when many local authorities face significant budget restraints, the NRP is designed to maximise the borough's investment and efficiently improve the condition of its road network. The maintenance programme is focused on making intelligent interventions on the network to maximise longevity, saving on costly short-term repairs and ensuring Barnet's road and pavements can be used for safe, reliable travel in the long term.

John Holliday, contract director at FM Conway, explains: "The NRP is all about doing more with Barnet's investment and minimising asset management costs in the long run – making full use of state-of-the-art maintenance treatments."

Under the NRP, CONWAY AECOM has been at the forefront of delivering an extensive carriageway resurfacing and footway reconstruction programme. Following detailed assessments of the borough's highways, the team has used a variety of treatment types to effectively repair the borough's roads and pavements, with a focus on future-proofing them. In addition to traditional resurfacing treatment, the wide-scale use of Micro Asphalt, a thin bituminous mix rolled onto the road surface to correct localised imperfections, has extended the life of many roads by up to 10 years.

Re is now celebrating the completion of 1,000,000 square metres of highway resurfacing works since the start of the NRP in 2015 – marking a significant achievement and key milestone for both Re, CONWAY AECOM and Barnet Council.





In addition to the network recovery plan, CONWAY AECOM has been working on several complementary schemes focused on improving the borough's transport network.

Residents have been kept informed at every stage of the improvement programme...

Proactive Patching Programme (PPP)

As part of Barnet Council's 'Taking Care of Neighbourhoods' campaign to keep the borough clean and green and improve travel connections, CONWAY AECOM's Rhinopatch machine has been used extensively on the borough's roads to accurately repair potholes. Using infrared heating technology, the machine provides the council with a cost-effective way of repairing its roads.

Bus stop improvements

In partnership with Transport for London (TfL), Re and CONWAY AECOM are working to improve Barnet's bus stops to make buses more accessible, reduce congestion and improve air quality.

The improvements to the borough's bus stops include correcting kerb heights and re-laying footways to provide better transfer to buses for disabled passengers. To date, 35 improvements have been carried out to bus stops in Barnet, with a total of 85 planned for this financial year.

Residents have been kept informed at every stage of the improvement programme, with a key emphasis on minimising disruption and delays on the borough's bus network as such an important part of its transport infrastructure.



The NRP is all about doing more with Barnet's investment and minimising asset management costs in the long run – making full use of state-of-the-art maintenance treatments.



JOHN HOLLIDAY
contract director,
FM Conway

RAISING THE BAR AT GREENFORD FLYOVER

COMPLEX WORKS ON LONDON'S A40 WESTERN AVENUE HAVE CALLED FOR AN INNOVATIVE AND HIGHLY TECHNICAL APPROACH FROM THE ASSET MANAGEMENT TEAM.



FM Conway's asset management team has been working closely with Transport for London (TfL) to deliver a technically challenging flyover renewal scheme on one of London's main strategic roads, the A40.

As part of the company's London Highways Alliance Contract (LoHAC) with TfL and its JV partner AECOM, the brief for the FM Conway team was to replace 24 bearings and the internal deck drainage system on the A40 Greenford Roundabout Flyover. This key piece of infrastructure serves thousands of drivers travelling in and out of London every day, so it has been vital to minimise disruption for the public during the works.

Contracts manager Ismet Sakajani explains: "The Greenford Roundabout Flyover sits on a primary route into the capital. Built in 1979, the structure's bearings and drainage systems have deteriorated over many years and were in critical need of repairs. The challenge for us was to keep it open while undertaking these works."

The solution chosen by the team has had the dual benefit of not only allowing the flyover to remain open, but also bringing forward the targeted completion date for the project by working closely with TfL's engineering team. Using heavy-duty temporary props, FM Conway has been able to lift the bridge deck up to 2.5mm off its existing bearings, working with the wider CONWAY AECOM team to carefully monitor the loadings on the bridge while the old bearings are replaced with new.

Ismet explains the process so far: "The temporary props need a solid foundation on which to sit, so before we began the replacement work we excavated down to the flyover's pile caps – down to a depth of three metres in some places. We then put the steel props in place, fixing them to the bridge soffit. The next stage was to lift the bridge deck using hydraulic power and lock the props in place."

The team is using hydro demolition technology on the top of the concrete columns to remove the old bearings. Once removed, a new bearing is then drilled into the existing socket and secured with concrete and a final layer of grout to fill any air pockets between the bearing and the concrete.

"It's a delicate process which requires constant dialogue between the different team members," says Ismet. "By using these modern technologies, however, we've been able to keep the flyover open to drivers and are on schedule to complete the works in early April, four weeks ahead of TfL's original completion date."

Philip Gray, TfL's Structures Team Leader, says: "CONWAY AECOM's method of construction ensured minimal impact on the network, allowing London to keep moving whilst undertaking a technically challenging project and ensure Greenford Roundabout Flyover continues to perform well into the future."

By using these modern technologies, however, we've been able to keep the flyover open to drivers and are on schedule to complete the works in early April, four weeks ahead of TfL's original completion date.

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FM CONWAY LAUNCHES NEW FIVE-YEAR HEALTH AND SAFETY STRATEGY



THE BUSINESS HAS DEVELOPED A NEW HEALTH AND SAFETY STRATEGY TO ENSURE THAT ITS EMPLOYEES, PARTNERS AND THE PUBLIC CONTINUE TO GO HOME HEALTHY AND SAFE AT THE END OF THE DAY.

We have a series of strategic initiatives and campaigns planned to help keep health and safety in its broadest sense front and mind for all our staff.



Health and safety is a core pillar of FM Conway's business model. As part of its continued efforts to ensure people always come first, the business has been designing a new five-year health and safety strategy.

FM Conway's director of safety, health, environment and quality (SHEQ), Andrew Cox, explains: "Meeting the highest health and safety standards isn't just a corporate target for us, it's central to the way we operate, underpinning our core values.

"Our teams work across technically demanding projects, often in heavy-trafficked areas and in close proximity to the public, so it's vital that we continually evolve our approach and keep up with the latest industry best practice."

FM Conway has been consulting with its employees to develop the renewed strategy, which seeks to create an environment in which staff feel confident to speak up and take responsibility for others' wellbeing as well as their own.

The strategy places attention on the importance of safeguarding employees' mental wellbeing and long-term health as well as tackling immediate safety hazards. Planned campaigns will address and raise awareness of long-term impacts including those from noise and dust.

Andrew adds: "We have a series of strategic initiatives and campaigns planned to help keep health and safety in its broadest sense front and mind for all our staff. This includes a mental health campaign and the creation of a Green Flag scheme to recognise those sites across the business that are meeting best practice.

"We're also extending our professional driver recognition scheme, which awards individual drivers with gold, silver and bronze hardhats for meeting and exceeding behaviours that the company values, such as customer satisfaction reports, near miss reporting and defect reporting - all linked back to our core values across the company."



FM Conway will be continuing to consult with employees on the new strategy over the coming months.



FM CONWAY IS HELPING TO OPEN UP A STRATEGIC REGENERATION SITE IN WEST LONDON, DELIVERING VITAL CIVIL ENGINEERING WORKS FOR BERKELEY WEST THAMES' SOUTHALL WATERSIDE DEVELOPMENT.

UNLOCKING SOUTHALL WATERSIDE

Berkeley West Thames' Southall Waterside scheme is set to be one of London's most exciting new residential developments. Due to deliver 3,750 new homes in West London as well as a range of community amenities, FM Conway is playing a key role in opening up the site to kickstart construction on this major regeneration project.

The development sits alongside the Great Western Railway between the Grand Union Canal and Southall Station in the London Borough of Ealing. It was formerly home to the Southall Gasworks which closed in the 1970s, leaving an underutilised and largely inaccessible 88-acre area of land.

The brief for the FM Conway team is therefore to open up the site by constructing two new bridges – a 42-metre span structure over the Grand Union Canal and a 24-metre concrete bridge over Yeading Brook – as well as a 400-metre road to provide vehicle and pedestrian access from the western side of the development.

FM Conway's project manager Derek Daly explains: "the construction of the new bridges and road is the vital first step in

kick-starting the development. Once they are in place, Berkeley West Thames can open up the Southall Waterside scheme to wider construction traffic; and begin really transforming the site.

"Our focus has been on careful phasing of the Western access works, delivering as much of the project in parallel with other preliminary construction activity as possible to cut down timescales."

Alongside detailed planning, FM Conway's programme has been boosted by the fact that the majority of the construction materials for the scheme can be sourced from the business' Heathrow asphalt plant, which lies less than half a mile west of the site.

"It's a complex programme and having the Heathrow plant so close has been a major benefit," says Derek. "It not only gives us full control over our materials supply chain but also cuts down the need for storage on the constricted site. In delivering the earthworks for the new structures, we've actually been able to import materials by barge on the canal, saving time as well as reducing vehicle movements in the local area."

The knowledge, enthusiasm, skill and effort of the whole FM Conway team has been vital to keeping the programme on track and meeting the technical challenges of the works.

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DEREK DALY
project manager,
FM Conway



The nature of the scheme has created a number of technical challenges, calling for FM Conway to think innovatively to deliver the critical works.

In particular, construction of the new bridge over the Grand Union Canal required complex programming to complete the structure against tight timescales and with limited access. The four 43.5 metre steel girders for the bridge, weighing in at a massive 75 tonnes, were manufactured offsite for greater efficiency and while work to secure 116 sheet piles 7.5 metres into the canal to support the structure was underway. Again, as a result of limited access the decision was taken by the team to install the piles from the water using pontoons, saving valuable programme time.

The works were further complicated by the close proximity of the Great Western rail line, requiring extra close attention to be paid to the construction process to ensure the safety of those on site and prevent any obstruction of the railway.

Physical infrastructure has not been the only concern. The construction of the access road has entailed the merging of two waterways via a large-scale diversion under the Yeading Brook bridge into a neighbouring waterway, the River Crane. A carefully planned fish rescue process has ensured that local wildlife haven't been affected by the works.

"It's a challenging but exciting project to be involved in - it's not often that you get to play such a key role in helping to regenerate a major part of London!" says Derek.

"The knowledge, enthusiasm, skill and effort of the whole FM Conway team has been vital to keeping the programme on track and meeting the technical challenges of the works. The support of Berkeley's team has also been invaluable, particularly in helping to coordinate the complex stakeholders involved in the works, including the Canal & River Trust and the Environment Agency to name just a few."

The enabling works are due to be completed in May this year, paving the way for the next chapter of Southall Waterside's bright future.

The construction of the new bridges and road is the vital first step in kick-starting the development

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5 MINUTES

...ON THE LIGHTING DIVISION

WITH GRAHAM CARTLEDGE
DIRECTOR OF LIGHTING, FM CONWAY

Q What does FM Conway's lighting team do?

A We look after eight major lighting contracts across London, covering 160,000 lighting units. The scope of these varies but our work focuses on asset management, routine and reactive maintenance as well as lighting installation. We also offer artistic and architectural lighting services.

Lighting is a key part of FM Conway's end-to-end offer for customers so we work closely with our term maintenance, civils and structures teams. Just some of the high-profile schemes that we support include the London Highways Alliance Contract with Transport for London for the North West of the city, and a large-scale public realm renewal scheme for Bond Street for Westminster City Council.

Lighting is a key part of FM Conway's end-to-end offer for customers so we work closely with our term maintenance, civils and structures teams.

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GRAHAM CARTLEDGE
director of lighting,
FM Conway

Q What are the key challenges for customers at present?

A Two major challenges for our public sector clients are reducing carbon footprint and managing falling revenue budgets. Our job is to help customers to reduce energy use by employing new technologies while making their capital investment go further.

These challenges often go hand in hand and one of the ways that we've been helping the London Borough of Bexley to cut energy use and carbon, as well as maximise investment in the borough's lighting assets is through the installation of LED luminaires. It's part of a 'spend to save' model that we've helped them to create. LED luminaires use up to 60 per cent less energy than traditional lanterns and have a typical lifespan of 50,000 hours, reducing long-term maintenance costs by 30 per cent.

LEDs are one important part of solving local authorities' dilemma. The other is better mapping of assets to create a data inventory which clients can use to anticipate renewal and maintenance costs. It's a proactive approach and we look at age profiling of assets, energy reporting and condition surveys, using this information to create detailed degradation models, maintenance management plans and budget forecasts.



Q How is the skills challenge affecting the lighting sector?

A FM Conway's lighting team has grown rapidly in recent years and we're now just under 90 strong, but it's no secret that the skills challenge is a concern for us. As the construction industry grapples with an ageing workforce, we need to work harder to get young people interested in lighting careers. We work with the business' recruitment, learning and development teams to get people into the division as well as upskill existing staff.

We're committed to the Highway Electrical Association compliance scheme, which is the industry standard training programme, and many of our operatives are working towards an NVQ/CBQ qualification. We're also setting up a new mentoring scheme to share practical and business skills and in line with our focus on cost efficiency, one of our trainee quantity surveyors will be the first to benefit from this.

Q How do you see the lighting sector evolving over the next few years?

A It's an exciting time to be in lighting. New technologies are reshaping our industry and we're at the heart of enabling the move towards smart cities. Just some of the initiatives that we're working on include the installation of smart lighting columns that house electric vehicle charging technology. We're also looking at 'small cells' technology which boosts 4G mobile signal and will eventually support 5G in urban areas.

Beyond the public realm, the Internet of Things (IoT) has the potential to improve building safety and compliance. We're looking at how IoT can enable remote monitoring of emergency lighting and the detection of fire, smoke and carbon monoxide. There's also the potential to use it to reduce energy usage in buildings by remotely controlling and monitoring appliances.



GOING THE EXTRA MILE

FM CONWAY CELEBRATES ITS OUTSTANDING EMPLOYEES AT THE 2018 'PRIDE OF CONWAY' AWARDS.

FM Conway's employees are at the heart of its success, and it is their ongoing dedication and commitment that ensures that the company continues delivering great work. At the business' biennial company event this year, Joanne Garwood, central services executive director, presented the 'Pride of Conway' awards to recognise those outstanding employees who have gone above and beyond for FM Conway and its customers.

The awards recognised employees from all sectors of the business, from people working in frontline delivery to those providing crucial support services for the company and its clients.

↘ MALCOLM NOAKES

GOING THE EXTRA MILE AWARD

Malcolm Noakes was crowned the winner of the 'Going the Extra Mile' award after assisting in a major traffic accident. Travelling on his way to work, Malcom stopped to give first aid treatment to victims of a road traffic incident prior to the arrival of the emergency services and was praised by paramedics for his quick action.

Highly commended was Brandon Taggart.



THIS YEAR'S WINNERS:

↘ AARON MANNING

PRIDE OF CONWAY AWARD

Aaron Manning was the 'Pride of Conway' winner. Aaron has been an employee at FM Conway for over 10 years. He brings commitment and creativity to everything that he does, whether developing occupational health training videos or improved manual handling devices for the term maintenance team. Aaron's friendly personality means that he is respected and liked throughout the business. He is a real asset to FM Conway.



↘ STEWART MARTIN

HEALTH AND SAFETY AWARD

Stewart Martin, divisional compliance manager, was awarded the health and safety prize after developing the 'Near Miss Top 10' concept. This simple but crucial initiative communicates the 10 most important near misses flagged by employees to the entire business, ensuring that all staff can take action to prevent potentially harmful incidents occurring in the future.

Highly commended were George Palaghiu and Catalin Livadariu.





CONGRATULATIONS TO ALL THE HIGHLY COMMENDED AND WINNERS AT THE 2018 PRIDE OF CONWAY AWARDS.

↘ JASON WARD

APPRENTICE OF THE YEAR AWARD



Jason Ward secured the 'Apprentice of the Year' award. Jason's hard work and dedication resulted in him graduating a year early from FM Conway's apprenticeship programme and he has now moved into a permanent position at the business as an accredited traffic management operative.

↘ KWASI MENSAH

MENTOR OF THE YEAR AWARD



Kwasi Mensah was named as the 'Mentor of the Year'. He is committed to developing the skills of his younger colleagues and is constantly looking for new opportunities to help them become well-rounded employees.

↘ JACKIE GODDARD

PLAYER'S PLAYER AWARD



Jackie Goddard, part of the front of house team at FM Conway head office, was voted this year's winner of the Player's Player award by over 1,000 employees who attended the company event for her friendly, courteous and professional manner with clients and staff. Christy Madden, Nick Howard, Terry Snelling and Matt Moore were all shortlisted.

Highly commended were Nick Howard and Matt Moore.

↘ DEAN HALES

INNOVATION AWARD



Dean Hales took home the innovation award after coming up with a system to make lighting towers safer. Used widely by the business during nighttime works, Dean noticed that the towers could be moved while extended, posing a health and safety risk. His idea of a system which automatically collapses the towers if they are moved or not mounted securely has been developed with Trime UK and is helping to keep people safe across the company.

Highly commended were Terry Whybrow and Tony Stevens.



**PEOPLE
FIRST**
GO HOME SAFE

Construct

SPRING 2018



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