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ISSUE 47

# CONSTRUCT



## Foreword



**Joanne Conway**  
Executive Group Chair and  
CEO of the FM Conway Group

DEVELOPING THE EXPERTISE  
AND SKILLS OF OUR PEOPLE  
ENSURES A SUSTAINABLE FUTURE  
FOR US AND OUR CLIENTS

I have recently assumed the role of Executive Group Chair and CEO of the FM Conway Group. I will continue to work alongside Andrew Hansen as COO, Mark Goldsworthy as CFO, and our team of managing directors to drive our business forward as we have done for so many years. I am extremely proud of the strong and agile business we are today, and of the people within it that help drive our success.

People are central to FM Conway – our own people and those affected by our work. ‘great people: great work’ isn’t just a slogan; it underpins the entire business.

We know people are our greatest asset - that’s why we put so much emphasis on learning and development, ensuring everyone can develop their career the way they want to. It’s also how we’re creating the next generation of leaders and ensuring the business is sustainable in the future.

By developing the people within the business, we have created our unique self-delivery model, giving us control over almost every element of delivery. In-house experts can constantly explore innovative ways of working and new technologies and materials to help our clients and their customers.

One example is the incredible expertise we’ve developed in asset management through our term maintenance contracts. Now we’ve consolidated this knowledge in our new asset management services team, which works across the business to develop solutions that deliver improvements for us and our clients.

This expertise is already achieving meaningful outcomes on the ground for our clients – like using lighting controls to make streets safer, and installing sensors in gullies to predict and avoid flooding on urban roads. Technology like this also helps us achieve our ongoing aims of improving efficiency in the industry, creating a safe working environment for our own people, and reducing carbon for everyone’s benefit.

## Contract



FM Conway played a crucial role in the preparations for His Majesty King Charles III’s coronation. The business carried out a range of activities, including providing traffic management, lighting, structural, and surfacing works, to ensure the smooth running of the largest military ceremonial operation in 70 years. The work, known as

‘Operation Golden Orb’, included removing and reinstalling infrastructure throughout The Mall and Whitehall, and resurfacing The Mall to provide a smooth ride along the procession route.

Phil Robson, head of operations (highways) at Westminster City Council, said: “I just wanted to say

a big thank you to all the members of FM Conway involved in the planning and delivery of Operation Golden Orb.

“The event went without a hitch and has received significant positive feedback. Excellent work in ensuring the plan was implemented to such a high standard.”

06



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# RAPID RESPONSE TEAM

SELF-DELIVERY ENABLED THE SURFACING TEAM TO MOBILISE RAPIDLY FOR A RESURFACING PROJECT ON A KEY TRUNK ROAD



## FACTS

Project  
**A23 Pease Pottage**

Location  
**M23 J11 to Handcross, West Sussex**

Client  
**National Highways**

Surface area  
**75,000m<sup>2</sup>**

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

**A key element of many FM Conway contracts is the ability to respond quickly to emergency situations. Earlier this year, the surfacing division, under its contract with National Highways, was asked to carry out urgent repairs to the A23 between junction 11 of the M23 and Handcross in West Sussex.**

The initial plan was to preserve and retexture the existing surface layer, with some localised repairs. But site visits established that a far more substantial – and urgent – repair project was required.

“This was initially supposed to be a preservation scheme, but on inspection, the condition of the surface had gone beyond that,” explains Andy Weymouth, FM Conway’s framework delivery manager for the National Highways Pavement Delivery Framework. “The road now needed to be planed out and reinstated with a new surface course layer and binder course on areas with further deterioration.”

Instead of a two-night scheme laying 700t of material, the team had to prepare for a nine-week resurfacing programme to plane off and lay 10,000t. There was little time to mobilise, as the work had to be done before

## LOCATION



the road deteriorated further and ahead of Gatwick Airport’s peak summer travel season. “We had just four weeks to mobilise, which is very quick for a scheme of this size,” says surfacing director Paul Padfield.

FM Conway’s self-delivery model pays dividends in situations like this as the business can control materials production and supply, plant and equipment, transport and people. “It is up to us to manage the availability of all the main aspects of the contract – the lorries, aggregate and

## CARBON MEASUREMENT

The total global warming potential associated with the A23 surfacing project was measured using FM Conway’s ‘whole life surfacing model’, which captures greenhouse gas emissions from the embodied carbon, operational activities and end-of-life processing or treatment. The model uses carbon data from specialised lifecycle

impact assessment studies and national databases plus data from the project itself, such as fuel usage for plant and transport, and gas and electricity at asphalt plants. It will be used to assess the whole life carbon for the project, and to compare the carbon impact with industry standard figures to identify potential carbon savings in future.

bitumen – and we are good at that,” says senior contract manager Simon Ditton.

The asphalt plants at Erith and Heathrow geared up to produce the material, and the recycling plant at Chelsfield found space to store 10,000t of planings ready for use as RAP on another job.

The new surface is a 40mm layer of FM Conway’s SurePhalt, designed to be highly durable and rut-resistant. It was laid at night, with the teams planing and laying around 300t, or 2,560m<sup>2</sup>, of asphalt each overnight shift. They only had until around 3.30am each morning to get the material in and compacted, before handing the road over to specialist contractors to install induction loops, studs, white lining and road markings, ready to reopen to traffic at 6am.

Neil Wade, National Highways Construction Manager, said: “The company reacted quickly and professionally to this rapid request on the A23 Pease Pottage, assisting the planning and programming of the most high-profile areas first. FM Conway is a trusted member of our supply chain with the ability to adapt and change to circumstances like this.”

## EQUIPMENT

Planing was done by three brand new Wirtgen W210Fi milling machines, all running on Hydrotreated Vegetable Oil (HVO) fuel. They come equipped with a variety of innovations, including the Mill Assist machine control system, which optimises performance by automatically adjusting the speed of milling according to the road condition and temperature. Another innovation is the Wirtgen Performance Tracker (WPT),

which uses a laser scanner and GPS positioning to give the operator information, like the area being planed, depth, density of the material taken out, fuel and water consumption, in real time. “These are by far the best planers in the market,” says FM Conway’s planing operations manager Stephen Chapple. “It is a lot of investment, but they are road recycling machines, and that’s an important part of what we do.”



# MODEL ASSETS

ASSET INFORMATION ON THE A249 IN KENT HAS BEEN TRANSFORMED BY CREATING A DIGITAL MODEL OF THE ENTIRE NETWORK

FM Conway is currently six years into a 10-year maintenance contract on the A249 in Kent for Sheppey Route Ltd, which is the Design, Build, Finance and Operate (DBFO) contractor that manages the road on behalf of National Highways. The contract covers a 41km network on the A249 between the M2 and Sheerness that is used by 30,000 drivers a day, and includes the iconic Sheppey Crossing.

Now, thanks to FM Conway's intelligence-led approach to asset management, there is, for the first time, a comprehensive database containing all the assets on the network.

"Records were previously kept in various paper and digital forms," says FM Conway contract manager Karl Hopper. "When Sheppey Route Ltd hand the network back to National Highways at the end of the contract, they must provide a detailed asset management record for all the assets, on a platform that everyone can use."

Although Sheppey Route Ltd's contract still has 13 years remaining, it asked FM Conway to produce a database to fit this brief. "We saw this as a great opportunity for a digital transformation project to record all the physical assets as digital assets and create an asset management registry in

## LOCATION



Below: Graphical representation of information collected by the digital survey

a GIS [geographic information system] platform," explains FM Conway head of asset management services Sacha Attard.

The team looked at many options for collecting asset information and chose mobile mapping technology as the most efficient and cost-effective solution, using a vehicle mounted with a 360 HD camera to drive the network and take photographs every 10m.

Surveying company Catsurveys, which carried out the work, collected images from the entire network in just half a day, then processed them using a combination of



artificial intelligence (AI) and manual checking to turn it into a GIS format. "Between 75% and 80% of the data extraction was done using AI," explains Sacha, who says, in future, this could reach 90%.

Karl adds: "They trained the AI to recognise, for example, that everything at a set height and distance from the carriageway edge is a safety fence. It very quickly learnt what it was looking for."

The result - delivered in just six weeks - is a database of all the network assets, including carriageways, footways, lighting, barriers, fencing, gullies, bollards, signs, traffic lights and islands, all labelled in accordance with National Highways' Asset Data Management Manual.

The information sits on FM Conway's asset management platform, so Karl and his team can use it to manage maintenance activities. "Phase 1 was to bring all the asset information together in one place. Phase 2 is to use it for defect recording, accidents and incidents, maintenance, drain clearing, structural inspections, surfacing works and vegetation clearance," says Karl.

"All our maintenance history will be on the asset management platform going forward

## FACTS

Project  
**A249 asset database**

Client  
**Sheppey Route Ltd**

Contract period  
**2017 - 2027**

FM Conway divisions  
**- Term Maintenance - Consultancy**

and our client can access the system and monitor what we're doing."

FM Conway senior contracts manager Tom McConnell adds: "We can also add the information we get from RoadBotics condition surveys, so if a section of road keeps failing, the system will give us all the history."

Digitising data on clients' assets is fundamental to FM Conway's strategy and, following the success of the A249 project, a similar approach is likely to be adopted across more complex networks maintained by the business.

Sheppey Route Ltd general manager Gary Branton says: "Over the last few years, FM Conway and Sheppey Route Ltd have been discussing the best way to collect the necessary data for future hand-back requirements. Following the initial presentation in November 2022, it is very pleasing to see the results of Karl's team's hard work in achieving the results in such a short space of time.

"FM Conway's asset management system is certainly a great addition in capturing all of the A249 assets and recording the maintenance history of each one."

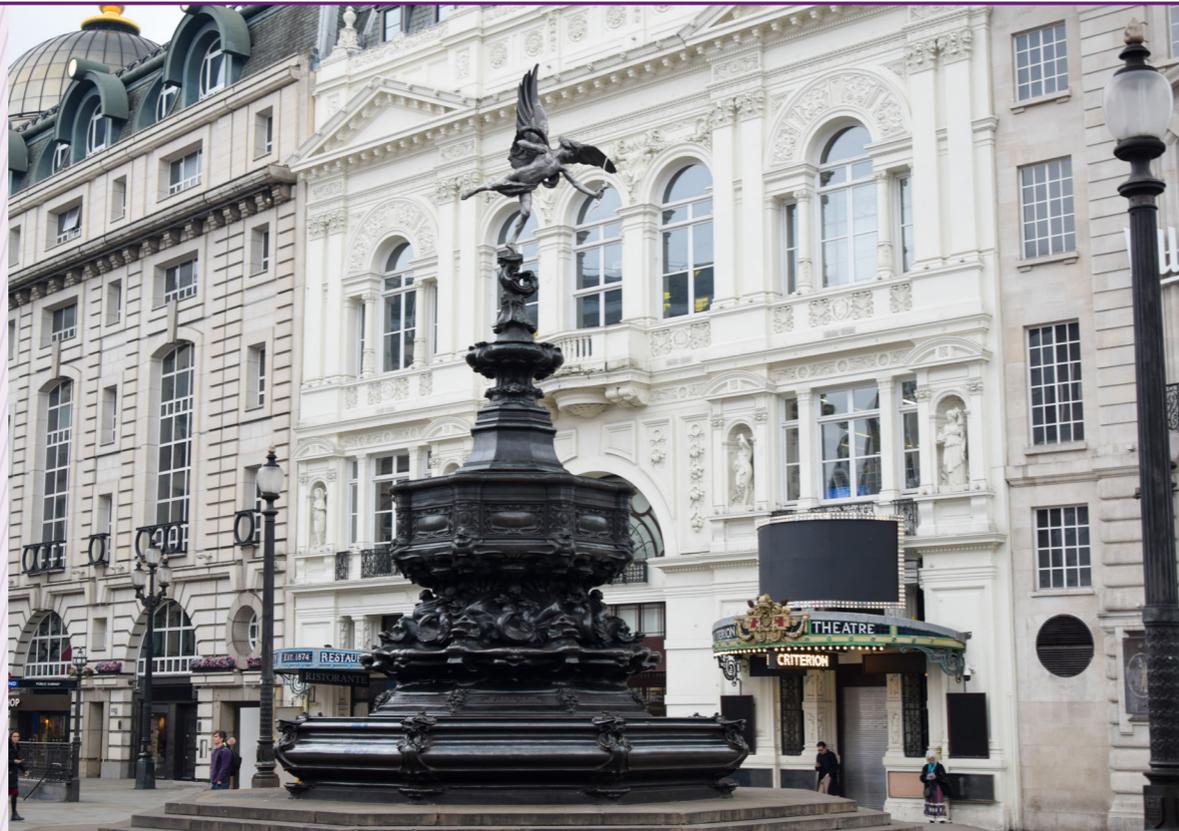
## EROS

The Shaftesbury Memorial Fountain – better known as Eros – is a fountain topped by a winged statue on the southeastern side of Piccadilly Circus. It was erected in 1893 to commemorate the Victorian politician and philanthropist the 7th Earl of Shaftesbury.

The statue was the first in the world to be cast in aluminium and is set on a bronze fountain.

The monument is cleaned routinely four times a year, but it is checked every day to see if there is any damage and to remove rubbish and debris from the fountain. The FM Conway team is sometimes asked to clean it more frequently either because of graffiti or because Eros is to appear in a film.

Since taking on the contract, the team has had to carry out a major repair that saw Eros's famous arrow replaced with an exact replica.



# MAINTAINING LONDON'S LANDMARKS

MAINTAINING SOME OF LONDON'S ICONIC STATUES AND FOUNTAINS IS ALL PART OF THE JOB FOR THE STRUCTURES AND TERM MAINTENANCE TEAMS

## BATTLE OF BRITAIN MONUMENT

The Battle of Britain Monument on Victoria Embankment is designed specifically for people to interact with. It was built in 2005 to commemorate the individuals who took part in the Battle of Britain during the Second World War, and utilises an existing 25m long granite structure that was originally designed as a smoke outlet for underground trains when they were powered by steam engines.

A walkway cut obliquely through the middle of the structure is lined with bronze panels depicting scenes from the Battle of Britain, including a life-sized sculpture of airmen scrambling for their aircraft during the battle. The outside of the monument is lined with bronze plaques listing 2,936 pilots and aircrew from 14 countries who took part in the battle on the Allied side.



**Any walk around central London will take you past statues and monuments commemorating the city's history or its famous residents. Landmarks like Eros and Cleopatra's Needle are part of the capital's fabric, while tourists flock to have their photo taken alongside the statue of Sherlock Holmes outside Baker Street tube station or with Agatha Christie in Covent Garden.**

The task of maintaining many of these monuments falls to FM Conway's teams in the City of London and the City of Westminster, who between them look after 43 statues and 17 ornamental fountains as part of their term maintenance contracts.

"When we talk about structures, we tend to think about bridges, but we are also responsible for routine maintenance and reactive or planned maintenance on a lot of statues, monuments and ornamental fountains," says FM Conway contracts manager Peter Moore. "The list includes some important historic structures, and we are aware of the importance of getting it right. These structures are part of our heritage."

Each structure has its own maintenance regime, with some being inspected and cleaned just twice a year and others – like Eros – requiring daily inspections and weekly cleaning, as well as immediate action if any graffiti is found. If any repairs are required, they are scheduled into a programme of works that may involve bringing in specialist contractors to work alongside FM Conway.

In the City of Westminster, most of the work involves maintaining monuments constructed in stone and bronze or other metals. Some are extremely historic, whereas others – like The Women of World War II and Battle of Britain monuments – are recent additions.

"We have a dedicated gang for the routine maintenance who know the structures well and really care for them," says Peter.

In the City of London the team is responsible for servicing and cleaning both the fabric and the operation of 14 ornamental fountains. Most of these are active and have pumps that must be kept in working order. Many also have to be tested regularly to ensure areas populated with water are kept clean. ▶

In addition to carrying out maintenance, FM Conway is also called on to protect vulnerable structures when there are large crowds in central London, for example on New Year's Eve, for major football matches and during marches and demonstrations. The business has designed and fabricated purpose-built protection for the most high-profile statues, as contracts manager Joey Cook explains: "For Eros, the protection is made of 3m high sections of wood, painted black. It is prefabricated and goes together on site."

All the statues and fountains FM Conway maintains are designed to be seen and enjoyed by the public, which means all the work is carried out in areas with high footfall and in the public eye. "We're very much public facing, but the teams are used to it," says Peter.

There are unique challenges associated with a lot of the monuments the team work on, arguably none more so than the fountains at Marble Arch where, as well as ongoing maintenance, an annual drain down and clean is carried out. A pair of Egyptian geese - a protected species - nests there each year, so the team works around them, and has even built a ramp for the newly born ducklings to get in and out of the pond.

### THE MONUMENT TO THE WOMEN OF WORLD WAR II

The Women of World War II monument was erected in Whitehall in 2005 to remember the seven million women who contributed to the war effort by working in hundreds of vital jobs. The bronze monument is 6.7m high, 4.9m long and 1.8m wide. Around the sides are 17 sets of clothing symbolising the jobs women undertook in World War II. Twice a year, the monument is cleaned using specialist bronze cleaning equipment.



### LANCASTER GATE MEMORIAL

The Lancaster Gate Memorial Cross is a Grade II-listed memorial commemorating residents who died fighting in World War I. It was unveiled in 1921 and moved from its original location outside the local church to Lancaster Gate in 2002 as part of a street improvement scheme. FM Conway's team has recently replaced some of the plaques listing the names of the war dead, coordinating with specialist designers and craftspeople to develop a design and acid etching method to suit the location and conditions.



### ST LAWRENCE AND MARY MAGDALENE DRINKING FOUNTAIN

The St Lawrence and Mary Magdalene Drinking Fountain is on the eastern side of Carter Lane Gardens near St Paul's Cathedral. It is made of Portland stone with sculptures of St Lawrence and Mary Magdalene. It was originally installed in 1866 outside the Church of St Lawrence Jewry but was dismantled in the 1970s and stored until 2009 when it was reassembled and erected a year later in its current position.



# SOLAR POWER

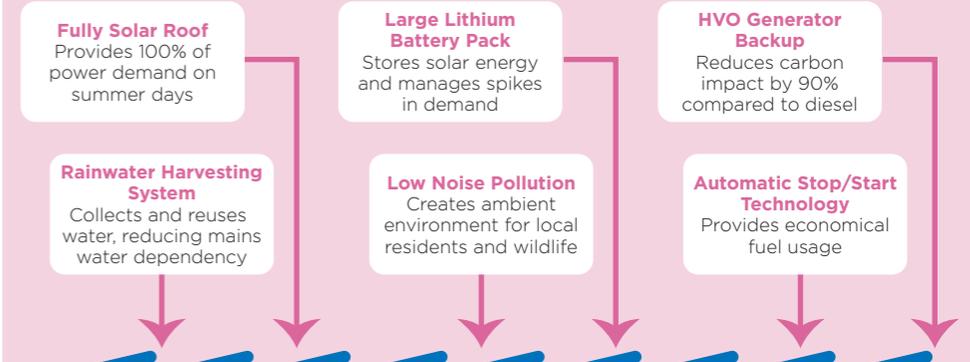
NEXT GENERATION TECHNOLOGY IS CRUCIAL TO ENSURING FM CONWAY ACHIEVES ITS AMBITION TO BE NET ZERO CARBON BY 2045

**One of the biggest challenges the business must overcome if it is to achieve its net zero carbon aims is to reduce diesel usage, as this currently accounts for approximately 47% of its carbon footprint.**

"By using these eco welfare units, we are removing diesel and reducing carbon emissions by 99% compared to traditional welfare units," explains FM Conway plant & transport director Dan Conway. "They can generate most of their electricity from the large array of solar panels and have a large battery pack for storage, as well as an HVO generator as backup. We can completely remove fossil fuels and their associated carbon emissions from the units, as well as NOx and particulate matter."

Some of that diesel is used to power the welfare cabins that are used by operatives when they are working on projects, so FM Conway has begun trialling welfare units that run on solar generated electricity, with hydrotreated vegetable oil (HVO) as backup.

### THE ECO WELFARE UNIT



**SAVINGS vs STANDARD UNIT**  
 An estimated carbon saving\* of **10,485kg CO2e** = 99% saving  
 \* Based on 6-hour operation, 260 days per year

## Project

**London's Grade I-listed National Portrait Gallery has reopened after a three-year, £41 million refurbishment programme that has seen the interior of the building completely remodelled and major changes made to the exterior.**

The biggest change is to the main entrance, which has been repositioned and is now approached from an open forecourt on the north side of the building that was built by FM Conway as part of the refurbishment project.

This new area of public realm replaces what was previously a rarely used triangular grassed area. The trees have been retained, as has a statue of actor Sir Henry Irving, and the area has been updated to create a welcoming forecourt.

Mark Goudy, senior contract manager for FM Conway's developers workstream, explains: "The old garden area has been completely transformed. The grass had already been removed, and the statue was

taken away and brought back to a new location. We've added bespoke granite setts, paving and new seating to make a much more inviting entrance for the gallery and create a big area of public realm."

FM Conway was awarded the £1.5 million contract in October last year by the National Portrait Gallery's main contractor Gilbert-Ash. Work started at the beginning of December, by which time a reopening date of June 2023 was already firmly fixed in the calendar. "We had a set end date, but one of our biggest challenges was the long lead time on particular materials," says Mark.

The first items to be ordered were three massive York stone slabs that act as threshold stones in the new entrance hall. Another early order was for 50 hostile vehicle mitigation (HVM) bollards, three of which have integrated lighting columns. FM Conway's lighting division was brought in to install them, and the term maintenance team also had support from the surfacing

division, which resurfaced a section of Orange Street leading from the new forecourt to Leicester Square.

Creating the forecourt involved laying 700m<sup>2</sup> of York stone slabs, 250m of granite setts, 78m of curved granite steps and over 6m of large bespoke granite benches. "The steps and benches are huge, with complex curved shapes that have very little margin for error in their final position," says Mark. "It was like a giant game of Tetris."

The work was carried out in four phases, with different parts of the site handed over to the main contractor in each phase. Mark's team arranged all the traffic management and organised the necessary permits with Westminster City Council.

"This is a massively busy area," explains Mark. "The site is in between Trafalgar Square and Leicester Square, so footfall is extremely high. We had to ensure pedestrians were kept separate from the work but also provide access for the

### FACTS

Project  
**National Portrait Gallery Forecourt**

Client  
**Gilbert-Ash**

Contract value  
**£1.5 million**

Contract period  
**December 2022 - June 2023**

FM Conway divisions

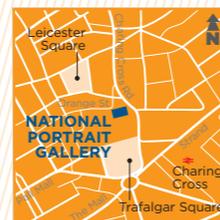
- Term  
- Maintenance  
- Lighting  
- Surfacing

contractor to the building when they needed it."

FM Conway completed the forecourt at the end of May, ahead of a series of events in June that included a ceremonial opening by the Gallery's patron, The Princess of Wales. Executive group chair and CEO of the FM Conway group Joanne Conway was invited to another of the events to mark the reopening, alongside artists exhibiting in the gallery.

Andrew Jackson, project director for the National Portrait Gallery, adds: "The National Portrait Gallery's Inspiring People project has comprised the largest and most comprehensive redevelopment in our history, and in the lead up to our reopening, we eagerly anticipated welcoming visitors back through our new forecourt and doors. Thank you to FM Conway for their work on this project, which has transformed the way our visitors navigate and experience the new National Portrait Gallery."

### LOCATION



A NEW PUBLIC OPEN SPACE GIVES ONE OF LONDON'S MAJOR GALLERIES THE GRAND ENTRANCE IT DESERVES

# OPEN TO THE PUBLIC





# CITY STREETS

A UNIQUE COMBINATION OF HERITAGE AND ULTRA-MODERN INFRASTRUCTURE MAKES FOR A FASCINATING WORKING ENVIRONMENT FOR THE CITY OF LONDON TERM MAINTENANCE TEAM

**The City of London has its own unique character. The mix of heritage and modernity is something FM Conway has embraced in the first year of its five-year highway construction and maintenance contract with the City of London Corporation. The contract, which started on 1 July 2022, renews a long-term relationship with the City and includes a mix of project work and maintenance. It is being led by the term maintenance team and supported by the structures, lighting and surfacing divisions.**

## LOCATION



“Working on high profile infrastructure in London’s iconic locations is where our expertise lies, and we’re well placed to take on the challenge,” says FM Conway senior contracts manager Daniel Thomas.

A key factor in FM Conway’s relationship with the City of London Corporation is the ability to drive technological innovation through development – such as the business’s asset management platform and its digital site management system – as well as supporting the Corporation’s

## TOWER BRIDGE

Every three months, FM Conway closes Tower Bridge for five nights, which allows the structures division to carry out essential routine and planned preventative maintenance in a controlled manner and reduce overall impact on the public. Recent works included upgrading the lighting, replacing distribution boards, moving electrical cables from the footways and into the towers, and repairing the nosing of the cantilever road deck.

The work involves multiple subcontractors working in a limited space, which is why FM Conway’s role as principal contractor is so important. “We have pre-site meetings with all the subcontractors to look at all safety issues and how they will best work on site,” says project manager Rob Jacobs. “It requires a lot of coordinating, ensuring risk and method statements are correct and fully understood.”

The team is using a digital platform

for gathering site information and project management. Rob explains: “You take photos or videos and record your site diary on the go,

it’s also used for recording deliveries and who’s on site and what tickets they have.”

Contract manager Peter Moore

adds: “It has been really useful for highlighting to the client how we are effectively managing the subcontractors.”



## “Working on high profile infrastructure in London’s iconic locations is where our expertise lies”

drive for sustainability through its asphalt production and knowledge.

Most of the major project work within the contract comes from Section 278 agreements between the Corporation and developers of new buildings. FM Conway works in partnership with the Corporation to ensure the City continues to provide world class public realm.

The Corporation has precise requirements for these projects, such as using high-quality natural stone, in keeping with the

## FACTS

Contract  
**City of London highway construction and maintenance**

Client  
**City of London Corporation**

Contract period  
**2022-2027**

FM Conway divisions  
**- Term Maintenance**  
**- Structures**  
**- Lighting**  
**- Surfacing**

City’s environment. Noise restrictions are tighter than in other authorities, with noise-generating activities like excavating, breaking, and cutting prohibited for much of the day.

“These requirements mean we need a new approach to normal day-to-day activities,” says FM Conway’s City of London contract director John Holliday, explaining the need for smarter working to counter the reduced hours for noisy works, which has encouraged innovation and sustainable working practices. “We’re trialling acoustic cutting enclosures and considering cordless electric cutting saws to maximise efficiency on site.”

With the contract well underway, FM Conway’s focus is firmly on building a great partnership with the City, and together delivering an accessible, sustainable and well-maintained public realm that respects the City’s unique heritage.

# GOING ELECTRIC

**As part of FM Conway's net zero carbon commitment, the business has installed a new, fully electric, zero emission crane at its wharf on the River Thames in Erith.**

Last year, the busy wharf took delivery of over 330,000 tonnes of aggregate, so finding a carbon-friendly way to operate this service has been a priority for the business.

Investing in the new crane will help reduce the emissions produced by essential plant, and comes as part of the business's drive to become net zero by 2045.

THE BUSINESS HAS TAKEN A MAJOR STEP FORWARD IN ITS AIM TO DECARBONISE ESSENTIAL PLANT AND EQUIPMENT

The electric crane will save over 142 tonnes of CO<sub>2</sub>e emissions per year, as well as being more efficient, easier to operate, and much quieter than its predecessor.

"Seaborne delivery is the most carbon efficient method of obtaining aggregate supplies, and further improving these savings through the introduction of our electric crane demonstrates how serious we are about our commitment to net zero," explains FM Conway sustainability director Matt Tallon. "FM Conway is always looking at new innovations to make our operations greener."



The Big Ten in 10 is our 10-year strategy designed to prioritise the most significant health and safety risks to our business and strive for their elimination to ensure that everyone goes home safe each day.



**300mm**

60% of utility damages occur within this depth

**SOLUTION:** To reduce the risk of utility damage FM Conway has implemented Ground Penetrating Radar (GPR) scanning that identifies utilities and their depth below the surface

**1 million**

Slab lifting operations performed each year

**300,000**

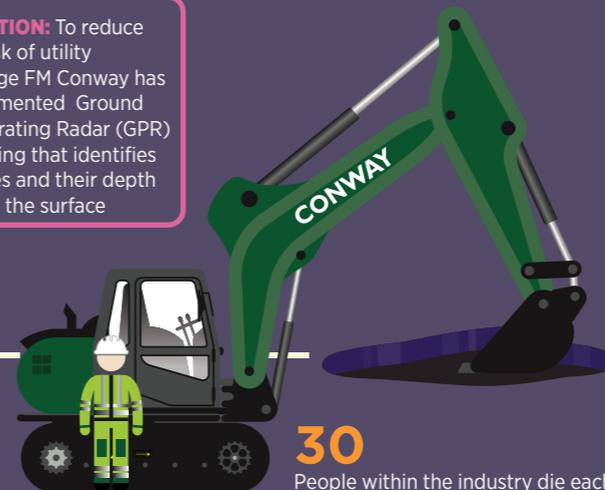
Musculoskeletal disorders occur nationally each year - 30% of all workplace injuries

**SOLUTION:** Our 'Donkey' Slab lifter enables the user to lift, manoeuvre and lay a slab (often heavier than 25kg) without having to bend

**25,000**

Sweeper reversing manoeuvres are carried out every year

**SOLUTION:** By installing Innovative Safety Systems such as Auto-Stop Radar across our sweeper fleet, we have reduced the risk of a potential incident between people and plant



**30**

People within the industry die each year as a result of coming into contact with plant and moving vehicles

**SOLUTION:** Our human detection system automatically stops the plant when a person is detected during reversing

**611**

Incidents where improper lifting has occurred

**SOLUTION:** New remote-control camera system is being installed on cranes performing the lifting operations



**Q What is your role at FM Conway?**

**A** I previously worked at FM Conway between 2011 and 2019, then left to work at another construction business, before returning in March 2022 as HR director. I think a bit of my heart has always been green and just before I returned, I received a note from Michael Conway saying 'welcome home'. I truly feel that this is my professional home, because it is invariably a real pleasure to speak with everyone. There really are some lovely people working in our business.

The business has grown a lot in the last few years, but I believe it has retained its family values and the ability to keep connected to people. We are now more structured in the way we approach our people initiatives, however we still remain focused on the great people who make up our business.

**Q How do you make sure everyone feels valued?**

**A** We are genuinely interested in what people throughout the business think, which is why we ran the 'Have Your Say' engagement survey throughout May. The intention of the survey is to engage with people and understand what's important to them.

It was available via a QR code and an app, and in different languages, to give us the best chance of capturing as much information as possible.

But getting people to complete the survey is only half the objective. What we do with the information we've obtained will demonstrate how serious we are about continuous improvement.

We have some quick wins and will be establishing employee groups to agree and start implementing actions as a result. It's incredibly important that we follow up the contributions we've received and implement improvements identified.

**Q What have you done in your first year as HR director?**

**A** It's important that the HR team is really close to the business operations, so we have built on the existing business partner model. Each business unit has an HR partner who understands the particular needs of that part of the business.

Sometimes, you come to work thinking you will be doing one thing and end up doing something completely different. There may be an issue you need to solve or new colleagues to integrate - from Flowline, for example. Whilst that can be challenging, getting things done in support of our business objectives is incredibly rewarding.

We have built a great team who are committed to adding value where it's needed, thinking about what the business requires, and proffering solutions before they are required.

**Q What are the priorities for learning and development?**

**A** I've been really excited to further evolve our learning and development programmes. We are working to get the basics right, and our technical training team is focused on ensuring people have the right tickets, licences and qualifications to do their work.

We want to give everyone the opportunity to gain the skills they need to grow as individuals and develop their careers - from the wonderful apprentices and trainees on our emerging talent scheme to the Great Leaders programme, which focuses on upskilling the exceptional people already within our business.

Supporting this is our succession planning programme, which monitors people's performance, potential and career aspirations. Hopefully we are using this information effectively to support decisions about business needs in terms of skills and competence, as well as people growth.



**LIZ GARVEY**  
HR DIRECTOR

**Q What is your philosophy for investing in people?**

**A** I am proud to work for a business that is passionate about people development.

We recently joined the 5% club, a national organisation of businesses that aim to have supporting formal learning opportunities for more than 5% of their employee population, and are going for gold accreditation.

This is important, as it illustrates that we are committed to welcoming new talent and developing our existing great people to achieve the great work we are known for.

We want to invest in people and ensure they have accredited qualifications that enable them to work anywhere, whilst ensuring that they are valued, rewarded, and engaged with so they feel part of the FM Conway family.

# FEMALE FOCUS

FM CONWAY IS COMMITTED TO PUTTING PEOPLE FIRST AND RECOGNISES THE IMPORTANT ROLE IT PLAYS IN ATTRACTING WOMEN INTO THE CONSTRUCTION INDUSTRY

**FM Conway recognises that diversity is key to a high-performing workforce and in 2020 launched a strategy to ensure the business supports people from all areas of our community.**

“Our aim is to create an inclusive environment that allows people to develop to their full potential, and this will put our business on a more sustainable footing in the long term,” says executive group chair and CEO of the FM Conway group Joanne Conway.

Females make up 15% of the workforce and the business is committed to ensuring that it both supports and celebrates these individuals as well as attracting more women into the business. Successes have been significant, as evidenced by the 2022 EDI interim report: 43% of the apprentice population and 35% of successful candidates on the Great Leaders career development programme are female. However, the proportion of females in site-based roles is much lower, so there is still work to be done.

Now a female owned and led business, FM Conway recognises the need to inspire change for more women in construction and has begun hosting regular events for its female colleagues. Over 100 women from across the group attended the events at its head office in Sevenoaks, to meet and share experiences and ideas.

At the latest event, Joanne discussed her journey to becoming chair of the business, and guest speaker Sevenoaks MP Laura Trott MBE delivered an inspiring talk on life as a woman working in a political and male-dominated environment.

Ella Cole, head of EDI, spoke openly about the challenges of recruiting and retaining women in the construction industry, and the work being done by the company’s new Female Forum to overcome these challenges. “We want to make sure we’re listening to females within the business, celebrating everybody’s achievements and making sure women working in a male dominated environment know they are appreciated and trusted,” she says.



## POSITIVE ACTION

FM Conway has successfully renewed its status as a Disability Confident Leader. This certification recognises FM Conway as a champion within its local communities for encouraging and supporting businesses across its networks to become disability confident. This reflects FM Conway’s drive to attract, recruit, and retain diverse talent by concentrating on positive actions to remove barriers to working in the construction sector.

## FLOWLINE JOINS

FM Conway has acquired the trading assets of environmental drainage contractor Flowline Limited, making the business one of the UK’s largest drainage contractors. Water and drainage management director Julian Wynn said: “We are delighted to have Flowline join the FM Conway family and expand our delivery capabilities into The Midlands. “This acquisition represents a significant investment in people and a specialist, modern fleet with industry-leading capabilities, which will contribute to the growth of the FM Conway Group. “I am delighted to welcome all our new colleagues into the business, and we look forward to a seamless transition of delivery for our clients.”



## SHIPPING AGENCY

FM Conway’s shipping agency is helping the business achieve its sustainability goals by minimising lorry movements, enabling the transportation of large quantities of materials while reducing the business’s carbon footprint. The agency co-ordinates the delivery of hundreds of thousands of tonnes of aggregates each year to the Erith and Newhaven wharfs, ensuring the plants are stocked and can keep up with the demands of the FM Conway teams and external customers.

## MICHAEL CONWAY AWARD

### — Legacy

FM Conway’s late chairman Michael Conway was recently recognised at the Highways Awards with the unveiling of a new award dedicated to his legacy.

The Michael Conway MBE Community Leaders Award has been created in honour of Michael’s commitment to fostering new talent to better serve local communities through outstanding civil and highway engineering. FM Conway sponsored the award, with executive group chair and CEO of the FM Conway group Joanne Conway, Michael’s daughter, presenting the award to Neil Farley of Ringway Jacobs at the awards dinner.



# A JOB WELL DONE

**Jeremy vine**  
@theJeremyVine

**DRIVER OF THE WEEK.** An extraordinary moment during my commute early on Friday. This driver obeyed the speed limit in Kensington. Genuine thanks and praise to him for making the roads a better place.



11:08 · May 27, 2023 · 198.9k Views

18 Retweets 8 Quotes 257 Likes 4 Bookmarks



**CC Infrastructure Services**  
4,321 followers  
1w ·

**TRANSFORMATION TUESDAY.** Our ICATS teams are working alongside [FM Conway Ltd](#) in Cannon Street to transform over 30 bollards. This is the start of many upcoming street furniture refurbishment projects this year, we cannot wait to see more incredible transformations unfold.

[#ICATS](#) [#streetfurniturerenewal](#) [#paintingworks](#) [#bollardpainting](#) [#transformationtuesday](#)



**Alan Wardrop** @AlanGWardrop · 5hr

If anyone knows the guys on this Conway resurfacing operation going on in [#LBRuT](#) [#Teddington](#), especially the PM, buy them a beer from me. First class choreography, not a second lost. Swan Lake with tippers, plane, paver, rollers and guys with shovels.

(And the car lifter 😊)



1 6 356

**TL Teddington**  
@TL Teddington

Agreed. The night works on resurfacing has been going very smoothly indeed. [#Teddington](#) Good job [@FMConwayLtd](#) cc: [@lbrut](#)

11:53 AM · May 19, 2023 · 28 Views

**Pre-Tar Surfacing Ltd**  
1,293 followers  
3w ·

Pats crew has been laying the next phase of binder in Leighton Buzzard for milestone. Beautiful weather for it and good supplies from [FM Conway Ltd](#).

[#teamworkmakesthedreamwork](#) [#surfacing](#) [#rdguk](#) [#conway](#)



Compliment from **Brian Grace, project engineering support, Haleon**

Division  
**Water and Drainage Management**

Location  
**Haleon, Maidenhead, Berkshire**

Employees  
**Jack McKenna, Mathew Taylor, Georgia Kitney**

“Just a brief but important note to say what excellent ambassadors Jack McKenna and Mathew Taylor are in representing Conway. They are a credit to your business. These guys have been at the Maidenhead site for two consecutive weekends and have gone the extra mile in everything they do. They have been polite and accommodating in what is a challenging site to work on. They have communicated issues they have found clearly, and I look forward to the report once the works have been fully completed. Additionally they have been observed by numerous people on-site that they adhere strictly to Health and Safety and PPE requirements usage.”

Compliment from **Member of the public**

Division  
**Term Maintenance**

Employees  
**Darren Stainer, Andrew Frostick, Terence Churchill, Luke Churchill, Jason Schmidt, Albie Stainer, Aaron Gifford, Tommy Simmons**

Location  
**Broomfield Avenue, Worthing, West Sussex**

“I am delighted with the hard work and courteous manner that your workers have displayed whilst working on the resurfacing on my road. You are very lucky to have them working for you and representing your company. Thank you for making the road a more pleasant road to walk on!”

Compliment from **Member of the public**

Division  
**Term Maintenance**

Location  
**Ashchurch Grove, Hammersmith & Fulham**

Employees  
**Alex Sampson, Gheorghe Flore, Vasile Flore, Daniel-Emanuel Lucaci, Teodor Ducea, Daniel Thomas**

“I just wanted to comment on the professionalism of your team that is fitting new pavements in our road and, for this last week, directly outside my house. They are very polite and don't leave any rubbish lying around. I have also seen one of them taking a couple of minutes to help one of our elderly neighbours to her door with her shopping.”

Compliment from **Catherine McEwan, engagement officer, Transport for London**

Division  
**Surfacing**

Employee  
**Dan Carney, Andrew Jordan, Nicholas Barnes, Daniel Jordan, Vilius Paulionka, Grazvydas Sidlauskas, Mantas Jesiunas, Tomas Mazyulis, Romas Liauksminas, Darius Bukis, Antanas Ruskys, Deividas Ignatavicius**

Location  
**A243 Leatherhead Road**

“I went down to Malden Rushett yesterday to catch up with the residents' association there and they were very keen to tell me how grateful they were for the excellent job you did on resurfacing the A243 at Telegraph Hill. One of the residents who lives right next to where you were set up was very complimentary of how efficiently, quickly and quietly you worked. It's always good to hear positive feedback, so I am very pleased to pass it on to you all.”

Compliment from **Fiona Hatton, cyclical engineer, Essex Highways**

Division  
**Water and Drainage Management**

Employees  
**Lewis Wallington, John Diss, Julian Wynn, Paul Harkins**

Location  
**Courtauld Road, Braintree, Essex**

“Operatives from Flowline were wearing all the correct PPE and using a banksman when reversing on site. Good practices seen all round.”



FM Conway  
Conway House  
Vestry Road  
Sevenoaks  
Kent  
TN14 5EL

Tel: 01732 600 700

[www.fmconway.co.uk](http://www.fmconway.co.uk)

